

بِسْمِ اللّٰهِ الرَّحْمٰنِ الرَّحِیْمِ

Ministry of Fisheries, Marine Resources, and Agriculture

Male', Republic of Maldives



Ministry of Fisheries, Marine Resources, and Agriculture

Terms of Reference for Consultancy Service

for

**Developing and Conducting Business Management and Entrepreneur Skill
Training**

Ref No: MAP/CS/2023/22

Submission date: 01st November 2023

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Foreword

These terms of reference have been prepared by Project Implementation Unit of Ministry of Fisheries, Marine Resources and Agriculture and are based on the 1st edition of the IFAD-issued standard procurement documents template for terms of reference available at www.ifad.org/project-procurement This document is to be used for the procurement of services in projects financed by IFAD.

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Terms of Reference (TOR)

Consultancy Service for Developing and Conducting Business Management and Entrepreneur Skill Training

1. Client

The client for this assignment is the Project Implementation Unit (PIU) under the Ministry of Fisheries, Marine Resources and Agriculture (MoFMRA).

2. Country background

The Agriculture and Fisheries industry have been crucial for the livelihoods of Maldivians for generations, especially for those living in the Island Communities. Both industries have been playing a vital role in developing the economy by ensuring food security and decreasing the dependency on imports. The agriculture sector's contribution from a livelihood and employment perspective is significant and it is vital to the economy in terms of its economic and social welfare value. The contribution of the agricultural sector to Maldives' GDP is relatively low, averaging around 1.3% which indicates that the agricultural sector remains underdeveloped with fragmented production and market systems

The strategies to develop the agriculture sector include strengthening agricultural value chains and the productive capacity of farmers, increasing the role of agriculture in achieving food safety and food security, mainstreaming sustainable agricultural practices, strengthening institutional coordination, policy and regulatory framework of the sector and strengthening research in alternative agricultural technologies.

In the Maldives, basic agricultural information concerning land utilization, area planted, crop production and yield statistics livestock numbers and production etc. are lacking. This lack of reliable agricultural statistics has made planning, policy analysis and formulation of development projects very difficult for the Ministry, NGOs and donor agencies.

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3. Background on project

The Government of Maldives (GoM) through the Ministry of Fisheries, Marine Resources and Agriculture (MoFMRA) is initiating the implementation of the Maldives Agribusiness Programme (MAP) with the support of International Fund for Agriculture Development (IFAD). The Project Implementation Unit (PIU) set up within the MoFMRA will manage the Program in accordance with the guidelines provided by the design report, implementation manual and under the guidance of the project steering committee and IFAD supervision missions.

The main aim of MAP is to enable small farmers in the Program area to sustainably enhance their production levels, increase income, secure food and nutrition for their household demands, and deliver produce to connected markets.

The Programme will be of nation-wide scale, covering all regional and sub-regional hubs, clusters and islands where agriculture is undertaken by small farmers. The main Programme hubs for Programme activities are in region 1-3 are Haa Alif Hoarafushi for region 1. Haa Dhaalu Vaikaradhoo for region 2, and Shaviyani Milandhoo for region 3. Each of these hubs will serve 8, 9 and 9 inhabited agriculture islands respectively. Specifically, under different technical components:

- Component 1 of Enabling policy, institutions, and services will be nationwide in scope covering all 19 atolls, 21 regions covering 188 inhabited islands of these 98 are inhabited where agriculture is practiced on around 800 registered hectares. Also belonging to the Programme area are 50 uninhabited islands leased for commercial agricultural purposes, with a total of 956 hectares of land of which 24 islands are actively doing agriculture on 582 hectares of land.
- Component 2 of Climate smart production will initially focus on region 1-3, covering 3 atolls and 40 inhabited islands. Of these, 26 are inhabited agriculture islands with 280 hectares of registered land cultivated by 2,150 registered farmers, and 85 hectares cultivated by 645 non-registered farmers. Within this production area there are 6 active commercial islands cultivating a total of 250 hectares.

