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Approved by Gen
MOL/ess/TJ
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**TERMS OF REFERENCE
FOR
CAPACITY ASSESSMENT OF PRIVATE SECTOR SEED ACTORS SUPPORTED
BY A3 SEED PROJECT IN SOUTH SUDAN**

1. Context and rationale

The International Fertilizer Development Centre (IFDC) is implementing a seed sector development project in South Sudan. The project entitled “*Accelerating Agriculture and Agribusiness in South Sudan for Enhanced Economic Development Project*” (A3-SEED) provides market-oriented interventions to support the establishment of a commercial, sustainable, and adaptive agriculture sector in South Sudan. The project ensures the availability of improved seed down to the last-mile through Agri-entrepreneurship and support existing private sector seed companies to improve seed and input marketing, distribution, and production practices. A3-SEED seeks to reach more than 100,000 farming households, double incomes from marketable surpluses, increase farmer yields by 20-50% on target commodities, facilitate the development of 100 agro-dealers as well as 200 women-owned and 200 youth-led businesses, and bring 42,000 ha of farmland under agroecological production. The project supports the emergence of individual commercial seed producers, who produce for the local market, as out grower for a seed company, or both. The project is implemented in collaboration with KIT, Royal Tropical Institute with funding from the Netherlands Embassy.

A3SEED supports commercialization of the seed sector through the following four Result Areas (RAs):

1. Commercial Quality Seed Production focuses on ensuring efficient, high quality and economically viable seed production, sales and distribution tailored for market-oriented smallholder farmers.
2. Quality Seed Use, Good Agricultural Practices, and climate resilient farming practices among smallholder farmers results from tailored sales and distribution strategies provided by seed companies and commercial seed producers.
3. Quality Seed, Input and Output Marketing and Distribution through the establishment of last-mile input distribution and effective seed, input and output market relationships which improve local competitiveness through agribusiness development, women empowerment, and youth employment.



4. Learning and Capacity Development supports the above result areas together with targeted research to address bottlenecks, support adaptive project management and advance knowledge on seed sector development.

To achieve the above objective, IFDC has worked with 10 seed companies, agro-dealers and Seed Trade Association of South Sudan (STASS) to build their capacity for increased production and market-based distribution of quality seeds.

For this assignment, IFDC is seeking a suitable consultant or consultancy firm to conduct capacity assessment of the 10 seed companies, agro-dealers and Seed Trade Association supported under the A3 SEED project in the various project locations in South Sudan.

2. Purpose and objectives of the consultancy

The purpose of the consultancy is to conduct capacity assessment of commercial seed companies (producers) and identify opportunities and gaps so that can be used to improve delivery of high-quality seeds to smallholder farmers in South Sudan.

Specifically, objectives of the assignment are:

- a. To assess the capacity of seed companies and identify gaps the project can address in order to sustain their seed production activities.
- b. To assess the capacity of Agro-dealers and identify gaps the project can address in order to sustain their seed and input distribution activities.
- c. To establish the capacity needs and thereby provide tailor-made support that will make the seed companies and agro-dealers more competitive and sustainable by the end of the A3 SEED project.
- d. To develop recommendations or interventions that could improve the performance of these seed companies, agro-dealers, and STASS.

3. Scope of the study

The consultant or consultancy firm will assess the seed companies and agro-dealers in the five hubs of the A3 SEED project in South Sudan. The technical team of the project will avail a list and contact of the seed companies and agro-dealers under study. The consultant will conduct the capacity assessment against the following.

a. Seed company technical capacity

This assesses the productive capacities of seed companies; the following issues will be studied.

- Capacity and adequacy of the seed company staffs to handle seed production.



- Since the seed companies work with seed out growers, the consultant should assess availability of contractual agreement with out-growers and the selection criteria.
- Ability of the seed company to buy back the seeds from the out-growers.
- Availability of land area – potential to expand to other areas, and their potential for growth in the new area of expansion.

b. Seed Processing capacity and assets

- Equipment and machinery to process seeds or at least availability of shared processing machinery.
- Storage space own farm or shared
- Capacity to print and label packets /containers as required by the seed regulations.
- Assess equipment availability for seed companies to handle basic seed production.
 - What assets exist?
 - Fixed assets – tractor, housing (store), processing plant etc.
 - Non fixed assets

c. Financial capacity

- Have these companies' made profits over the previous 2-3 years.
- What profit or loss margins have been made?
- What profit or loss projections can be derived from their current activities
- Availability of a marketing plan and record keeping.

d. Seed Marketing and distribution

- Assess marketing strategies put in place by seed companies.
- Whether there are adequate seed distributive channels that covers all production areas.
- Assess relations with agro dealers - agreement with agents (agro dealers) to distribute seed on company behalf or at least existence of a plan.
- Assess potentials for product diversifications (distribution of agro-chemicals, fertilizers, vegetable seeds etc.)
- Branding – how well are they branding and how is their brand received in the market.
- *Business linkages* – are they linking up with counterparts in the region, what are their relationships.

What is the largest market of the seed companies?

- What is the biggest threat to seed marketing- affecting the seed companies?



- Analyse how seed aid affects seed marketing and seed company growth – currently it seems like it is beneficial to the seed companies, but how is it sustainable?
 - Is there a significant competition from external companies – Uganda, Kenya, Ethiopia, and Sudan, is there a collaborative relationship with partners in the region.
- e. Institutional linkages and networking

This will determine how the seed companies are linked to the national strategies through its work with:

- a. Seed trade association
- b. Academic/Research institutions - University of Juba
- c. Ministry of Agriculture and Food Security (MAFS)
- d. Regional research institution
- e. Local authorities and market players

4. Key deliverables

The consultant will have overall responsibility of developing study tools, and for ensuring quality and timeliness of all deliverables.

The Consultant will be required to achieve the following deliverables/milestones:

- a) Develop a concept note for undertaking the assignment.
- b) A detailed report of the capacity assessment, highlighting status, potential for growth, opportunities, challenges, recommendations, and way forward.
- c) Individual company analysis reports – highlighting their strength, weaknesses, and potentials for support.

The consultant will also assess the capacities of selected agro dealers in various locations against the following:

- a) Their capacity to reach many farmers around their location.
- b) Their profitability and product diversity base
- c) Their capacity to provide other services.

5. Reporting relationships

The consultant will report to the IFDC Country Representative and A3 SEED Project Manager.

6. Duration of study

This assignment is allocated twenty (20) working days to conduct the capacity assessment.

7. Proposal submission

Interested consultant/firm is required to submit a concept note detailing the following:



- Methodology the candidate proposes to undertake the whole exercise.
- Well, dated, Work-plan for performing the assignment.
- Itemized All-inclusive budget in (USD)
- The CV of the consultants that will work on this assignment specifying their respective roles.

8. Eligibility requirements

IFDC is looking for a reputable consultant/firm with:

- A pool of innovative postgraduate hands-on expertise (MSc or PhD) with minimum of 10 years' experience in a relevant field including (Business development, Market system, etc.)
- Experience of undertaking similar assignments in South Sudan will be an added advantage.

9. Submission process

Potential and qualified individuals/consultants/firms are requested to submit a proposal for conducting this assignment. Applicants should submit their updated cover letter and CV via this link: <https://jobs.silkroad.com/IFDC/Careers/jobs/1203?embedded=true> and sending all other documents requested about via ssdoperations@ifdc.org and copying yenock@ifdc.org; not later than **06th September 2023 at 4:00pm**.

