



TERMS OF REFERENCE

Reference No.	PN/FJI/053/21
Consultancy Title	Formulation of Kiribati National Cooperative Policy
Application deadline	16th August 2021
Location	Ministry of Commerce, Industry and Cooperatives Betio – Tarawa, Kiribati
Type of Contract	Individual Contractor
Post Level	National Consultant
Languages required:	English
Duration of Initial Contract:	4 Months (80 Working Days)

1. BACKGROUND

Kiribati is an island republic in the Central Pacific with 811 square kilometers of land area largely in atolls and islets. The country's population is 110,136 (2015 Census). The 2018 GDP per capita income was \$1681. Kiribati is Ranked position 134 in the 2020 UNDP global Human Development Index (HDI). The public sector accounts for two-thirds of formal employment and about half of GDP. Only a small proportion of total labour force depend on salaries. The rest of the population work in subsistence farming or fishing. The outer islands remain economically underdeveloped, with limited economic activities. 80% of the population from the outer island depend on income revenue from copra. Agriculture, fisheries and marine resources remain the main sources of livelihood of the community living on the outer Islands.

The development of cooperatives is considered a good vehicle through which the community can generate income and improve livelihood. Cooperatives can provide a good platform to enable the community exploit opportunities in key productive sectors of the economy. Cooperatives is known to foster private sector activity and sustainable development by enhancing their capacity to add value to products in the key productive priority sectors. Strengthening performance of cooperatives can therefore support the Government in achieving development aspirations as envisaged in the Country's 20-Year Vision Development Plan (KV20).

While there is significant potential in using cooperatives as a vehicle for sustainable development, the performance of the sector in Kiribati is constrained by poor governance, attributed to outdated cooperative-related legislative framework and inadequate management capacity among others. In addition, 160 out of 200 cooperatives are copra agents, while 22 are primarily concerned with cargo and handling, with only a few in the key productive sectors related to value addition. Another key challenge is lack of a National Cooperative Policy to act as a holistic framework to guide Government towards a more sustainable development of the cooperative sector.

The Trade Policy Framework (TPF) adopted by Government in 2017 recognizes the importance of the cooperatives in stimulating Inclusive trade and private sector development, given its potential impact on smallholder farmers, producers and Small and Medium Enterprises (SMEs). The TPF recommends the need to develop a National Cooperative Policy in order to enhance product and export diversification, sustainability and prudent management of the cooperative sector. It is against this background that the Government of Kiribati through this consultancy seeks to address the challenges constraining the development of cooperatives through formulation of a National Cooperative Policy (NCP) and capacity development on Cooperative Development.

This consultancy comes under the **“Kiribati trade capacity development and institutional strengthening project Phase 2” funded by Enhanced Integrated Framework Facility**. This second phase of the project commenced in July 2020. The objective is to strengthen the capacity of institutions and stakeholders to implement trade policies that support poverty reduction, inclusive economic growth, equitable sustainable development and wealthy economy in line with the Government’s 20-Year Vision development plan (KV20) 2016-2036). As part of the project, UNDP, as the Main Implementing Entity, is seeking the services of a qualified consultant with expertise and experience on policy and institutional issues related to Cooperative development and management to formulate Kiribati National Cooperative Policy (NCP) and undertake a 2-day training on Cooperative development

2. DUTIES AND RESPONSIBILITIES

2.1. Scope of Work

The primary objective of the assignment is to formulate a NCP and to implement a Trainer of Trainer capacity development programme on Cooperative Development. The strategy is expected to provide a holistic and coherent approach, with key recommendations on policies to be implemented in order to create a more conducive environment for cooperatives to expand and diversify their activities. The policy is expected to improve governance, enhance production, value addition and marketing capacities of cooperatives.

The assignment will start with the examination of the overall macro-economic environment in which the NCP is being formulated. This will involve analysis of socio-economic setting, status of cooperatives in Kiribati and national development strategic framework. Further analysis should look into the contribution of the cooperative sector to key development sectors including trade and business development.

