



## **GREEN VALUE CHAINS FOR COVID-19 RECOVERY: SUPPLIER DEVELOPMENT PROGRAMME**

### **CONSULTANCY TO UNDERTAKE A RAPID ASSESSMENT FOR PRIVATE SECTOR REQUIREMENTS AND CAPACITY NEEDS ASSESSMENT FOR LOCAL SUPPLIERS FOR LOCAL AND INTERNATIONAL MARKET ACCESS**

#### **TERMS OF REFERENCE**

##### **A. Background and Context**

UNDP is the UN's global development network, advocating for change and connecting countries to knowledge, experience, and resources to help people build a better life. UNDP works with countries on their own solutions to global and national development challenges. The Lesotho Country Programme (2019-2023), is anchored on the NSDP II, the UNDAF (2019–2023) and is guided by the UNDP Strategic Plan (2018–2021) through three - programme pillars: (i) Governance, Accountability, Social Cohesion and Stability; (ii) Sustainable and Inclusive Economic Growth and (iii) Environmental Sustainability, Climate Change and Resilience.

In contribution to national efforts towards the post-COVID-19 economic recovery, UNDP intends to implement a project on Promoting Green Economy through value chains to augment local production volume and quality and market needs. The project is anticipated to build capacity and resilience of the local agricultural sector to produce and supply the local market through sustainable production, processing, and marketing processes. In collaboration with local stakeholders, UNDP will implement activities towards private sector mobilization, capacity building of smallholder farmers to scale productivity and creation of linkages for market access for economic recovery and creation of employment opportunities, targeting youth and women.

In this context, UNDP has partnered with Standard Lesotho Bank and the Lesotho National Development Corporation (LNDC) to implement a supplier development programme aimed building local supplier capacities for development of effective value chains and productive capacities. The programme is expected to create a leverage for local suppliers, to enable them to access local and international markets, financial services, and technical expertise necessary to build competitiveness and growth. The programme

model is to build a localized loop for capacity building, procurement, finance and networking, and policy support allowing local SMMEs to take advantage of existing local opportunities for growth and development thereby increasing potential local productivity. In this pilot phase, the project will target agri-businesses and commodities, and with the main focus on the Mofeng'sHoek district and drawing lessons for other districts.

To help shape the programme, UNDP is looking to engage a consultancy firm with expertise in private sector and value chains development to help refine the implementing methodology for the project and define a capacity building programme for the recruited project beneficiaries. The consultancy firm will assess the suppliers capacity, market needs for the private sector in Lesotho and undertake a capacity and needs assessment for the recruited suppliers to help define the programme for capacity building and support to ensure a successful supplier development programme.

## **B. Scope of Work**

The consultancy firm will be responsible for the following:

- Identify and compile a document depository of relevant and available assessment and identify gaps for data collection,
- Review available literature and conduct cross-sectional stakeholder consultations with local private sector to determine agri-based commodities requirements of the local market, including quality and quantity of production
- Determine market opportunities and gaps for suppliers in the district, relative to existing national, regional, and international economic opportunities per commodity to help and trigger the development of the local value chains,
- Review capacity of existing and potential smallholder farmers, suppliers, and market activities relative to the project objective, with emphasis on issues specific to women and youth activities to assist modelling of support requirements and opportunities to trigger development of the sector for local/regional/global markets
- Carry out technological needs assessment for promoting value chains including stocktaking of available digital and green technologies to aid development of the sector at community level to support and value chains development
- Model a supplier development programme to be implemented in the district, considering the market and development constraints identified
- Based on the identified market needs, conduct a capacity needs assessment, and develop a capacity building programme that the project may implement, based on commodity value gap analysis,
  - Define needs to improve quality standards of products and improve productivity to meet market demands, improve the ability of local buyers to store and where possible add value as well as actively link to regional market opportunities to sell

### C. Expected Outputs

Working with the national partners, the consultant will be expected to deliver the following:

