

**TERMS OF REFERENCE
TERMS OF REFERENCE AND SCOPE OF SERVICES**



Government of Malawi

MINISTRY OF AGRICULTURE

**MALAWI FOOD SYSTEMS RESILIENCE PROGRAM (MFSRP)/THE SECOND
AGRICULTURE COMMERCIALIZATION PROJECT (AGCOM 2)**

PROJECT IMPLEMENTATION UNIT

TERMS OF REFERENCE

FOR

**INDIVIDUAL CONSULTANCY TO UNDERTAKE TECHNICAL
IMPLEMENTATION SUPPORT(TIS) SERVICES TO PRODUCTIVE ALLIANCES
IN MALAWI**

JUNE, 2025

1. BACKGROUND

The Government of Malawi, is implementing the Malawi Food Systems Resilience Program (MFSRP) also referred to as the Second Agriculture Commercialization (AGCOM 2) Project. The project is financed by multiple financiers with World Bank IDA grant financing estimated at US\$250 million, GAFSP estimated at US\$15 million and the new Multi Donor Trust Fund (MDTF) estimated at US\$ 43.2 million. The Project was approved by the World Bank Board of Directors on 31st May 2023 and by Parliament on 5th August 2023.

MFSRP/AGCOM 2 is expected to be implemented for a period of six (6) years from 2023 to 2029. The key implementing agencies are the Ministry of Agriculture (MoA) as lead, the Ministry of Trade and Industry (MoTI) and the Ministry of Lands (MoL).

The objective of the Project is to increase commercialization of agriculture value chain products selected under the Project. MFSRP/AGCOM 2 consists of six main components namely: (i) (Re-)Building Resilient Agricultural Production Capacity; (ii) Sustainable Development of Natural Resources for Resilient Agricultural Landscapes; (iii) Getting to Market; (iv) Promoting a Greater Focus on Food Security Resilience in National and Regional Policymaking and (v) Contingency Emergency Response Component (CERC) and; (vi) Project Management and Coordination.

Building Resilient Agricultural Production Capacity: This component will focus on developing and delivering national and regional information systems, agricultural technologies, and services serving smallholder farmers and other agri-food system stakeholders. Three clusters of activities are considered: (a) agricultural research, development, and innovation systems; (b) the development and upgrading of digital platforms; and (c) land demarcation and registration of farmland in the project area.

Supporting the Sustainable Development of Natural Resources for Resilient Agricultural Landscapes: In alignment with Malawi's National Irrigation Policy and Master Plan, this component will finance the construction of six medium-to-large-scale irrigation schemes and technical assistance for the management of catchment areas. The component will also build the capacity of farmer organisations (i.e. Water User Associations and Cooperatives) in irrigation schemes to improve agricultural production and trade.

Getting to Market: The component aims to improve physical and economic access to sufficient, safe, and nutritious food by improving agri-food producers' access to domestic

and international markets and enhancing marketing infrastructure. The component will support matching grants to 500 Producer organisations and 60 Off takers, capacity building of farmer organisations, last mile infrastructure and strategic public facilities

Promoting a Greater Focus on Food Security Resilience in National and Regional Policymaking: The component will strengthen commercialization and climate resilience by building the government’s institutional and technical capacity to develop, update, and implement relevant policies, strategies and legal frameworks. Some of the regulatory documents to be prepared or updated include the national crop production and development policy, the agricultural research policy, the horticulture strategy, the contract farming policy, the livestock breeding strategy, the apiculture strategy the agricultural diversification strategy, and the e-commerce strategy. The project will also assist the Ministry of Agriculture in revising Malawi’s National Agricultural Investment Plan 2018–2023 to better align it with Malawi Vision 2063 and NAP 2023;

Contingency Emergency Response (CERC): This component will finance eligible expenditures in the event of an emergency precipitated by a natural disaster. The activation of CERC which is by request of the government, will allow funds to be disbursed rapidly to reduce damage to productive infrastructure, ensure business continuity, and speed up recovery.

