

Terms of Reference (TOR) for Consultancy

Project Title: Provision of business advisory services and institutional strengthening to two Implementing Partner(s) in Honey Value Chain under SMAC

1) The SMAC Project Description

SMAC, a 15-month Caritas Switzerland project, strengthens market actors and communities. SMAC will be implemented using Market System Development (MSD). In poor and fragile situations like South Sudan, vulnerable people typically cannot benefit from market systems because they lack market access, weak negotiation positions, or inability to enforce or influence regulations. Even if the poorest get market access, they may not escape poverty. SPARK, as the implementing organization, will modify the system by providing incentives and influencing market behavior using the MSD strategy. The SMAC project will enable market actors (e.g. Input suppliers) to improve their services or products (e.g. Provide services) to address market system issues that negatively impact the project's target group. Supporting the private sector to address significant restrictions will promote inclusive market systems for the poor. The initiative will also work with market participants and South Sudanese line ministries to identify and encourage investment to alter and strengthen the market system. This will boost income and market involvement for Eastern and Central Equatorial women, youth, and marginalized groups. The project will help create and pilot novel business models to improve market access to private sector products and services. Thus, the project aims to directly provide solutions by facilitating key market players to continuously provide solutions to increase leverage, scale, and sustainability, such as working with supply chain services firms to advise input suppliers, input/output market actors to train retailers and build networks, retailers to advise farmers, or directly advising farmers

2) Statement of Purpose

The overall objective of the assignment is to provide technical assistance to our Implementing Partner(s) To identify opportunities for internal systems and process improvement, strengthening and building their capacity. Based on gaps and diagnostic assessment for the company, the consultant is expected to design short and long term interventions to address the issue identified, putting in place appropriate mechanisms for the development of internal capacities of the Implementing Partner(s).

This consultancy is therefore aimed at strengthening the internal operations and capacity of Implementing Partner(s) into a strong and viable business entity actively collaborating with small scale producers in South Sudan in the Honey Value Chain.

The consultant will be working under the direction and supervision of the SPARK Intervention Manager(s) and in cooperation with Implementing Partner(s) management.

3).Scope Of Work

Generally, the Consultant is expected to review the following existing document Financial policies, HR policies, Procurement policies, Accounting system (areas that needs adjustments), produce the Production process manual and Operational Procedures, sales and marketing (Record Keeping for Purchasing of Raw honey and accountability documents put in place) and inventory management. Consultant work with Implementing Partner(s) to ensure adequate Financial implementation and management of Financial resources in line with the Company's rules and regulations regarding spending. Specifically, the following is expected of consultant In regards to the Honey value chain

Task 1: To carry out overall business diagnostic assessment (a well-structured diagnostic model) for Implementing Partner(s), to establish the inefficiencies and develop a robust institutional strengthening program to be reviewed and approved by the SMAC technical team.

This process is expected to;

1. Identify the critical needs and gaps of the company internal processes and limitations to achieve its growth potential and improved efficiency. Areas to look into may include but not limited to; Honey sourcing and aggregation from farmers, sourcing and farmer relations, processing & production of liquid honey, distribution, sales and marketing, finance and accounting and Human resource and highlights of areas of prioritization for capacity strengthening).
2. Identify opportunities to improve small scale producers supply chain through a model that have the potential to drive company growth/commercial performance and economic benefit to smallholder farmers (Improved quality, efficiency, productivity, and/or resilience of Implementing Partner(s)'s farmer network supply chain and Improved market opportunities & incomes for local smallholder farmers).

Key Deliverables:

- An institutional strengthening and organizational capacity building plan for Implementing Partner(s).
- Business Growth & sustainability plans, design and recommend strategies that are most appropriate to the company to address gaps in financial management system and processes including record management, marketing, branding and pricing. Eg. Working Capital Optimization strategies for Implementing Partner(s) (Based on analysis of conversion cycle, historical cash flows, inventory and receivables).
- A roadmap for Implementing Partner(s) to invest in services, products, and/or assets that drive inclusion of small-scale bee honey producers and an investor memo/pitch document for Implementing Partner(s) to attract investment to enable the company to achieve its growth strategies.

Task 2: Develop a business case for improved bee hives, harvesting suits and smokers

Implementing Partner(s) is currently promoting the uptake of improved bee hives (IBH) among the small-scale honey producers, however it is not clear the feasibility of IBH for both the company and the small-scale producers. Implementing Partner(s) would like to establish whether it makes business sense to make and sell IBH from South Sudan and sell to farmers. Key questions to be answered are;

- Does IBH make business sense for the small scale producers to invest in?
- Is the business model currently adopted by Implementing Partner(s) to drive the uptake of the IBH among farmers viable?

