

ANNEX I – Terms of Reference

National or International consultant: National Consultant

Title of consultancy: Procurement of the Services of a Business Expert to develop a business plan for Mechmech Agrofood Facility

Project Title: Land Degradation Neutrality of Mountain Landscapes in Lebanon (LDN)

Period of assignment/services: 45 days spread over the period of 16 weeks

Is this a LTA (yes/no): No

I. Background

The Land Degradation Neutrality of mountain landscapes in Lebanon (LDN) project is funded by the Global Environment Facility (GEF) and is implemented in partnership with the Ministry of Environment (MoE) in Lebanon. The project seeks land degradation neutrality in mountain lands by rehabilitating degraded land and preventing further degradation. The project will do this initially at the pilot scale to gain the necessary skills and know-how as well as confidence before it can be up scaled and replicated post-project comprehensively. The pilot areas will be the mountain ranges in the Cazas of Jbeil and Akkar. The project duration is five years.

Rehabilitation practices will be tested for technical effectiveness, cost-effectiveness and benefits in agriculture sector, mountain pastures and forestry sectors, quarrying sector, and eco-tourism and outdoor recreation sectors. Prevention will be achieved through comprehensive land use planning and the monitoring for compliance with set conditions and their enforcement.

There will be clarification of roles and enhancement of capacities particularly at the local government level. The institutional and regulatory context will be reviewed, updated, and strengthened to prevent new degradation of forests, rangelands, and agricultural lands. The project will aim for a robust, comprehensive, and appropriate legal framework which will assess biodiversity and key ecosystem goods and services to inform permitting decisions.

Ultimately, the key to achieving LDN is in making the most effective land use planning decisions and in implementing and upscaling these together with appropriate restoration measures – which is reflected in the three Outcomes of the project which are:

- Outcome 1: Degraded mountain land in selected mountain districts of northern Lebanon identified, rehabilitated, and restored.
- Outcome 2: Mountain lands managed sustainably to prevent degradation.
- Outcome 3: Project monitoring and evaluation, communication, knowledge management and financial mechanisms for the dissemination and replication of the results of the project with the aim of achieving land degradation neutrality.

To pilot the approach, the project will focus on the districts of Akkar and Jbeil and apply comparative remedial methodologies to restore mountain lands to their valuable ecological functions such as sustainable agricultural productivity, biodiversity habitat and ecosystem services.

In line with the above, the project identified an Agrofood facility in Mechmech- Akkar, which is built and partly equipped. This facility aims to produce dairy products, processed vegetables and fruit products and distilled syrups.

The project is seeking to procure a national business/agrofood expert to develop a business and management plan for the identified facility.

II. Scope of work

The purpose of the consultancy is to develop a business plan for the facility through: i) Appropriate collection methods to ensure a viable long-term supply of agri-food raw materials, (ii) Value-added processing and product improvement result in increased value of globally significant agri-food end products harvested in biodiversity-friendly manner, (iii) Supply chain framework strengthened for sustainable harvest of globally significant agri-food products and awareness promoted for conservation-friendly products and (iv) Learning, evaluation and adaptive management achieved.

The requested business plan should be developed within the context that either they will be implemented by a local agriculture cooperative or a local community-based enterprise or NGO. As such, they should be realistic, pragmatic and easily adopted by the concerned party taking into consideration their limited human and financial resource.

III. Key Tasks and Responsibilities

Under the overall guidance UNDP/LDN Project Manager and in close collaboration with the Ministry of Environment, and the Ministry of Agriculture, and the Municipality and local community of Mechmech, the consultant will assume the lead responsibility of preparing the outputs mentioned herewith.

1. **Assessment of the existing food processing plant:** Conduct an assessment of the existing plant including an inventory of the existing equipment and their general state of operation as well as maintenance needs
2. **Data gathering and assessment of market potential:**
 - a. Conduct a comprehensive market research in the area on agri-food products with specific emphasis on dairy products, fruit and vegetable end-products to determine linkages and potential for a niche market in relation to national, regional and international demand, products, prices, trends etc.
 - b. Collect and document all necessary data through various means: including desk review, semi-structured interviews, focus group discussions, and correspondences with national and international relevant industries and stakeholders. The project will provide all available data and documents that might be necessary for the completion of the required tasks. The consultant should be accompanied by a project team member during all meetings with stakeholders that the consultant deems necessary in the execution of this study.
3. **Identification and shortlisting of potential product lines:**
 - a. A list of potential product lines should be shortlisted and prioritized (with a minimum of 6 product lines) in close coordination with the UNDP team and based on financial feasibility for all possible combinations of product lines (i.e., each product on its own and with all possible combinations with other products).
 - b. Conduct an analysis for each prioritized product in relation to selected priority degraded areas for production and the corresponding corrective measures (based on the land degradation assessment performed by the project which already identified the degradation potential in the area and proposed corrective measures based on the degree and type of degradation) and identify suitable crops for crop rotation based on business profitability while taking into account the proximity of the land to the the processing plant

- c. Produce a brief and practical synopsis comparing all the production lines investigated in order to help potential investors or government institutions to identify the advantages and disadvantages of each production line in order to make well-informed and data-based decisions.
4. **Elaboration of Business Plans:** For each of prioritized product line, a business plan for production (a minimum of 6 business plans) including the below information needs to be assessed and expanded on (but not limited to):
 - Executive Summary including project description, vision and mission
 - Community based enterprise overview (cooperative, small enterprise) including enterprise ownership plan, start-up plan, enterprise location and facilities
 - Product overview including product description, competitive comparison, sourcing, fabrication process, technologies and machineries used
 - Market analysis (national and international) including macroeconomic factors affecting the project, market segmentation, needs, trends and growth, competition and buying patterns analysis, SWOT analysis
 - Marketing and sales strategy and implementation plan (national and international) including value proposition, competitive edge, positioning statement, pricing, promotion and distribution programs, sales strategy, strategic alliances and milestones to implement the plan
 - Management and labor including organizational structure, tasks description of the team and personnel plan
 - Financial plan including major operational assumptions, investment needs for the facility including the upgrade of existing equipment (related to task 1) and the purchase of additional machinery, cost structure of the products, break even analysis, profit and loss statements, balance sheet and cash flow over 10 years, investment valuation and sensibility analysis

Other production approaches that would give an added value to the product.