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- Component 3 of Market connection will initially focus on regions 1-3 during the first two years and then expand to regions 4-7 and eventually cover the whole country.

4. Background of the assignment

MAP is looking for a qualified consultant to custom design and conduct Business Management training for farmers and community members in 12 islands of the project in Haa Alif, Haa Dhaalu, and Shaviyani. MAP has been supporting farmers by conducting technical training, basic agricultural training and also providing extension services through technical staff. It is also an objective of MAP to form informal farmers groups in the target islands by forming Island farmers Forum (IFF), in the hope that eventually IFF's will be registered bodies. Although technical training is being delivered, IFF's and other farmers lack business and financial literacy for them to go further and develop. Hence the overall assignment will be to deliver training to improve the capacity of farmers in developing their businesses while acquiring entrepreneurship skills.

5. Overall objectives

The goal of the training is to improve the knowledge and skills of farmers with business ideas about entrepreneurship and business development to help create, expand, and run successful business activities. In other words, it is to equip them with the necessary knowledge and Skills required for them to be successful entrepreneurs. The Business Management training will build capacity of farmers in preparing financial statements, sales, and marketing strategies and gain business and entrepreneurship skills that are anticipated to have a positive impact on farmers' and IFF's development and growth.

6. Objectives of the assignment

On completion of this series of workshops, all participants should:

- Be able to identify and develop their business idea
- Be able to assess the feasibility of their business idea
- Be equipped to draft business proposals and plans
- Be able to strategize for the growth of their business (e.g. vision, strategy, plans, stages, goals, time management, resource requirements, etc.)

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- Be knowledgeable of marketing fundamentals, tools and strategies (e.g. client profile, market research, branding, value proposition, social media plan, etc.)
- The approach for training should focus on practical knowledge for example digital marketing or any other that would improve the digital literacy which would help better understand and utilize marketing tools.
- Be able to plan and manage finances of their businesses (e.g. cashflow, balance sheets, profit and loss statements, pricing strategies, bookkeeping, budgeting, etc.)
- Improve knowledgeable on what it takes to innovate and make their business competitive in the local market

7. Scope of work

Under the overall supervision and guidance of MAP, the training provider will perform the following specific tasks. The plan should be time-bound and show clear achievable targets within defined timelines.

- Conduct a pre-assessment with interested Farmers to assess their level of understanding and knowledge gaps. (Although the trainings will be targeted at IFF's and other farmers, pre-assessment can be conducted with IFF's or through focus group discussions with farmers and other relevant bodies in the islands. It could also be conducted through telephone which may help to expedite and start the trainings as soon as possible.)
- Based on the results of the pre-assessment, design a customized training plan for Farmers and host community entrepreneurs. This plan must include a summary of pre-assessment results, proposed workshop strategy and design, intended learning goals, outcomes, modules, materials, types of training activities, sessions, names and credentials of facilitators, strategy for farmer engagement, communication, and follow-up, total amount of contact hours, proposed dates, and times.
- Identify an accessible location for the conduct of in-person training workshops.
- Handle all logistics regarding the preparation and setting-up of materials and resources needed for the hosting of the training. This includes attendance register,

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refreshments, stationery, printed templates/resources (e.g. business development proposals and plans) for use by participants.

- Create assessment tools and administer feedback forms to monitor and evaluate participants' acquisition of new skills and knowledge as well as engagement in the training program.