Project Management and Coordination: This component will support project management, coordination, monitoring and evaluation (M&E) of project activities. The Project Implementation Unit (PIU) within the MoA will be responsible for project implementation including fiduciary aspects; knowledge management/communication; grievance redress mechanism (GRM); citizen engagement; and monitoring the implementation of safeguard-related measures.

It is, therefore, regarding the constituting of the MFSRP/AGCOM Project Implementation Unit that MoA as a lead implementing agency, would like to engage the services of the Technical Implementation Support (TIS) Brokers

2. RATIONALE

To support the successful implementation of these PA sub-projects both in terms of impact and compliance with the Government’s and World Bank’s rules the project is seeking consultants capable of providing the services described in these Terms of Reference.

3. OBJECTIVE(S)

The objective of the assignment is to provide technical support to Productive Alliances in the implementation of their approved business plans. Coordinate service providers to give various technical support according to PO capacity assessments.

Specific objectives

- (i) To prepare IEC approved POs for signing sub-project grant agreements
- (ii) To facilitate management of PO signed grant agreement
- (iii) To help POs in Setting-up sub-project implementation support structures
- (iv) To undertake or coordinate PO capacity building in management and implementation of sub-projects
- (v) To facilitate monitoring and evaluation of PO subprojects
- (vi) To provide technical lead in closure of approved PO sub project

4. SCOPE OF THE ASSIGNMENT

The TIS Broker shall provide technical implementation support services to assigned PA sub-projects in close proximity to the PO and on a continuous basis. The services shall cover geographic location at minimum one District Agriculture Office or beyond as decided by the Project PIU. A minimum of three POs and a maximum of seven POs could be allocated to each broker depending on performance of the broker and the flow of approved PAs from the AGCOM Matching Grants Pipeline. However, the TIS may be assigned specific tasks as need may arise to support other POs beyond the number of POs originally contracted. The assignment will involve provision of technical support soon after the POs accept the AMG offer all the way up to closure of the PO Subproject.

5. TASKS OF THE ASSIGNMENT

The following are the summarized tasks expected to be executed by the TIS Broker to each of the assigned PA Sub-Projects.

A. Support to PO before signing sub-project grant agreement

The TIS Broker shall support the PA sub-project between approval by the Independent Evaluation Committee (IEC) and Grant Agreement signing (start of implementation). In principle and practice, the TIS Broker is expected to fulfil the following sub-tasks:

- (i) To carry out initial review the business plans
- (ii) Conduct PO capacity assessment and planning
- (iii) Facilitate initial resource mobilization

B. Facilitate implementation of the approved sub-project business plan

The TIS Broker shall lead in the implementation of the approved subproject business plan and Environmental and Social Management Plans (ESMPs). This entails managing the **signed grant agreement**. Particularly the broker shall facilitate;

- (i) Preparation of PO tranche requests
- (ii) PO procurement and finance processes.
- (iii) Implementation of ESMPs
- (iv) Preparation of PO end of tranche reports and ensure closure of tranche

C. Support in Setting-up sub-project implementation structures

The TIS Broker with technical support from PO Building and Strengthening (B&S) Broker or PIU shall be responsible for setting up a vibrant team of PO members responsible for leadership and governance of the approved subproject. Specifically, the TIS Broker shall facilitate;

- (i) Review of current leadership and governance for POs already registered as cooperatives.
- (ii) Registration process of non-cooperative POs and setting up of leadership and governance structures according to the cooperative by-laws.

D. Support in capacity building and implementation of sub-projects

The TIS-Broker with support from the PIU and other service providers (i.e. Departmental Subject Matter Specialist (SMS)s, Specialized Technical Assistance (STA) Brokers and in some cases the Off-takers) will lead in PO training and implementation simultaneously in the following areas;

- (i) **Generic Organizational Development that shall include;** Cooperative Member Education, SHEP Approach, Cooperative Management; Book-keeping and accounting; finance management and procurement procedures for AGCOM Matching Grants; Productive Alliance Contract Management; Partial Credit Guarantee (PCG); Environmental and Social Safeguards; Land Administration; and Communication.
- (ii) **Specialized Technical Assistance that shall include;** value chain Production and Productivity; Post-Harvest Processing, Value Addition and farm mechanization.