The consultant is expected to analyse the level of women participation and engagement in cooperatives development, type of economic activities and employment in the cooperative sector and make policy recommendations. The consultant is required to further undertake the following specific key tasks:

- ❖ Review relevant Government policy documents and reports including but not limited to Agriculture Strategy, Cooperative Ordinance, Trade Policy Framework, Coconut Sector Development Strategy, Kiribati Development Plan and the 20 Year Vision Development Plan KV-20.
- ❖ Analyse capacity gaps, performance, management and governance of the cooperative sector in Kiribati;

- ❖ Analyse the cooperative structure and categories including cooperative production; extent of engagement in value addition and marketing activities in the context of government policy to enhance economic diversification through the cooperative sector
- ❖ Review Cooperatives financing and investment strategies and initiatives;
- ❖ Identify and prioritise in consultation with the key stakeholders possible key value-addition oriented sectors in fisheries, agriculture and other service ,which could be promoted through the establishment and development of cooperatives;
- ❖ Review the existing support institutions, organisations and national consultative mechanisms for cooperatives, identify gaps and make policy recommendations;
- ❖ Analyse cross cutting issues in relation to cooperative development i.e. women, youth, gender mainstreaming and climate change;
- ❖ Carry out necessary consultations and field investigations in consultation with MCIC to identify key barriers to increased cooperative business, including assessment of existing cooperatives in key productive sectors, retail, finance (savings and loans), production and governance structure.
- ❖ Prepare first draft of the policy and the implementation matrix;
- ❖ Prepare necessary material for workshop and present the draft NCP to a workshop of stakeholders for further input;
- ❖ Incorporate relevant comments from the consultative workshops and finalise the NCP and associated Implementation matrix.
- ❖ Develop training Manual based on the emerging capacity gaps in relation to cooperative development
- ❖ Implement a 2 day virtual TOT training on cooperative development;

3. GEOGRAPHICAL AREA TO BE COVERED

The project will be implemented in Kiribati and consultation will be undertaken in Tarawa.

4. EXPECTED BENEFICIARIES

- ❖ Ministry of Commerce, Industries and Cooperatives (MCIC);
- ❖ Policy makers and key stakeholders for other relevant ministries and institutions, for example, Ministry of Fisheries and Marine Resources Development (MFMRD), Ministry of Information, Communications, Transport and Tourism Development (MICTTD); Ministry of Environment, Lands and Agricultural Development (MELAD); Ministry of Finance and Economic Development (MFED); Ministry of Internal Affairs (MIA); Ministry of Infrastructure and Sustainable Energy (MISE); Ministry of Women, Youth, Sports and Social Affairs (MWYSSA) and the Kiribati Institute of Technology;
- ❖ Producers and exporters of agriculture and fisheries related products;

5. EXPECTED OUTPUTS AND DELIVERABLES

The consultant is required to produce the following outputs:

- ❖ Cooperative Diagnostic Report providing status of cooperatives, key policy constraints to cooperative development in Kiribati and possible policy recommendations in line with the wider scope of this assignment.

- ❖ Final NCP and Implementation Plan developed and agreed upon with MCIC and the key stakeholders.
- ❖ Training manual developed
- ❖ 2 Days Virtual training workshop implemented on cooperative development

6. INSTITUTIONAL ARRANGEMENT

- ❖ The activities will be managed by the Ministry of Commerce, Industry and Cooperatives (MCIC) and facilitated by the Business Promotion Division.
- ❖ MCIC will provide access to office space, organise meetings and provide administrative support where needed. The assignment will be delivered through a stakeholder-driven approach. The consultant is expected to work closely with stakeholders in delivering the outputs.
- ❖ The consultant will work with MCIC but it is expected to consult and involve all other relevant ministries, agencies, community, producers and processors.

7. DURATION OF THE WORK

All the activities are expected to be completed in a 4 months' period.

8. DUTY STATION AND RESOURCES PROVIDED

- ❖ The Consultant is expected to provide his/her own laptop.
- ❖ The assignment is to be undertaken from the Ministry of Commerce, Industry and Cooperatives
- ❖ MCIC will organise stakeholder meetings and provide any administrative support during the implementation of assignment.

9. COMPETENCIES

- ❖ Demonstrated experience and understanding of Cooperative management, development and governance;
- ❖ Demonstrated ability to facilitate consultative meetings with community groups, producers, processors and to make presentations of technical findings to a wide audience;
- ❖ Expertise in conducting situation analysis and needs assessments related to cooperative development, management and governance;
- ❖ Experience in providing policy advice on best practices on improving governance, production, value addition and marketing capacities of cooperatives;
- ❖ Strong interpersonal and communication skills;
- ❖ Strong analytical, reporting and writing abilities skills;

10. REQUIRED SKILLS AND EXPERIENCE

10.1. Educational Qualifications:

- ❖ A minimum of a Master or Postgraduate degree in Economics, Cooperative Management or a relevant discipline, business, management, agribusiness.