8. Schedule of deliverables

The expected end product of this assignment will be a

1. An inception report after an inception meeting detailing the proposed implementation for this assignment with input from PIU and MoFMRA.
2. Methodology and training schedules based on the pre-assessment report
3. Final methodology and training schedules based on feedback from PIU and MoFMRA.
4. Training manuals and materials which will be property of PIU/MoFMRA and which will be used for future trainings.
5. Conduct and Facilitate Training programs in 12 project islands
6. Evaluate the training
7. Final report on the implementation of the tasks after completion of the trainings

9. Consultant's Qualifications and Experience

Key expert 1: Business Development Specialist

Qualifications and skills

- Master in Business Management or Marketing, or similar.
- Extensive Experience in completing trainings for organization

General professional experience

- Demonstrated a high level of professionalism and an ability to work independency and in high-pressure situations under tight deadlines
- Well familiar with Maldives context and agribusiness sector
- Experience on developing of business plan preferably for the promotion of agribusiness and sustainable services
- Previous experience in designing of curriculum materials, lesson plans, assessments, and learning objectives for trainings or workshops

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- Should have excellent communication skills and be proficient in both written and spoken English & Dhivehi
- A well-organized and self-directed individual with sound technical skills, analytical ability, good judgment, and strong operational focus.

Specific professional experience

- Should have the ability to communicate effectively and appropriately with different levels of government officials, private sector agencies and relevant stakeholders
- Should have had previous experience working with multi-lateral development institutions in implementing donor-funded projects. A sound understanding of development projects would be an added advantage
- Actual experience in enterprise development and business management

Key expert 2: Market Specialist

Qualifications and skills

Bachelor's Degree in Marketing or Agriculture Economics (Marketing) or any related areas

General professional experience

- Well familiar with Maldives context and agribusiness sector
- Demonstrated experience in SME's marketing and market development of agricultural or similar category of product/service.
- Should have excellent communication skills and be proficient in both written and spoken English & Dhivehi
- An extremely well organized and self-directed individual with sound technical skills, analytical ability, good judgment, and strong operational focus

Specific professional experience

- A well organized and self-directed individual with sound technical skills, analytical ability, good judgment, and strong operational focus
- Should have the ability to communicate effectively and appropriately with different levels of government officials, private sector agencies and relevant stakeholders

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- Exceptional ability to analyze market trends and competitor behavior.
- Analyzing skill sets and organizational structures required of different groups of functionaries in a multi-dimensional set-up preferably agribusiness or value chain

10. Project coordination

10.1. Consultant shall operate under the overall guidance and supervision of the Project Director, direct technical guidance and operational support and direct supervision from the PIU, technical guidance from IFAD, in close collaboration with MoFMRA and in consultation with the relevant national stakeholders.

11. Services and facilities to be provided by client

- 11.1. Full cooperation in facilitating the Services
- 11.2. Assistance required on the client's part in obtaining relevant permissions from authorities (if necessary) to carry out the Services.
- 11.3. Available relevant data and information requested by the Consultant that are deemed by client to be useful to planning and carrying out the Services.

12. Services and facilities to be provided by the consultant

- 12.1. The Consultant shall carry out all the Services using own material, labour and equipment. Logistics of labour, equipment and tools shall be arranged by the Consultant.
- 12.2. The Consultant shall ensure that their personnel always carry themselves in good behavior and maintain a cordial friendly atmosphere with other personnel including employees of MoFMRA, MAP, and other organizations.
- 12.3. The Consultant shall provide professional, objective, and impartial advice, at all times holding the client's interest's paramount, strictly avoiding conflicts with other assignments or its own corporate interests, and acting without any consideration for future work. The Consultant has an obligation to disclose to the client any situation of actual or potential conflict that impacts its capacity to serve the best interest of the client.

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SHORTLISTING CRITERIA

Criteria	Points
Registered Firm	Max 20
<i>Certificate of Registration</i>	20
General Experience	Max 20
<i>Firm has been active for past 3 years</i>	20
Specific Experience	Max 60
<i>Experience in the undertaking of design and conducting Business Management training</i>	20
<i>Experience in preparing customized training plans, manuals and materials</i>	20
<i>Experience in community & Stakeholder engagements</i>	20
Minimum score of 70% is required to qualify for the RFP	