IV. Methodology

The methodology of the work will consist of an assessment of an existing agro-food processing plant, taking into consideration remaining equipment needed, building structure needs based on ISO 22000 and HACCP requirements, potential upgrade based on financial viability and potential value chains based on the assessment of agricultural produce in the region in addition to direct consultations with key local stakeholders. A land degradation neutrality and natural resource conservation approach should be integrated into all aspects of the analysis and studies.

V. Expected Outputs and Deliverables

The consultant is expected to submit the below:

1. Inception report: the inception report shall include the preparatory work such as collection and review of relevant documents, literatures, etc. The inception report shall be the outline of the final report. This report will help the consultant(s) to go forward with scheduled time to achieve final goals. It should also contain the general methodology for further analysis, and scheduling of the project. The report should include the detailed work plan describing the activities and timeline.
2. Assessment report of the existing plant
3. Assessment of market potential including all collected data, prioritized products and comparative synopsis
4. Draft Business Plans: The Draft Business Plans Report shall fully document all aspects of the study. The consultant(s) shall make a presentation of their findings of the study.
5. Final Business Plans to include all items listed within the tasks (section II and III) along with all comments and recommendations.

All deliverables should be handed out in three hard copies as well as one soft copy (word format and excel format for tables) and a PDF format for web publishing. If relevant, copies of high-resolution maps and graphics should also be handed out to the project management team. The deliverables should be submitted in the English Language, except the training material which should be submitted in Arabic. Supporting documentation produced in the framework of this assignment including reports compiled, data collected and synthesized, maps (if any) should be delivered to the project for their records and future use.

During the fulfillment of the assignment, the Consultant will ensure regular communication with the project team and will ensure a timely delivery of the expected outputs and will regularly inform the project team of the progress as well as any obstacles that might occur.

Deliverables/ Outputs	Estimated Duration to Complete	Estimated number of working days	Review and Approvals Required
Deliverable 1: Inception report including detailed work plan and Methodology	3 weeks from Contract signature	4.5	UNDP project manager
Deliverable 2: - Assessment report of the existing plant - Assessment of market potential including all collected data, prioritized products and comparative synopsis	8 weeks from Contract signature	9	UNDP project manager

Deliverable 3: 6 Draft Business Plans	12 weeks from Contract signature	18	UNDP project manager
Deliverable 4: 6 Final Business Plans	16 weeks from Contract Signature	13.5	UNDP project manager

VI. Institutional arrangements

The Consultant shall report to UNDP on the tasks mentioned in section III; coordination meetings with UNDP, MoE and MoA shall be called for as needed.

VII. Duration of work

The assignment will be 45 working days spread out over a 4-month period from contract signature (estimated in November 2021) to March 2022 not exceeding 16 weeks.

The workload might be distributed unequally over time with more and less intense periods of work.

VIII. Duty station

The assignment requires deskwork, meetings, as well as coordination between the different related entities. The Consultant will perform the needed using his/her own property and technology and will hold direct responsibility for the quality of delivered outputs.

IX. Requirements for experience and qualifications

- Academic Qualifications:
 - Master degree in business management, food technology/agrofood or related field
- Years of experience:
 - Minimum of 10 year of relevant experience including experience in assessment of markets and preparation of feasibility studies for agro-food and related products.
 - Relevant trainings/Certificates is an asset.
- Technical experience:
 - Proven experience in the agri-food production in Lebanon
 - Experience in working with local/rural communities at the local level
 - Proven experience in the development of business plans and marketing plans
 - Excellent speaking and written communication and organizational skills are required
 - Proven knowledge in GHP, ISO 22000 management system and HACCP requirements
- Competencies:
 - Advanced writing and editing skills in English.
 - Computer literacy for Microsoft Office Package or equivalent.
 - Excellent communication and consultation skills.
 - Proven analytical skills and capacity in producing quality reports and documents.
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X. Presentation of Proposal and Offers

For purposes of generating Offers whose contents are uniformly presented and to facilitate their comparative analysis, it is best to recommend the preferred contents and presentation of the Offer to be submitted, as well as the format/sequencing of their presentation. The following documents may be requested:

- **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.
- **Brief description** of why the individual considers him/herself as the most suitable for the assignment, and a methodology to complete the assignment.
- **Financial Proposal** that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs.
- **Methodology and workplan**

XI. Scope of Price Proposal and Schedule of Payments

Payment will be made against each deliverable/output (or a package of deliverables/outputs) on pre-agreed workday basis - an IC Time Sheet must be submitted by the Consultant, and duly approved by the Project Manager; this shall serve as the basis for the payment of fees, in addition to the PO raised for each assignment (s).

The payment will be issued according to the following schedule:

Payment	Deliverables	Potential Dates
10%	Inception report including detailed work plan and Methodology	3 weeks from Contract signature
20 %	Deliverable 2: - Assessment report of the existing plant -Assessment of market potential including all collected data, prioritized products and comparative synopsis	8 weeks from Contract signature
40%	Draft Business Plans	12 weeks from Contract signature
30%	Final Business Plans	16 weeks from Contract Signature