E. Monitoring and evaluation

The TIS Broker shall conduct monitoring and evaluation of the business plan implementation. This is to ensure that quality data at PO level is properly and timely captured to assist in tracking implementation progress, results and impact. The TIS Broker is expected to facilitate:

- i. Collection of PO generated data such as membership, production, sales and any other relevant data using Project standardized data capture sheets.
- ii. Analysis and interpretation of progress against milestones based on the indicator targets as set in each of the PO signed Matching Grant agreements.
- iii. Submission of monthly activity workplan reflecting key deliverables for each of the assigned POs
- iv. Submission of activity, monthly, quarterly, and sub-project completion reports. In addition to that, the TIS will support the PA to produce quarterly progress reports and final report.
- v. Facilitate development of case studies and success stories.
- vi. Conduct routine monitoring visits to PA.

F. Facilitate closure of approved PO sub projects

At the end of the implementation, the TIS Broker will facilitate the execution of subproject closure activities by executing the following tasks;

- (i) Final PO Capacity Assessments
- (ii) Final Business plan reviews
- (iii) Preparation of Subproject Completion Reports

6. EXPECTED OUTPUT/DELIVERABLES AND TIMELINES

The consultant shall be required to undertake all the tasks provided in section 5 as appropriate. The following deliverables and outputs shall be expected from the consultant. These will be implemented over a period of 12 months and each deliverable shall be quantified by a performance rating as presented in the table below;

Table 1: Performance Based Deliverables for TIS Brokers

Deliverable No	Name of Deliverable	Score
Delivarable 1	Inception report	1
Deliverable 2	Initial subproject tasks completed	3.0
	PO. Handover and Orientation to Subproject (Overview of AGCOM 2, AMG-Agreement,PO-TISS)	0.5
	Review and sign PO Acceptance Letter	0.5
	Opening Bank Account	0.5

	Conducting Initial Business Plan Review	0.5
	Conducting Capacity Assessment	0.5
	Signing of Grant Agreement	0.5
Deliverable 3	Initial PO Capacity Building	11
	Conduct Cooperative Member Education (Refresher/New)	1
	Facilitate Application for Cooperative Registration	1
	Facilitate AGM and election of BoDs& Subcommittees	2
	Facilitate Book-keeping, Accounting and Procurement (BKAP) Training and Internal Audit Training	4
	Facilitate Cooperative Management Training	1
	Facilitate Monitoring and Evaluation Training	2
Deliverable 4	PO Matching grant contribution	13
	Develop a Resource Mobilization Plan	2
	Holding meetings with PO members to mobilize contribution and document member shares	6
	Tranche Requests submitted & Approved	4
	AGCOM funds deposited in the PO account	1
Deliverable 5	Procurement of Assets	7
	Procurement Documents Approved by PO BoD(1.Requisition from User Committee 2. Approval of Requisition by BoD, 3. Sourcing of Quotations 4 IPDC meeting and approval 5. Issuing of LPO or Contract)	2
	Delivery and Payment of goods and services (Signed Delivery Notes, Original Invoice)	2
	Submit end of tranche report	3
Deliverable 6	Generic PO Capacity Building	12
	Environmental and Social Safeguards training	1