10.2. Experience

- ❖ At least 8 years of relevant working experience in the field of Cooperative Management and Development
- ❖ Experience in strategy formulation and in designing a results-based implementation matrix to ensure that the document produced will be practical, easy to understand and implement
- ❖ Demonstrated Experience in agricultural value chain development;
- ❖ Experience in the Pacific Islands Countries or Small Island developing States would be advantageous;
- ❖ Experience in undertaking capacity needs assessment and delivering training programmes on cooperative development

11. Language requirements

Fluency of English language is required.

12. Schedule of Payments

Deliverables	Due Date	% of overall contract amount:
❖ Draft diagnostic report informing the formulation of NCP	❖ Upon submission of the draft Diagnostic Report	15%
❖ Final diagnostic report informing the formulation of NCP	❖ Upon submission of the Final Diagnostic Report	30%
❖ Draft NCP and Implementation Matrix	❖ Upon submission of the Draft NCP and Implementation Matrix	15%
❖ Final NCP and Implementation Matrix	❖ Upon submission of the Final NCP and Implementation Matrix ❖ Training Manual Developed ❖ Virtual training implemented	40%

13. Evaluation Method and Criteria

13.1. Cumulative analysis

The proposal will be evaluated using the cumulative analysis method with a split of 70% and 30% financial scoring. The proposal with the highest cumulative scoring will be awarded the contract. Applications will be evaluated technically and points are attributed based on how well the proposal meets the requirements of the Terms of Reference using the guidelines detailed in the table below:

Criteria	Weighting Scoring
Qualification	
❖ A minimum of a Master or Postgraduate degree in Economics, Cooperative Management or a relevant discipline, business, management, agribusiness.	10
Experience	
❖ Experience in strategy formulation and in designing a results-based implementation matrix to ensure that the document produced will be practical, easy to understand and implement	30
❖ Demonstrated Experience in the National Cooperative agricultural value chain development;	15
❖ Experience in undertaking capacity needs assessment and delivering training programmes on cooperative development	15
Technical Criteria	70%
Financial Criteria	30%

Only candidates obtaining a minimum of 49 points in the Technical Evaluation would be considered for the Financial Evaluation. Interviews may be conducted as part of technical assessment for shortlisted proposals.

The final evaluation method will be based on a cumulative analysis of both the technical and financial proposals. When using this weighted scoring method, the award of the contract will be made to the individual consultant whose offer has been evaluated and determined as:

- Responsive/compliant/acceptable; and
- 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 per cent; Financial Criteria weight: 30 per cent.**

Documentation required

Interested individual consultants must submit the following documents/information to demonstrate their qualifications. Please group them into **one (1) single PDF document** as the application only allows to upload maximum one document:

- ❖ **Letter of Confirmation of Interest and Availability** using the template provided in Annex II.
- ❖ **Personal CV**, 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.
- ❖ **Technical proposal**, including a)
 - i. a brief description of why the individual considers him/herself as the most suitable for the assignment; and b) a methodology, on how they will approach and complete the assignment.

- ii. consultant's understanding of the assignment and experience supported by verifiable evidence of having undertaken assignments of similar scope (provide a minimum of one sample of similar work done for other organizations in the last three years)

- **Financial proposal**, as per template provided in Annex II. Note: National consultants must quote prices in United States Dollars (USD).

Consultant must send a financial proposal based on a Lump Sum Amount. The total amount quoted shall be all-inclusive and include all costs components required to perform the deliverables identified in the TOR, including professional fee, travel costs, and any other applicable cost to be incurred by the LC in completing the assignment. The contract price will be fixed output-based price regardless of extension of the herein specified duration. Payments will be done upon completion of the deliverables/outputs.

Incomplete and joint proposals may not be considered. Consultants with whom there is further interest will be contacted. The successful consultant shall opt to sign an Individual Contract or a Reimbursable Loan Agreement (RLA) through its company/employer with UNDP.

Annexes

- Annex I - [Individual IC General Terms and Conditions](#)
- Annex II – [Offeror's Letter to UNDP Confirming Interest and Availability for the Individual IC, including Financial Proposal Template](#)

For any clarification regarding this assignment please write to Mr. Dale Kacivi - procurement.fj@undp.org/dale.kacivi@undp.org

All applications must be clearly marked with the title of consultancy and submitted by 5:00pm, 16th August 2021, 5pm (Fiji Time) online via UN Jobs website <https://jobs.undp.org/> or etenderbox.pacific@undp.org