

Terms of Reference (TOR) for Consultancy

Project Title:

1. The SMAC Project Description

SMAC, a 15-month Caritas Switzerland project, strengthens market actors and communities. SMAC is being 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. SPARK 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 PARTNERS 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 PARTNERS.

This consultancy is therefore aimed at strengthening the internal operations and capacity of PARTNERS into a strong and viable business entity actively collaborating with small scale producers in Quality Declared Seeds.

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

3. Scope of Work

In general, the consultant is expected to analyze the following current documents: production process manual, operational procedures, financial policies, HR policies, procurement rules, accounting system (areas that require revisions), sales and marketing, and inventory management. In accordance with the Company's policies and procedures for expenditure and income recognition, the consultant will collaborate with the PARTNERS to guarantee proper financial execution and management of financial resources.

The following is expected of consultants in regards to the Quality Declared Seeds Value Chain.

Task 1: To conduct an all-encompassing business diagnostic evaluation (a well-organized diagnostic model) for the Implementing Partner(s), identify the inefficiencies, and create a strong institutional strengthening program that the SMAC technical team will analyze and approve.

This procedure should;

- Determine the essential requirements, gaps in the company's internal procedures, and constraints to realize its growth potential and increased effectiveness. Research topics could cover anything from sourcing and gathering QDS from farmers to sourcing and farmer relations, processing and producing liquid honey, distribution, sales and marketing, finance and accounting, human resources, and highlighting of capacity building priority areas.
- Find ways to strengthen the supply chain for small-scale producers using a model that can spur business expansion, enhance commercial performance, and benefit smallholder farmers financially (better farmer network supply chain quality, efficiency, productivity, and/or resilience for Implementing Partner(s) and increased market opportunities & incomes for local smallholder farmers).

Key Outcomes:

1. A plan for enhancing organizational capability and fortifying institutions for the Implementing Partner(s).

2. Plans for business growth and sustainability, which include record keeping, marketing, branding, and pricing, are designed and suggested as the best course of action to fill in the

gaps in the company's financial management system and procedures. For instance, working capital optimization techniques for the partner or partners implementing the plan (based on historical cash flows, inventory, and receivables analysis, as well as conversion cycle evaluation).

3. A plan outlining the services, goods, and/or resources that Implementing Partner(s) will use to include small-scale QDS producers, as well as a letter or pitch document designed to entice investors and help the business realize its expansion objectives.

Task 2: Develop A business Case for QDS in South Sudan

Though it's unclear if QDS would be feasible for the business and the small-scale farmers, the Implementing Partner(s) is actively encouraging small-scale farmers to adopt QDS. Furthermore, the Implementing Partner or partners would wish to determine whether it is financially prudent to enter the QDS market.

Important queries that need to be addressed include;

1. What is the current demand for quality seeds in the target regions or markets?
2. What are the specific needs and preferences of farmers regarding seed quality and availability?
3. How will QDS differentiate itself from other seed providers in terms of quality, price, and distribution?
4. What unique value do Quality Declared Seeds provide to farmers and agricultural stakeholders?
5. What is the expected return on investment (ROI) for the QDS initiative?
6. What are the potential risks associated with the QDS initiative, including environmental, market, and operational risks and How Can These Risks be mitigated?

Key Outcomes:

- Market entry strategy for Implementing Partner(s) to drive the sales and buying of QDS by the company and small-scale farmers respectively.
- A financial model for the QDS for small scale Farmers 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 QDS.

D. Milestone and Deliverable

Milestone and deliverables	Expected output	Estimated Duration to Complete
<p>An Inception report (Overview meeting with SMAC team and PARTNERS, independently with PARTNERS Management). The report is expected to address aspect of harmonisation</p>	<p>Comprehensive work plan to complete the assignment)</p>	<p>2 days</p>
<p>1st Performance report on Task 1 Conduct an all-encompassing business diagnostic evaluation (a well-organized diagnostic model) for the Implementing Partner(s), identify the inefficiencies, and create a strong institutional strengthening program that the SMAC technical team will analyze and approve</p>	<p>A plan for enhancing organisational capability and fortifying institutions for the Implementing Partner(s).</p> <p>Plans for business growth and sustainability, which include record keeping, marketing, branding, and pricing, are designed and suggested as the best course of action to fill in the gaps in the company's financial management system and procedures. For instance, working capital optimization techniques for the partner or partners implementing the plan (based on historical cash flows, inventory, and receivables analysis, as well as conversion cycle evaluation)</p> <p>A plan outlining the services, goods, and/or resources that Implementing Partner(s) will use to include small-scale QDS producers, as well as a</p>	<p>12 days</p>

	letter or pitch document designed to entice investors and help the business realize its expansion objectives.	
Develop a business Case for QDS-Task 2	Market entry strategy for Implementing Partner(s) to drive the sales and buying of QDS by the company and small-scale farmers respectively A financial model for the IBH for small scale producers and PARTNERS.	10 days
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 QDS.	Approved report on the capacity building activities delivered to PARTNERS the company.	5
Final Performance report; A detailed report of execution of all the task	Approved report by PARTNERS 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 Quality Declared Seeds
- 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
- Experience in developing and implementing business growth strategies, market analysis, and competitive analysis.
- 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.