

REPUBLIC OF CAMEROON

Peace-Work-Fatherland

Ministry of Agriculture and
Rural Development



IsDB

البنك الإسلامي للتنمية
Islamic Development Bank



REPUBLIQUE DU CAMEROUN

Paix - travail - patrie

Ministère de l'Agriculture et du
Développement Rural

RICE VALUE CHAIN DEVELOPMENT PROJECT (RVCDP)

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N°: /RVCDP/

TERMS OF REFERENCE (TOR) FOR TRAINING ON COOPERATIVE DEVELOPMENT AND BUSINESS PLANS WITHIN THE FRAMEWORK OF RVCDP.

I. Introduction

These terms of reference define the conditions for provision of services relating to the capacity building activities in the Rice Value Chain Development Project (RVCDP) which will be implemented in the Far North, West and North West Regions of Cameroon with the Project Management Unit (PMU) based in Bamenda.

RVCDP is jointly financed by the Islamic Development Bank (IsDB), the Arab Bank for Economic Development in Africa (BADEA), the Organisation of Petroleum Exporting Countries (OPEC) Fund, the Kuwait Fund, the Saudi Fund, the Abu Dhabi Fund and the Government of Cameroon (GOC).

II. Background

The Government of Cameroon has received financing from IsDB and is processing the funding from other donors for the implementation of the Rice Value Chain Development Project (RVCDP). The Ministry of Agriculture and Rural Development (MINADER) is the Executing Agency and is entrusted with the supervision of the implementation of the project being done by a Project Management Unit (PMU) located in Bamenda. This project will be jointly financed by the Islamic Development Bank, BADEA, OPEC Fund, KUWAIT Fund, and the Government of Cameroon. The legally binding terms and conditions of the financing are in the financing Agreement No. CMR 1027 which may be amplified by supplementary letters and /or an amendment. The Project Appraisal Document (PAD) Report of the Rice Value Chain Development Project is also a useful source of information.

The Project's focus is on value chain development seeking to alleviate constraints impeding the development of the rice sector by impacting actors across the entire value chain including small holder farmers, off-takers, processors, service providers, agro-dealers, aggregators, financial institutions, rural communities in production, post-harvest, processing, and distribution. It will contribute to develop a productive and sustainable rice value chain that will contribute to ensure rice self-sufficiency, enhance economic growth, and improve livelihood of the farming households in the target project area. This will be done through innovative and tailored interventions that will promote competitive domestic production, postharvest, processing and marketing of rice and associated crops such as vegetables. The project will ensure that around 40% of its total beneficiaries are women and youth who will have access to (a) new technologies, modernized irrigation systems and improved seeds to increase productivity, (b) financial and technical resources as well as extension and advisory services provided by the project, and (c) equitable decent employment opportunities.

The Project is programmed to be carried out in 3 Regions in 6 project areas as follows:

- ✓ Maga in the Far North Region,
- ✓ Bangourain and Santchou in the West Region, and
- ✓ Ndop, Bafut Tingoh and Mbaw/Mbonso in the North West Region.

The institutional arrangements of the Project constitute of a Project Management Unit headed by a National Project Coordinator based in the North West Region and 3 Project Implementation Units based North West, West and Far North Regions headed by Project Managers.

The summary of the project components are as follows:

- 1) Raising Rice Production and Productivity;
- 2) Strengthening the Links to Markets;
- 3) Fostering Enabling Policy and Institutional Environment;
- 4) Rehabilitation/construction of social infrastructures;
- 5) Project Management and Coordination; and
- 6) Audit
- 7) Contingency Emergency Response

The Project funding has been attributed to different funders in the proportions detailed below:

FUNDERS	FINANCING (in Euros)		TOTAL (in Euros)
	Loan	Installment Sale	
IsDB	14,986,125		79,435,126
		64,449,001	
BADEA			17,652,251
OPEC FUND			22,065,314
KUWAIT FUND			17,148,251
SAUDI FUND			18,536,190
ABU DHABI FUND			27,752,764
Government of Cameroon			11,973,500
TOTAL			194,563,394

This TOR shall define the terms for the carrying out of these capacity building activities.