	Support in PA Agreement/contract management (SHEP approach training)	1
	Land Registration Training	1
	Financial Literacy Training	1
	Conflict Resolution Training	1
	Communication and PO Visibility training (IEC materials, Success stories, Branding of Products-Logo, Sign posts)	1
	Submission of Success stories and PO Profiles (quarterly)	6
Deliverable 7	Specialized Technical Assistance	13
	Facilitate Producer members registration and verification	1
	Training in GAP including operation and maintenance of Machinery	6
	Facilitate Production committee visits to producer members	6
Deliverable 8	PO Financial and Audit reports	36
	Monthly stamped copies of Bank statements	6
	Monthly Bank Reconciliation statements	6
	Monthly Income and Expenditure report	6
	Monthly Cash Book	6
	Updated Asset Registers (Include Blue book for vehicles, tractors registered in PO name)	6
	Facilitate Quartely PO Internal Audits by the Internal Audit Committee (Quarterly Audit Reports)	6
Deliverable 9	Participatory PO Monitoring and Evaluation	31
	Facilitate Monthly PO Monitoring Meetings	18
	Monthly PO Progress Report&Summary data Submitted	6
	Monthly update of OLTISMIS data	6
	Biannual complete M&E Data Documentation for PO	1
Deliverable 10	Environmental and Social Safeguards	21
	Establishment of GRM Committee	1

	Implementation of activities in the approved ESMP	18
	Facilitate operation of CGRCs (provide evidence of grievances recorded and resolved)	2
Deliverable 11	Agricultural commercialization and Asset Utilization	30
	Train POs in Asset Management and utilization	6
	Facilitate Preparation&Signing of MoUs/Agreements for asset utilization	6
	Facilitate mobilization of PO working Capital including PCG	6
	Facilitate PO and off-taker engagement (meeting minutes/Key resolutions)	6
	Facilitate product aggregation/processing, delivery and Payments	6
Deliverable 12	End of Contract Report	1
	Report 1	0.5
	Report 2	0.5
Deliverable 13	Closure of subproject	1
	End of sub-project PO capacity assessment	0.5
	End of subproject Progress report	0.5
TOTAL SCORES		180

7. QUALIFICATION AND COMPETENCY

- Possess at least a first Degree in Agribusiness, Agriculture Enterprise Development, Business Administration and Entrepreneurship, Agricultural Economics, Economics, Business Studies, Development Economics, Monitoring and Evaluation and any development-related degree from an accredited institution.
- Demonstrate good experience in agricultural value chains and enterprise development.
- Excellent communication skills in English and at least one local language.

8. REPORTING REQUIREMENTS

- AGCOM designates Institutional Development Specialist (IDS) as the focal point for this assignment.
- AGCOM PIU will make available all the relevant documentation for each PA and provide any additional information to ensure smooth delivery of tasks by the service provider.
- The AGCOM PIU will ensure quick review and approvals.

9. DUTY STATION

The Project expects the consultant to be located in close proximity to the POs assigned by the project preferably in the district where he or she has the highest number of assigned POs. The project shall have the discretion to allocate the TIS Broker the POs and corresponding districts deemed as appropriate.

10. DURATION OF THE ASSIGNMENT

The contract is for one year but renewable subject to performance. Performance shall be reviewed every six months. In the event of poor performance, AGCOM shall terminate the contract giving one month notice. AGCOM shall terminate the contract without giving notice if the consultant is involved in fraud or non-compliance to agreed and signed code of conduct as provided in the TIS Brokers Handbook. The consultant can decide to terminate the contract giving one-month notice.

11. SELECTION OF CONSULTANTS

The Agricultural Commercialization Project now invites eligible individuals (“Consultants”) to indicate their interest in providing the Services. Interested Consultants should provide information demonstrating that they have the required qualifications and relevant experience to perform the Services. The shortlisting criteria are:

- Possess at least a first Degree in Agribusiness, Agriculture Enterprise Development, Agricultural Economics, Pure Economics, Business studies, Development Economics from an accredited institution.
- Demonstrate good experience in agricultural value chains and enterprise development.
- Minimum of two years of hands-on experience working with Farmer Organizations in providing technical implementation support to farmers in rural areas.
- Excellent communication skills in English and at least one local language.

The attention of interested Consultants is drawn to Section III, paragraphs, 3.14, 3.16, and 3.17 of the World Bank's "Procurement Regulations for IPF Borrowers" July 2016 Revised November 2017 and August 2018 ("Procurement Regulations"), setting forth the World Bank's policy on conflict of interest.

Consultants will be selected in accordance with the Individual Consultants (INDV) selection method set out in the Procurement Regulations.