



Terms of Reference for a Consultant to Build the Capacity of Cocoa Business Membership Organizations Working with PIND in Ondo State

1. Introduction:

PIND is a Nigerian non-profit Foundation established in 2010 with initial funding by Chevron Corporation to promote equitable economic development and peace through partnerships in the Niger Delta. PIND supports projects in collaboration with a diverse range of donor partners including bilateral and multi-lateral aid agencies, federal and state government agencies in Nigeria, private companies and foundations. With an overarching goal of increasing income and employment in the region, the Foundation has four distinct but interrelated program areas.

They are:

- An **economic development program** focused on generating opportunities for pro-poor market development and employment generation.
- A **capacity building program** that will build the service delivery and engagement capacity of government, civil society and communities.
- A **peace-building program** that strengthens conflict resolution mechanisms for enabling integrated peace and economic growth.
- An **analysis & advocacy program** that improves analysis and understanding of systemic constraints to growth in the Niger Delta region.

2. Background:

As part of its technical support to Business Membership Organisations (BMOs) in the Cocoa Value Chain, PIND in March 2019 conducted a capacity assessment of three cocoa farmers' associations: Sunshine Cocoa Farmers' Cooperative, Ondo State Cooperative Federation Farmers Ltd Alade, and Tonikoko Multipurpose Farmers' Union, all in Ondo State.

Overview of Findings from Assessments:

Gaps identified during the assessment included:

- Weak leadership and governance structure
- Weak business skills
- Lack of financial documentation and poor record keeping
- Weak group cohesion
- Weak gender mainstreaming
- Absence of strategic plan/focus
- Lack of advocacy skills
- Lack of conflict resolution skills; and
- Low networking and collaboration capacity leading to poor relationships between the farmers and off-takers and other support functions

A list of actions have been proposed to address these constraints which include business linkages meetings with financial institutions, off-takers, support market, and government agencies. Training mentoring support will also be provided to address the skills' gap of the BMOs. The training activities will include: Group Dynamics and Leadership Training (GDLT) and Financial Literacy Training (FLT).

Purpose of the Assignment

The purpose of this terms of reference (TOR) is to deliver Group Dynamics and Leadership Training (GDLT) and Financial Literacy Training (FLT) to BMOs; link the BMOs to off-takers, input companies and financial institutions, and provide mentorship to facilitate transactions/access to finance for the BMOs.

3. SCOPE OF WORK

The consultant will be engaged to provide GDLT, FLT and post-training support to the three cocoa BMOs. He/she will also facilitate direct linkages to markets and finance as part of post training support and association strengthening. This component was identified as a reason for lack of financial commitment by several members.

Other post-training support will include working with the BMOs to review or develop target manuals such as sustainability plans, business plan, Terms of Reference for sub-committees or review of enabling policies of the organizations. Training outcomes/planned actions and assessment findings will inform post-training support. Consultants will agree with PIND on post-training support activities and also develop detailed work plan to be approved by PIND before tasks. PIND's Capacity Building Coordinator will work with the consultants on this intervention.

4. ACTIVITIES AND TIMELINES

The scope of work above is broken down to key activities and timeline set against them, with the total number of days required to deliver each:

S/N	Description of activities	No of days	Associated Deliverables (Codes)
T1.	Task 1: Group Dynamics and Leadership Training	11 days (3 days for each association, one day for planning/preparation including review of materials and one day for report writing)	Training materials, training agenda/time-table, and training report.
T2.	GDLT post-training mentoring. Post training support to include supporting associations to implement actions from the trainings including to develop/review manuals, policies etcetera.	6 days (2 days each for the associations).	Report on activities and evidence of documents reviewed/developed.
T3.	Financial Literacy Training	5 days (3-day for the joint training for the 3 groups. One day for planning, pre-training assessment/preparation and one day for report writing)	Pre-training needs assessment report, training materials, training Agenda/time-table, and training report.
T4.	FLT post-training mentoring. Post training support to include supporting associations to implement actions from the trainings including to develop/review financial manuals, policies and exposing/linking organizations to funding opportunities, off-takers, government agencies, and input company.	12 Days (4 days per organizations spread across months).	Report of all linkages meetings. Evidence of submission of application for fund. Evidence of submission of advocacy request to government agency

			Evidence of off-taker/input company agreement
T5.	Total number of days.	34 days	

5. DELIVERABLES

Deliverables stated in the table below are directly linked to specific tasks in previous section. Due dates are tentative and dependent upon contract signed.

Item		Due date
D1.	Task 1 Training Agenda/time-table/Training materials	Five days before training.
D2.	Training reports	A week after each training
D3.	Report of post-training support and copies of documents reviewed or developed	No more than a week after session with organization. For the access to finance and other partnership support, the reports must be sent in within the 6 months contract period.

6. DURATION

The consultancy services for this assignment will be for 34 days. These will be spread across four to six months to allow effective post training support and mentoring for the organizations. Please note that this assignment may require two separate consultants if a consultant does not have competencies in both areas of training and post training support (GDLT & FLT).

7. COSTS

Consultant (s) will be engaged based on previous relevant experience and will be remunerated on a daily rate (for individual consultant(s), as approved in the PIND procurement policy. PIND will provide accommodation when required along with N9, 000 per diem per night. Road transportation will be reimbursed either based on N35 per km or upon submission of transport receipts where PIND does not provide transportation.

8. QUALIFICATIONS

A university degree with not less than seven years of experience in providing similar capacity strengthening services to institutions. In addition to academic qualifications, applicants must demonstrate previous work in building financial management and access to finance capability of small or medium scale associations. Preferred application must have previous business linkages experience and relationship with government agencies. For Group Dynamics and Leadership Training, consultant must have attended training organized by PIND and USAID MARKETS II project.

9. HOW TO APPLY

Qualified and experienced consultants should forward their CVs and expression of interests, describing how their qualifications and experiences match PIND's expectation to procurement@pindfoundation.org latest by close of business on Monday 22nd, July, 2019.

The following mandatory documents are required before and contractual engagement with PIND.

Mandatory Required items from vendor on bidding for any work or service in PIND

1. Certificate of Business Registration/Mean of Personal Identification
2. Profile of organization or resume in case of a consultant
3. Completed PIND's bio data form in case of consultants
4. Most recent tax clearance certificate
5. Tax Identification Number
6. Full physical contact address
7. Bank reference letter introducing your account details to PIND addressed to the Finance Manager, PIND Foundation, # 25 Jimmy Carter Crescent, Asokoro, Abuja
8. Bank details as follows:
 - I. Name of Account
 - II. Account Number
 - III. Name of Bank
 - IV. Address of Bank

Equal Opportunity and Non-Discrimination in Employment

PIND Foundation provides equal opportunity in employment and engagement for all persons, vendors and contractors, and prohibits unlawful discrimination and harassment in all aspects of contractual engagement or employment because of age, sex, gender, marital status, disability, nationality, race, religion or any factor prohibited by law of Nigerian Government.