III. Scope of Services, Tasks (Components) and Expected Deliverables

This assignment is to strengthen the organisational, Technical and Management capacities of Unions of Cooperatives of the rice value chain in the selected sites of the Northwest, West and Far North Regions.

Specific Objectives

- Provide training on the basics of cooperatives and unions with focus on, governance structures, and democratic decision-making.
- Guide union members on creating detailed business plans, covering the cooperative's goals, strategies, financial projections, and operational plans, including market analysis, financial planning, and sustainability strategies
- Improve knowledge of union members in the areas of credit management, financial planning, sustainable use of financial services etc.

Scope of Work

The RVCDP is being executed in the Northwest, West, and Far North Regions of Cameroon and will benefit about 160,000 smallholders' rice producers and approximately 700,000 household members and other actors.

In the Far North region, the Project will be executed in Maga. In the North-West Region, the Project will be implemented in the Ndop Plain, Mbaw/Mbonso Plain and Bafut/Tingoh Valley, while in the West

Region, the Project will be executed in Bangorian in the Noun Division and Santchou in the Menou Division

The Project is keen on various methods and strategies to enhance the productivity, profitability, and sustainability of rice in these selected sites. When examining the activities of various groupings of rice actors there are some specific characteristics constraints which must be dealt with to enhance group functionality and sustainable response to the business environment.

Some of the constraints faced by rice cooperatives and unions may include but not limited to:

- Inadequate Leadership and Governance
- Financial Management Challenges
- Operational Inefficiencies
- Human Resource Management Issues
- Member Engagement and Participation
- External Environmental Factors
- Communication Barriers
- Cultural and Social Factors.

Bearing in mind this broad orientation regarding the prevailing problems in the rural sector above, the consultant shall be required to review these constraints in the context the specific geographical areas.

This consultancy assignment is intended to;

- ✓ identify and spell out the various constraints faced by various rice actor groups
- ✓ Identify cultural/gender roles and practices which affect effective participation and involvement of women in group activities and decision making
- ✓ analyse and propose all possible solutions to these constraints,
- ✓ sort out from the proposed solutions, those to be achieved through sensitisation, training or capacity building,
- ✓ report to the project the constraints and proposed solutions which cannot be realised using capacity building.

Once this part of the assignment must have been discussed with the concerned project expert, agreed upon and validated, the consultant shall;

- develop a training plan,
- develop objective & inclusive criteria used to select participants,
- establish the Terms of references (TORs) and corresponding budget for each solution (training) to the production /value chain constraint of the crop sectors with a specific methodology.
- carry out a pre-evaluation of participants to ascertain their level in the subject matter,
- dispense the capacity building event which shall be practical and using a participatory methodology which shall be validated by the Project's Capacity Building Expert.
- provide manuals, technical slips, handout etc where applicable.

The execution aspect of training shall be preceded by the validation of the Project expert concerned.

The trainings shall be designed based on the themes emanating from these problem-solving dimensions to involve over 210,000 actors, of at least 50% women and youth, structured actors who shall receive training to enhance their knowledge and skills in various aspects of the value chain activities in the areas of production, post-harvest, processing, and marketing as well as gender mainstreaming & Income generating activities for women/youths on the rice value chain amongst others.

The training of Rice unions shall also involve the field Agricultural Extension Workers to update their knowledge and skills required in their facilitation roles in the field.

The various categories who shall receive the trainings shall include particularly the following;

- Unions of rice farmers in the above-mentioned sites.
- Elected local leaders/Council personnel with roles in Agric./Rural Development.
- Agricultural Extension Workers Etc.

The improvement of the competences of these rice groups shall prepare them and serve as basis for more responsive rice groups leading to the development of the value chain for the future for the rice sector.

In fulfilling this objective, the consultant shall develop manuals or working guideline documents using a participatory method, with specific chapters describing the solutions to production and value chain constraints etc in simple-to-learn English or French Language as the context may require, train them on how to use the manual/guides and produce 100 copies of each of these manuals/guides.

Considering the diversity of the issues to be identified and solved through training sessions, the Consultancy is given the latitude to identify specialised competencies and co-opt them to realise part of the assignment but the responsibility of achieving high quality results within desired time frame shall be incumbent on the consultancy according to the terms of the contract.