<b>Deliverables/ Outputs</b>	<b>Estimated Duration</b>	<b>Target Due Dates</b>	<b>Review and Approvals Required</b>
<b>1. Inception report –</b>	<b>5 days</b>	<b>May 2021</b>	<b>UNDP, LNDC, SLB</b>
2. Draft assessment of the market requirements for local private sector and capacities of local suppliers, mapping of opportunities, and constraints for development of local value chains	15 days	May 2021	UNDP, LNDC, SLB
3. Model supplier development programme consisting: <ul style="list-style-type: none"> <li>• Stocktaking of existing and potential local suppliers and markets</li> <li>• Capacity building programme for identified pilot local suppliers</li> <li>• Digital and green technology needs and support requirement</li> </ul>	15 days	June 2021	UNDP, LNDC, SLB
4. Final Reports: <ul style="list-style-type: none"> <li>- Market Assessment,</li> <li>- Model supplier development programme</li> <li>- Database/ list of local suppliers and markets</li> </ul>	5 days	June 2021	UNDP, LNDC, SLB
5. Exit report			
<b>Total Days</b>	<b>40 days</b>		

### D. Institutional Arrangement

- The contractor will be engaged by the UNDP and becomes directly responsible to the UNDP – Deputy Resident Representative. However, s/he will liaise with the relevant Programme Officer for implementation of this assignment.
- UNDP Programme Officer will provide day to day supervision on the assignment, working in collaboration with project partners to ensure delivery of quality results and objectives as set out in these terms of reference.
- The contractor will engage LNDC, Standard Lesotho Bank and consult relevant government ministries, including the Ministry of Small Business Development, Ministry of Trade and Industry,

Ministry of Agriculture and Food Security and Ministry of Local Government, private sector networks and producers associations, retailers and markets.

- d) The contractor will be expected to make in person consultations with all the identified stakeholders – UNDP, LNDC and SLB may assist in scheduling appointments where necessary
- e) The contractor will prepare reports as outlined in Section D above, for approval by the UNDP and her partner. A joint approval of the outputs will be provided by the partners prior to payment
- f) A five-day lead period must be allowed for feedback on submitted written outputs. The contractor will be expected to maintain a clear audit trail of all comments received and addressed in the submitted reports
- g) The contractor should have own computer and facilitate own access to internet, transport and organize own logistical arrangements as necessary.

#### **E. Duration of the Work and duty station**

- a) The assignment is expected to take 40 days to full completion, with start date in April 2021, and planned to be completed by June 2021.
- b) All partners will have at least 5 days to review and feedback on written outputs.
- c) The assignment will be delivered both from home and on site. The contractor will submit to UNDP a schedule of activities and site visits as maybe relevant to the project.

#### **F. Qualifications of the Successful Contractor**

Successful contractors must be experts in private sector development comprising 3 members, including team lead and private sector specialist, Agri value chains expert and training/business development services practitioner, with the following attributes:

##### **1) Team leader (Private sector development and Business Development Practitioner)**

Qualification: A Masters degree in Economics, Business Management or any related field, with at least 10 – 15 years of relevant experience.

- The team lead must have at least 10 years in private sector development, trade and/or MSME development
- More than 5yrs experience facilitating capacity needs assessments and designing capacity building programmes and facilitating trainings,
- Demonstrate knowledge of the local development landscape and issues affecting private sector development in Lesotho
- Strong knowledge of trade and development issues in Lesotho – awareness of development opportunity
- Ability to engage stakeholders in different capacities
- Demonstrated experience in development of training curricula/courses for extension staff and

farmers

- Experience in supporting public/private extension services
- Knowledge of Lesotho agricultural sector is essential.
- Strong knowledge of factors affecting agribusiness development in developing countries or countries severely affected by climate change
- Must have ability to engage stakeholders in different capacities
- Must have knowledge in value chain and supply chain management

## **2) Agri-value chains expert**

Qualification: Graduate degree in Agriculture, Agronomy, Agricultural Economics , Food Systems and any other related qualification.

