## Terms of Reference

**Agricultural Producer Marketing Groups Specialist**

<table>
<thead>
<tr>
<th>Project:</th>
<th>Funding Facility for Economic Reform – KRG</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Post Level:</strong></td>
<td>International Individual Consultant</td>
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<tr>
<td><strong>Duty Station:</strong></td>
<td>Erbil/Iraq</td>
</tr>
<tr>
<td><strong>Period of assignment/services:</strong></td>
<td>50 WDs Over 5 months duration</td>
</tr>
<tr>
<td><strong>Estimated Starting Date:</strong></td>
<td>April 2021</td>
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(Date when the selected candidate is expected to start)

### 1. Background

An extensive review of Agriculture supply chain issues, undertaken in 2018 by the FAO identified the fact that rural poverty amongst farming families was extensive across all agricultural communities in Kurdistan. Farming families in all regions indicated better organisation through producer groups would strengthen their commercial positions through better access to markets and cheaper materials.

The objective of this project is to facilitate the development of the strategies, plans, and policies required to establish Producer organisations in Kurdistan. Such groups will provide a suitable environment to attract investments and help promote increased economic development in their regions. The Producer groups will empower local farming communities by promoting, facilitating and developing food production, ensuring that inward investment is directed into priority sectors identified locally and creating job opportunities for the rural communities.

The KRG Economic Reform Roadmap 2016 recognizes the importance of domestic direct investment in contributing to growth and employment, especially given the relative lack of capital, technical know-how, and technology in the Kurdistan region. Key investment-related priorities in the KRI include development of a regional investment policy. The supply chain study clearly demonstrated that the establishment of agricultural co-operative centres (that can be genuine one-stop shops for would-be farmer entrepreneurs) would facilitate the development of local food production, food processing and agri-tourism sectors.

The FAO report (2018) clearly identified that the absence of collective bargaining by food producers is a major and current barrier to rural development. With no control over their supply chains, farmers are price takers.
Collective farms (Soviet Union style) which had been attempted in Kurdistan were not Co-Operatives; nor were they ever intended to be such. Therefore, given that there is currently no equivalent structure for Co-operatives in Kurdistan; it is important to determine what steps are required to establish such organisations. Producer organisations are community owned commercial companies; and as such they require legislation, regulation, policies, strategies, institution structures etc. in order for them to flourish.

For this initiative, KRG Ministry of Agriculture and Water (MAW) seeks deeper expertise in the relevant area (supply chain management through producer organisations) in developing its agriculture, food processing and agri-tourism sectors. For support with this ambition, MAW has approached the UNDP Funding Facility for Economic Reform – KRG (FFER-KRG) to provide them with the necessary technical assistance.

As an initial response, UNDP FFER-KRG is recruiting a supply chain Policy Specialist with co-operative experience to support KRG BOI to undertake an Agricultural Reform Mapping (ARM) process. This ARM process will first thoroughly study the state of KRI’s Co-Operative potential and policy. It will then assess the type(s) of rules, regulations, incentive schemes and promotional techniques that can be reformed or instituted to best help KRG MoAW to facilitate the establishment of Producer organisations in KRI. Next, it will identify and set priorities for change, and finally it will create an action plan with concrete timelines.

The envisioned development map for Producer Organisation establishment will focus on the overall environment, and set the stage for farmers, government agencies and businesses to seek and discover the many potential benefits that come from working through co-operatives. It is envisioned that the Supply chain Policy Specialist can collate both expertise and experience within industry and government to support the establishment of Co-operatives across the KRG.

2. Scope of Work

The overall objective of this assignment is to develop a set of policies and recommendations on the necessary legal and institutional framework that regulates and promotes the establishment of the farmers associations. They should be presented in a format that can be easily converted into draft laws and regulations that should be prepared and approved by relevant Government bodies.
Main Project activities are the development of a set of policies and recommendations on the necessary legal and institutional framework that regulates and promotes the establishment of the farmers associations. They should be presented in a format that can be easily converted into draft laws and regulations that should be prepared and approved by relevant Government bodies.

A. Conducting an assessment of the current situation of the agriculture sector and obstacles for the establishment of the farmers associations in the KRI. Reference should be made to the current laws, regulations, reports, data and other resource documents that regulate the agriculture sector and provide information about issues and recommendations for its development.

B. Preparing a report on best practices in the establishment and performance of the farmers associations and confronting them with the previous and current practices in the KRI.