Other Training Expectations.

The consultant shall:

- Propose the methodology of monitoring and evaluation of the training activities, data collection and analysis over time.
- Ensure a Gender/ Youth sensitive selection of various categories of trainees and analyse the trainees according to activities and socio-economic lines.
- Conduct pre- and post-training evaluations to measure the effectiveness of the training.
- Collect and analyse feedback from participants to identify areas for improvement and future training needs.
- Capture the number of direct and indirect employment opportunities created during the execution of this assignment.

- Document Income generated as fall out of the activities in the communities.

IV. Composition of the Team

The consulting team shall comprise at least the following key personnel:

1. Team Leader with an advanced degree in agricultural economics, rural development, business administration, or a related field who must poses experiences in adult education and with resources/skills in development work
2. Pedagogist or Chief trainer who has at least B.A in Sociology, anthropology or any rural development discipline
3. Business Planning expert with a background in business administration, strategic planning, and financial management.
4. Gender and social inclusion specialist
5. M&E specialist

Other specialist and resource persons can be added to take care of specific issues by the consultant.

Profile of Consultants.

Personnel	Qualification	Responsibility
Team Leader	S/he shall be at least a M. Sc in agricultural economics, rural development, business administration, or a related field who must poses experiences in adult education and with resources/skills in development work or equivalence with a minimum of at least 10 years working experience with 5years working in similar assignments. Has carried at least 5 assignments in the capacity of team leader. Has worked in similar cultural, administrative and state organisation. Has good working knowledge of the English and/or French Language	Oversee the coordination of the entire capacity building assignment.
Pedagogist or Chief Trainer	S/he shall be holder of a B.Sc. Or B.A. degree who has at least B.A in Sociology, anthropology or any rural development discipline or equivalence. Shall have at least 7 years of working experience with 3years work in similar assignments. Has carried at least 5 assignments in the capacity of Pedagogist or trainer.	S/He shall also assume the duties of lead trainer

	<p>Has worked in similar cultural, administrative and state organisation.</p> <p>Has good working knowledge of the English and/or French Language</p>	
Business Planning expert	<p>S/he shall be holder of a B.A in business administration, strategic planning, and financial management.</p> <p>.</p> <p>Trainer 1: Further to the qualification in business and development related disciplines, should have experience in organisational strengthening and capacity building</p> <p>Trainer 2: Further to the qualification in Development-related disciplines, should have strong background in cooperative development Has carried at least 3 assignments in the capacity of trainer within the last 5years. Has worked in similar cultural, administrative and state organisation. Has good working knowledge of the English and/or French Language.</p>	S/He shall also assume the duties of a trainer.
Gender and social inclusion specialist	<p>S/he shall be holder at least HND in Gender Studies or B.Sc. in any Social Studies discipline with minor in Gender studies or equivalence, with at least 5 years' experience.</p> <p>Shall have worked during 3years in Gender related issues in rural development. Within his/her years of work, must have handled at least 3 assignments in capacity of Gender facilitator.</p> <p>Has worked in similar cultural, administrative and state organisation.</p> <p>Has good working knowledge of the English and/or French Language</p>	S/He shall also assume the duties of mobilising and organising rural communities according to functional socio-cultural and development entities. Shall take part in the training.
M&E expert	<p>The M&E expert shall be a holder of at least first degree in Economics, Agro-Economics, or any other related field. S/he shall have expertise in project monitoring, evaluation methodologies, and data analysis in any related development field with at least 5years' working experience. Shall have at least 3years working experience in this capacity.</p>	S/He shall Develop and implement M&E frameworks, conduct pre- and post-training evaluations, and provide feedback on training effectiveness also assume the duties of collecting,

	<p>Must have carried out at least 2 assignments in this capacity. Has worked in similar cultural, administrative and state organisation. Has good working knowledge of the English and/or French Language.</p>	<p>analysing and reporting data relevant to context</p>
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Period of Performance

The consultancy assignment shall be for a duration of 18 Months but could be stretched out depending on the progress of training program. However, the effective involvement of the constituted team shall be approximated as follows:

Personnel Requirement per Training Process and Estimated Staff-Months

1. Key Experts	No. Experts	Unit	No. Staff months	
Team Leader	1	Man months	18	
Pedagogist or chief trainer	1	Man months	12	
Business planning experts	2	Man months	10	
Gender and social inclusion	1	Man months	3	
M&E Expert	1	Man months	5	
Sub Total Expert	6		48	
2. LOCAL SUPPORT STAFF				
	Secretary/Administrator	1	Man months	12

V. Reporting Requirements and Time Schedule for Deliverables

Report Characteristics

- The report shall be written in English language. The English Language should be simple as to be easily understood by all stakeholders.
- The report shall be typed in Microsoft WORD,
- It shall not be more than 100 pages with text in Times New Roman font, with a font size of 14.
- The report shall be printed on A4 paper size
- The report shall have a hardcover and be well-bound to prevent easy damage.

Schedule of Deliveries.

Report	No of copies	Due date
Inception Report	6+ (1 soft copy)	Within two weeks after signing of agreement
Monthly progress report	10 + (1 soft copy)	First week of succeeding month
End of assignment Report	24 + (1 soft copy)	One month from completion of works
Other reports	Need-base	As requested by Project Coordinator As need arises within a time frame agreed with the client

Three types of reports are expected from the firm that will carry out this consultancy. These are the inception report, monthly progress reports and end of assignment report. These are described as follows:

Inception Report

Though the consultant will propose a timeframe for the assignment in the technical proposal, the actual schedule for deliveries will be agreed upon only during negotiation of the contract. This schedule, among others, will constitute the inception report, which must be delivered within two weeks after the signing of the contract. However, the effective commencement of the contract will be from the date of notification to commence or as otherwise stated in the contract. The inception report shall amongst others include:

- The personnel allocated for the assignment and their CVs and contact details
- The implementation schedule of the assignment
- The schedule of deliverables (reports, bills, etc.)
- The equipment and tools to be used for the assignment
- The location of the office and its set up which shall include a meeting room, furniture, and any other necessary facility for the effective management of the assignment.

This report will have to be approved by the Project Socio-Economist/Incharge of Capacity Building & Gender of the PMU after verification of the set-up of the report information.

Progress Report

The consulting firm shall produce quarterly reports on the progress of work indicating achievements, difficulties (if any), work remaining and time needed to complete the remaining works, personnel on in place, the financial situation indicating the amounts, the time next payment is due and any other relevant information.

End of Assignment Report

A final report will be required not later than three weeks after the reception of the finished products. The final report should include, the specifications of the capacity building activities actually realized,

Monitoring/Evaluation plan and schedule as-built in mechanisms to ensure follow up and sustainability of achievements. It shall also include; difficulties encountered, lessons learnt, Information/data generated & community structures created/organised, methods used in community mobilizing & rural structuring, the training processes, areas and methods of improvements should the same assignment be done again. The consultant shall submit 24 hard copies of the report and 1 soft copy.

VI. Client's Input and Counterpart Personnel

(a) Services, facilities and property to be made available to the Consultant by the Client:

The following facilities shall be provided to the Consultant during the period of service:

- All the available reports and documents related to the project components.
- The Consultant will be provided with the basic information about the proposed regions (North-West, West and Far North)
- National, Regional and Divisional maps will be made available to the consultant to enable to move around in the project areas.

(b) Professional and support counterpart personnel to be assigned by the Client to the Consultant's team:

_____N/A_____

Institutional Arrangements

The PMU of RVCDP is made up of a National Coordinator who is the team leader and is supported by specialists in various disciplines. The specialists shall make input where need be into some issues on the assignment. The experts are the Agronomist, the Project Engineer, the Environmentalist, the Socio-economist/ Gender Specialist, the M&E officer, the Communications Officer, the Procurement Officer and Administrative and finance officer.

The Project Socio-Economist/Gender Specialist shall be the manager who will act as the liaison between the consulting firm and RCVDP. She shall support the consultant during the preparation and training phases of the project.

Consultants may contact RVCDP through the following means:

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