

Terms of Reference

Category of Consultancy:	Agribusiness Development Public-Private Partnership
Title of Consultancy:	Individual consultancy
Duration of the assignment:	2 months
Location:	Grenada, The Financial Complex, The Carenage, St George
Supervisor:	Chairman (Technical Working Group TWG on the Marketing and National Importing Board (MNIB) Grenada)

A. Background

This consultancy will identify and recommend the best suited business and governance models and assist in the formulation of transaction documents for the development of a Public-Private Partnership (PPP) entity with the capability and capacity to support the transformation of the agricultural sector, by overcoming the current deficiencies and gaps in the logistics of food, including but not limited to transportation, storage, preservation and distribution, and the export of agricultural produce and products.

The Government of Grenada (GoG) is engaged in a wide-ranging and multi-faceted national transformation agenda which aims to change the governance machinery of key organizations public and statutory into ones that are people-centered, results-oriented, ethical and promote value-based management for value added outputs.

Currently agriculture has been ranked within the top 6 priority sectors which are required for economic growth and stability. Agriculture currently accounts for about 6 to 7% of Grenada's GDP. It is therefore the government's intention to increase and improve the quality of agricultural activities to contribute significantly to the GDP.

B. Objectives

The main objective of this consultancy is to establish and institutionalize a robust, sustainable and fit-for-purpose governance framework and business model i.e., operating model, processes, and procedures; and propose regulatory and procedural changes that allow for efficiency, relevance and resilience.

Specific results for the Consultancy include:

- Perform a review of existing governance and business architecture
- Determine systemic, structural, policy and procedural recommendations for effective and efficient Governance
- Propose and develop, benchmarked against best practices and research, highlighting the benefits chain, the following:
 - Business model
 - Governance model and
 - Capitalization structure
 - Present financial and economic analysis of the project
 - Define roles and responsibilities within the new governance model design
 - Design a competency matrix for job roles and responsibilities in the new business and governance models

C. Scope of Work

- 1) Assessment of the existing agri business environment. The assessment will determine benefits, challenges and make recommendations.
- 2) Development of a business strategy and model for an agribusiness Public-Private Partnership
 - I. Develop suitable model for public private partnership
 - II. Develop options for the engagements of the private sector in the prioritized agricultural value chains
 - III. Conduct value chain analyses. The value chain assessments will entail: the agronomic production profiles; value chain mapping (key stakeholders, flow of supplies and products, flow of funds and information, etc.); functional

analysis of each value chain (profiling of industry structure, adoption of skills, technology and innovation); climate change implications; economic analysis of potential opportunities to add value along the chain; and policy and institutional conditions necessary to create suitable enabling environment for value chain development

- IV. Formulate the scope and implementing arrangements for: capitalization structure (i) climate responsive agribusiness financing; (ii) public-private collaboration arrangements in agribusiness development; and (iii) revenue generating arrangements from agribusiness value chain related public investments
- V. Conduct assessments of demand and market conditions for products within selected value chains including analysis of input and output markets, their structure and dynamics between actors, procurement processes, related standards, existence of monopolies, identification of lead firms, etc.
- VI. Recommend public investments required to support the selected value chains. In the case of public infrastructure (soft and hard), recommend arrangements for financing (i.e., public, private, public-private) and mechanisms for sustainable operation and maintenance
- VII. Develop suitable agribusiness financing models that also address climate related risks
- VIII. Identify the incremental measures needed to prepare for increased risk in: (i) agribusiness PPP modals; (ii) agribusiness financing mechanisms; and (iii) budgetary allocation for infrastructure operation and maintenance
- IX. Identify constraints and barriers (financial, technology, infrastructure, human resources/skills, marketing, regulatory, policy, institutional) that must be addressed to enable the development of the value chains; Recommendations must be focused on the key principles of efficiency, accountability, stakeholder inclusivity and profitability

3) Development of a governance strategy and model for an agribusiness Public-Private Partnership

- I. Identify constraints and barriers (financial, technology, infrastructure, human resources/skills, marketing, regulatory, policy, institutional) that must be addressed to enable the development of the value chains
- II. Review the legal requirements and constraints for building public private sector engagement and collaboration agreements including PPP, management contracts, service provision agreements that share risk and returns
- III. Identify the potential role for PPP arrangements and then provide a legal interpretation of the requirements for the public sector to initiate such arrangements, the legal basis and requirements for the identified arrangements, draft legal contracts and prepare supporting documentation and action plans for the development and implementation of such arrangements; Based on the recommendations for public private collaboration models, provide inputs in the formulation of value chain development strategies policies for the selected value chains
- IV. Review good practices of inclusive value chains (taking into consideration cultural and social norms that underpin the behaviour of farmers and rural entrepreneurs);
- V. Interview producer groups and SMEs in the selected value chains to define constraints for inclusion of small holders;
- VI. Propose suitable institutional arrangements to involve smallholder farmers and rural entrepreneurs in the targeted value chains; propose policies and regulations that enable the adoption of these recommendations in PPP models for agribusiness value chains;

Recommendations must be focused on the key principles of efficiency, accountability, and inclusivity.

4) Implementation: Develop schedule/implementation plan for each system/procedure; with attached monitoring and evaluation tools for the new entity.