C. Developing a platform and undertaking consultation meetings with Government institutions that should include the Ministry of Agriculture and Water Resources of the KRG, other relevant government agencies and institutions and non-government entities. Included in the platform should be:
   a. Relevance of the exiting legal and institutional framework and changes needed for the establishment and operation of farmers associations.
   b. Necessary incentives for the promotion and facilitation of farmers associations.
   c. Necessary capacities and skill needed for the management and Government support of the farmers associations;
   d. Land ownership and management issues.
   e. Provision of extension services.
   f. Data publication and other statistics

D. Developing Agricultural Cooperative in KRI that includes policies and recommendations on the necessary legal and institutional framework that regulates and promotes the establishment of the farmers associations. They should be presented in a format that describes key policies which should be implemented by involved Government agencies and recommendations that should be the provisions of the new laws and regulations needed for the establishment and promotion of farmers associations.

E. Preparing and delivering a consensus building workshop with key government and private sector stakeholders to discuss and help reach consensus on the proposed Co-operative Establishment Map.

F. Developing an action plan for the implementation of policy and technical recommendations including responsible Government agencies.

G. Reviewing, improving and incorporation of the outputs from all activities into a consolidated document for the promotion and establishment of the farmers associations.
3. Expected outputs and deliverables:

1. Workplan and methodology for performing the assignment.
2. Report on the assessment of the current situation of the agriculture sector and obstacles for the establishment of the farmers associations in the KRI.
3. Report on best practices in the establishment and performance of the farmers associations confronted with the previous and current practices in the KRI.
4. Platforms and reports of the stakeholders’ meetings.
5. A detailed report on the policies and recommendations for the necessary legal and institutional framework that regulates and promotes the establishment of the farmers associations.
6. Concept note, presentation and the report for the consensus building workshop
7. Action plan for the implementation of policy and technical recommendations.
8. Consolidated document for the analysis, policies and recommendations for the promotion and establishment of the farmers associations.
9. Missions and final reports that describe activities carried out and outputs produced during the homebased work and field visits.

4. Payment Schedules and Modality

Payments will be made upon acceptance and approval by UNDP of the planned deliverables, based on the following tentative payment schedule:

<table>
<thead>
<tr>
<th>Terms of Payment</th>
<th>Payment %</th>
</tr>
</thead>
<tbody>
<tr>
<td>First payment will be paid upon submission of Workplan and methodology and the report on the assessment of the current situation and obstacles in the KRI.</td>
<td>10%</td>
</tr>
<tr>
<td>Second Payment will be paid upon submission and acceptance of the Reports on best practices and the stakeholders’ meetings.</td>
<td>20%</td>
</tr>
<tr>
<td>Third payment will be paid upon submission and acceptance of the first draft of the report on the policies and recommendations for the necessary legal and institutional framework that regulates and promotes the establishment of the farmers associations.</td>
<td>35%</td>
</tr>
<tr>
<td>Fourth and final payment will be paid upon the delivery of the consensus building workshop and submission and acceptance of the action plan for the implementation of policy and technical recommendations, consolidated document for the analysis, policies and recommendations and the final report that includes the outputs produced.</td>
<td>35%</td>
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The payment is deliverable based; i.e. upon satisfactory completion and UNDP’s acceptance of the deliverable. Each payment claims must be approved by the UNDP focal point and FFER project manager. UNDP will make the payments within 30 days from receipt of invoice.

*N.B Travel and accommodation:
All envisaged travel costs must be included in the financial proposal. This includes all travel within country or outside duty station/ repatriation travel. In general, UNDP does not accept travel costs exceeding those of an economy class ticket.

In cases where UNDP arranges and provides travel and/or accommodation due to security and other reasons, it should be noted that these costs will be deducted from the payments to the Consultant Firm.

In the case of unforeseeable travel, payment of travel costs including tickets, lodging and terminal expenses should be agreed upon in writing, between UNDP and selected Firms prior to travel and will be reimbursed.

5. Institutional Arrangement:

The Specialist will report to FFER-KRG project manager. The specialist will be working at KRG Ministry of Agriculture during the field missions to the Kurdistan Region of Iraq – Erbil and expected to bring their own computer and telephone and any other required technological solutions.

The consultant will submit mission activity reports, describing the progress/achievements against the tasks described above as well as the final report at the end of the assignment. Payment is made against combined deliverables upon approval of the FFER-KRG project manager.

UNDP can support with issuance of Iraqi visas for official travel if required.

6. Travel Plan:

The specialist is expected to include the total cost of mission (Per Diem, Flight Ticket, travel cost and communication) in the financial proposal.