To understand this, the consultant is expected to carry out business case study and an economic analysis to understand cost vs the returns on investment (RoI), exploring association cost and technical assistance that is required to establish the optimal business model for driving the uptake of improved beehives, suits and smokers among farmers. This may include but not limited to; (innovative ideas proposed by the consultant are welcome).

Key Deliverables includes

- Market entry strategy for Implementing Partner(s) to drive the sales and buying of IBH by the company and small-scale producers, respectively.
- A financial model for the IBH for small scale producers and Implementing Partner(s) capturing cost benefit analysis.

Task 3: Capacity building. Provide training to staff to strengthen skills, capacity in each of the different areas that were identified eg; financial system, development of receipts, marketing techniques, branding and pricing of the products out of honey. This may include;

1. Support and guide Implementing Partner(s) staff in monitoring the budget, analysing financial plan results, identifying and evaluating new financial strategies and recommending changes in goals and plans. Eg Establish and maintain cash control mechanisms, employees’ files managements, preparing monthly, quarterly and annual financial reports

Key outputs for this component are;

- A report on the capacity building activities delivered to Implementing Partner(s) the company
- A detailed report on the assignment executed for **Task 1,2 and 3**

3) Milestone and Deliverable Schedule

4) Milestone and deliverables	Expected output	Estimated Duration to Complete
An Inception report (Overview meeting with SMAC team and Implementing Partner(s), independently with Implementing Partner(s) Management).	Comprehensive work plan to complete the assignment)	2 days

<p>The report is expected to address aspect of harmonization</p>		
<p>1st Performance report on Task 1: To carry out overall business diagnostic assessment (a well-structured diagnostic model) for Implementing Partner(s), to establish the inefficiencies and develop a robust institutional strengthening program to be reviewed and approved by the SMAC technical team.</p>	<p>An institutional strengthening and organisational capacity building plan for Implementing Partner(s)</p> <p>Business Growth & sustainability plans, design and recommend strategies that are most appropriate to the company to address gaps in financial management system and processes including record management, marketing, branding and pricing. Eg. Working Capital Optimization strategies for Implementing Partner(s)(Based on analysis of conversion cycle, historical cash flows, inventory and receivables).</p> <p>A roadmap for Implementing Partner(s) to invest in services, products, and/or assets that drive inclusion of small-scale bee honey producers and an investor memo/pitch document for Implementing Partner(s)to attract investment to enable the company to achieve its growth strategies.</p>	<p>12 days</p>
<p>2nd performance report on Task 2: Develop a business case for improved bee hives, harvesting suits and smokers</p> <p>Implementing Partner(s)is currently promoting the uptake of improved bee hives (IBH) among the small-scale honey producers, however it is not clear the feasibility of IBH for both the company and the small-scale producers. Implementing Partner(s)would like to establish whether it makes business sense to make and sell IBH from South Sudan and sell to farmers</p>	<p>Market entry strategy for Implementing Partner(s)to drive the sales and buying of IBH by the company and small-scale producers, respectively.</p> <p>A financial model for the IBH for small scale producers and Implementing Partner(s).</p>	<p>10 days</p>

3rd Performance report on Task 3; Capacity building. Provide training to staff to strengthen skills, capacity in each of the different areas that were identified eg; financial system, development of receipts, marketing techniques, branding and pricing of the products out of honey	Approved report on the capacity building activities delivered to Implementing Partner(s)the company.	5days
Final Performance report; A detailed report of execution of all the task	Approved report by Implementing Partner(s)and the SMAC project Intervention Manager	3days

4. Profile/Team Composition of the Consultant(s)

The composition of the Consultant(s) should bear the Following Qualification(s) and Capacities;

Professional Qualifications and Experiences

- University degree(s) in Finance, Economics and Business Developmental Studies or related field(s).
- A minimum of 5 years of professional experience in Organisational Capacity Building and Investment Readiness Support Preferably in the Honey Value Chain.
- Hands on Accounting and Bookkeeping Systems
- Proven knowledge and experience with using humanitarian and Business sectors frameworks for quality and accountability in evaluation assignments.
- Excellent report-writing, work planning and budgeting skills, preferably in English
- Experience working in the South Sudan context or at the least worked with a qualified national consultant during the execution of the tasks.

Technical Capacity

- Demonstrated experience with a mix of practical technical skills in financial management, organisational management, governance and necessary for strengthening local partner capacity (previous reports , CV , previous similar engagement, recommendation letters, similar contract with ingo within the last 3 years).
- Experience in developing and implementing business growth strategies, market analysis, and competitive analysis (Sample of previous report).
- Ability to identify, assess, and mitigate financial and business risks
- Demonstrated Experience in providing capacity building assistance at individual and organisational levels.
- Understanding of Agribusiness system(s) gaps and opportunities, and solid relationships at government agencies and with stakeholders