Institutional Arrangements

The Consultant will work closely with the Technical Working Group (TWG) with a liaison officer provided from within the TWG for the duration of the consultancy. The consultant is expected to produce, following preliminary analysis, an inception report that would delineate the international best practice models to draw from in the design phase of the various systems.

The design of the new models would need to be performed in a consultative and inclusive fashion. The TWG secretariat will mobilize the necessary stakeholders for consultations (internally and externally).

D. Expected Deliverables

In line with the above proposed scope of work, it is expected that deliverables would encompass the following:

Deliverables	Anticipated inputs required	Deadline	Estimated days
1. Inception report produced; including international best practice model/s	<ul style="list-style-type: none">• Methods of analysis and data acquisition; perception Survey and report from key stakeholders• Desk review; Law and Rules, standard procedures, Code of ethics/conduct• report on value chain analysis, market and demand assessments, recommendation for prioritising agribusiness investments• Work plan	11 August 2023	14

2. Business strategy	<ul style="list-style-type: none"> • Business model • Nature of the agro processing business environment • Operating model/functional model • Value proposition • Revenue model • Market opportunity • Competitive environment 	11 September 2023	30 days
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Deliverables	Anticipated inputs required	Deadline	Estimated days
	and competitive advantage <ul style="list-style-type: none"> • Marketing strategy • Management • Business charter 		

3. Governance strategy	<ul style="list-style-type: none"> • Governance model; organisational development plan/organisational systems • Organisational Law and Rules • Governance Code of Conduct • Governance structure • Job design, roles • Service operations modernisation • Perception Survey Report • Size and composition of board of directors • Recommended skills set and competencies of Board members • Performance management, Organisational career pathing • Consultations as required 	11 September 2023	
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Deliverables	Anticipated inputs required	Deadline	Estimated days
	<ul style="list-style-type: none"> • Compensation model 		

4. Capitalisation structure plan	<ul style="list-style-type: none"> • Cash flow position • Investment approach • Control recommendation • Risk allocation • Floatation cost • Flexibility • Stock market conditions 	11 September 2023	
5. Development of Competency Framework	<ul style="list-style-type: none"> • Core job roles; desk review and benchmarking • Performance matrix and business indicators; Define the competences for successful performance of the roles; from least to best 	21 September 2023	10 days
6. Implementation plan and final report with recommendations for next steps/going forward	<ul style="list-style-type: none"> • Implementation plan with attached Monitoring and assessment tools • Recommendations for an enabling environment 	30 September 2023	12 days
Deliverables	Anticipated inputs required	Deadline	Estimated days

E. Administrative and logistical requirements

- All necessary equipment (projector, flipchart, stationery, etc.) administrative and technical support will be provided by the Secretariat to the TWG at the request

of the expert to ensure efficient delivery of the assignment. The expert is however expected to secure her/his own computer

- The consultant will report to the Chairman of the TWG and will work closely with assigned project team members (TWG members).
- Final reports/papers/tools will be delivered by the Consultant to the chairman of the TWG
- Deliverables will be approved by the chair of the TWG

F. Duration of the assignment

The duration of the assignment is estimated to be 2 months from 28 July 2023, to 30 September 2023.

H. Qualifications and competencies

Qualifications:

- The consultant should have an advanced degree in Agriculture, Agri-Business, Economics, Finance, Business Administration, Strategy, international Trade or a related discipline

Experience:

- At least 3 years of practical experience in the development of PPP business models
- Experience in the operational definition of arrangements for the public sector to engage the private sector in collaborative partnerships that seek to promote agribusiness investment and efficient value addition
- The consultant should have a keen understanding of the International Best Practice Methodologies, Tools, and Techniques in Public Private Partnership establishments
- Knowledge of the institutional and legislative frameworks and the marketing and compliance standards required for the development of an agribusiness sector in accordance with the Government of Grenada PPP policy 2015
- Experience in working with Marketing and Importing Boards/farmers coordinating bodies

- Experience in overseeing the development and implementation of governance models; human resource policies, procedures and practices including the development of job descriptions
- Demonstrated hands on experience in organisational design, performance management and/or developing competency frameworks
- Experience in working with different organisations; particularly PPPs in an advisory or consultancy role, assisting them to understand and implement policies and procedures;
- Contribution in developing policy/position papers or making presentations geared towards a multi-stakeholder audience on organisational design and development and capitalization structures
- Experience with the public service, the private sector and PPPs is highly desirable
- Experience undertaking developmental assignments is a plus

Competencies:

- Sound communication skills both verbal and written
- Cultural/context sensitivity
- Flexibility, and ability to work in and with a varied team across multiple designations/departments/sectors.
- Exceptional project management skills
- Effective relationship management

A. Recommended Presentation of Offer

- Letter of confirmation of interest and availability
- Technical proposal clearly stating the profile and previous experience of the consultant, covering why the consultant is most suitable for the work; the approach to completing the assignment; the CV of the consultant
- Financial proposal: eg. lump sum which is all inclusive; covering professional fees, living allowances and transport costs

B. Criteria for Acceptance

A combined scoring method will be used, in which the technical proposal will be weighted at **80%** and the financial proposal at **20%**.

Scoring for the technical proposal will be as follows:

- Qualification: 10 points
- Relevance of Experience: 20 points
- Technical competence: Approach to completing the assignment: 50 points