<table>
<thead>
<tr>
<th>#</th>
<th>Country/ City</th>
<th>Mission Purpose</th>
<th>Number of Mission</th>
<th>Filed Working Days</th>
<th>Mission nights</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Iraq/ Erbil</td>
<td>Consultation with Stakeholders</td>
<td>1</td>
<td>10 WDs</td>
<td>13 nights</td>
</tr>
<tr>
<td>2</td>
<td>Iraq/ Erbil</td>
<td>Conducting Consensus building workshop and present the final report to KRG</td>
<td>1</td>
<td>10 WDs</td>
<td>13 nights</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
<td>2</td>
<td>20 WDs</td>
<td>26 nights</td>
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7. Contract Duration:

The assignment is for 50 WDs over 5 months, starting from the date that work assigned to specialist officially by FFER-KRG Project Manager.

8. Qualifications and Requirements:

The following are the required qualifications, experience, competencies and language skills. Only applicants who meet these criteria will be short-listed and will be contacted.

A. Education and Professional Qualifications Required:

- An advanced degree in Agriculture or rural development.

B. Experience Required: At least 9 years relevant working experience in each of the following areas:

- Agriculture policy development; that deal with the establishment of co-operatives and management issues.
- Expertise in conducting situation analyses and needs assessments related to agriculture policy in developing countries.
- Experience in facilitating dialogue among key stakeholders at a high political level to formulate, validate and adopt policies and policy statements.
- Demonstrated ability to facilitate consultative meetings and to make presentations of technical findings to a wide audience.

C. Competencies Required:

- Ability to lead strategic planning, results-based management and reporting;
- High analytical skills oriented towards problem-solve;
- Leadership and self-management;
- Focus on results and respond positively to feedback;
- Consistently approach work with energy and a positive attitude;
- Demonstrate openness for approaches to manage complexity;
- Team spirit and excellent interpersonal skills;
- Demonstrates integrity by modelling the UN's values and ethical standards;
- Promotes the vision, mission, and strategic goals of UNDP and the UN; and
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;

D. Languages Required:

- Fluent in English written and oral and Knowledge of Arabic/Kurdish is a distinct asset.
9. Price Proposal and Schedule of Payments

The contractor shall submit a price proposal as below:

- **Daily Fee** – The contractor shall propose a daily fee, which should be inclusive of his professional fee, local communication cost and insurance (inclusive of medical health insurance and evacuation). The number of working days for which the daily fee shall be payable under the contract is **50 working days**.

10. Evaluation Method and Criteria

Individual consultants will be evaluated based on the following methodology:

1. **Cumulative analysis**

The award of the contract shall be made to the individual consultant whose offer has been evaluated and determined as:

a) responsive/compliant/acceptable, and

b) Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation.

* Technical Criteria: weight 70%
* Financial Criteria weight 30%

Only candidates obtaining a minimum of 49 points (70% of the total technical points) would be considered for the Financial Evaluation

**Technical Criteria – Maximum 70 points**

**Technical Proposal (30 marks)**

- Technical Approach & Methodology (20 marks) – Explain the understanding of the objectives of the assignment, approach to the services, methodology for carrying out the activities and obtaining the expected output, and the degree of detail of such output. The Applicant should also explain the methodologies proposed to adopt and highlight the compatibility of those methodologies with the proposed approach.

- Work Plan (10 marks) – The Applicant should propose the main activities of the assignment, their content and duration, phasing and interrelations, milestones (including interim approvals by the Client), and delivery dates. The proposed work plan should be consistent with the technical approach and methodology, showing understanding of the TOR and ability to translate them into a feasible working plan.

**Qualification and Experience (40 marks) [evaluation of CV]:**

- General Qualification (20 marks);
- Experience relevant to the assignment (20 marks);

Only candidates obtaining a minimum of 49 points (70% of the total technical points) would be considered for the Financial Evaluation.

**Documents to be included when submitting the proposals:**

Interested international individual consultants must submit the following documents/information to demonstrate their qualifications in one single PDF document:

1. Duly accomplished Confirmation of Interest and Submission of Financial Proposal Template using the template provided by UNDP (Annex II).
2. Personal CV or P11, indicating all past experience from similar projects, as well as the contact details (email and telephone number) of the Candidate and at least three (3) professional references.
3. **Technical proposal:**
   - Brief description of why the individual considers him/herself as the most suitable for the assignment.
   - A methodology, on how they will approach and complete the assignment
4. **Financial proposal**, as per template provided in UNDP jobsite (Annex II).
   - Incomplete proposals may not be considered