- At least seven years relevant 10 years' experience in related activities
- Relevant experience in value chain development, agribusiness, rural business development and agricultural marketing, food systems, and/or digital technologies for value chain development,
- Familiarity with post-harvest handling of a broad spectrum of perishable commodities and post-harvest handling and management
- Experience in management and/or technical assistance to projects related to rural value chains
- Must have experience or be familiar with mechanisms of produce management including the FAO food loss analysis methodologies.
- Demonstrate knowledge of the local development landscape and issues affecting private sector development in agriculture/agribusiness in Lesotho

## **3) Production expert/Extension field service technician/expert**

- A minimum of Master's degree in food security, agriculture, climate Smart agriculture, or related fields,
- At least ten years of relevant experience working in the agriculture sector and knowledge of best practices in agro-production (crop and livestock) and Climate Smart Agriculture,
- At least ten years of relevant experience in providing extensions services to diverse audiences including farmers and extension staff through workshops, trainings, meetings, and participatory methods,
- Demonstrated experience in mainstreaming youth and gender equity in agriculture/food security programming,
- Demonstrated ability to lead and work effectively with Government, NGOs, private sector, academics, communities, and farmers,
- Knowledge of Lesotho agricultural sector is essential.

**Competencies:**

- Demonstrating/safeguarding ethics and integrity, by modelling the UN/UNDP's values and ethical standards.
- Promotes the vision, mission, and strategic goals of UN/UNDP.
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.
- Demonstrate corporate knowledge and sound judgment.
- Self-development, initiative-taking.
- Acting as a team player and facilitating teamwork.
- Facilitating and encouraging open communication in the team, communicating effectively
- Creating synergies through self-control.
- Managing conflicts.
- Learning and sharing knowledge and encourage the learning of others. Promoting learning and knowledge management/sharing is the responsibility of each staff member.
- Informed and transparent decision making.

**G. Scope of Bid Price and Schedule of Payments**

- a) The contract price will be fixed output-based price regardless of extension of the herein specified duration of the assignment.
- b) The financial proposal should be presented as a Lump Sum Amount –representative of payments closely linked to deliverables.
- c) Payments will be made upon acceptance and approval by the project partners of planned deliverables and components,
- d) Payments will be scheduled as follows, with the corresponding percentage per milestone/output, including the conditions/documentations required prior to the release of any tranches of payment.

<b>Deliverables/ Outputs</b>	<b>Target Due Dates</b>	<b>% Payable upon completion of milestone</b>
1. Inception report –	May 2021	20%
2. Draft: Assessment of the market requirements and supplier capacities	June 2021	<b>30%</b>
3. Draft Model supplier development programme as outlined in Section C	June 2021	<b>30%</b>

4. Final reports	July 2021	20%
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#### H. Recommended Presentation of Proposal

Interested consultancy firms should submit their applications on the specified templates and include the following:

- 1) Brief description on why the firm is the most suitable for the assignment, and a methodology on how they will approach and complete the assignment.
- 2) Institutional profile, with at least three institutional references
- 3) Individual CV of experts that the institution will nominate to conducting the training, indicating all experience from similar projects, as well as the contact details (email and telephone number).
- 4) Financial proposal

#### I. Criteria for Selection of the Best offer

A successful consultancy firm will be selected based on the Combined Scoring method – where the qualifications and methodology will be weighted a max. of 70%, and combined with the price offer which will be weighted a max of 30%, broken down as:

- 1) Technical Proposal (70%)
  - o Expertise of the firm 20%
  - o Proposed methodology 50%
  - o Personnel 30%
- 2) Financial Proposal (30%), to be computed as a ratio of the lowest price among the proposals received by UNDP

**This TOR is approved by:**

Name: Ms Nessie Golakai – Gould  
Deputy Resident Representative

Signature Nessie Golakai  
20-Apr-2021

Date of Signing \_\_\_\_\_