

# Terms of reference (ToRs) for Capacity Needs Assessment of Agricultural Investors in Benishangul Gumuz Regional State

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## Capacity Needs Assessment of Agricultural Investors in Benishangul Gumuz Regional State

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**Project number/  
cost centre:**  
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## **0. List of abbreviations**

AVB	General Terms and Conditions of Contract (AVB) for supplying services and work 2018
ToRs	Terms of reference
LSAIs	Large Scale Agricultural Investments
BoA	Bureau of Agriculture
UNDP	United Nations Development Program

## **1. Context**

Since the past two decades, the government of Ethiopia had considered commercial farms as one of the options to address the country's food security problems and export earnings. Since then more than 3 million land leased to foreign and local agricultural investors with about 79% of the land were transferred for large scale investors with land holding of above 500 ha. The rest 21% land were transferred for small and medium commercial farmers. But their national contribution for agricultural production is still not exceeding 5%.

An assessment done by UNDP mid 2012 demonstrates that, examination of investor profiles shows 41% of national investors attended primary school and 52% of the owners and managers have no previous farming experience. In such cases, all business plans, farm plans, farm records and performance details are carried in the heads of the informants, not committed to paper, a practice connected to their commodity trading background. Of the remaining national investors, 50% attended high school and 50% attended tertiary education in agriculturally related subjects. By contrast, 100% of the foreign investor informants had post-graduate degrees in agriculture or associated subjects and previous experience as, technical advisers or managers of agricultural/ natural resource enterprises. However, their presence appears, so far, to have had no beneficial effect on productivity of the average farm which, as noted later, is below that of the domestic producers.

The term "investor" covers a broad spectrum of enterprises whose intentions and approaches differ greatly and include, on the one hand, well-established, well managed farms presently producing commodities at a level of performance on a par with, or better than, the best organized, small-holder farms; and newly-established enterprises in the process of developing tree-crop plantations or currently pilot-testing field-crops. On the other hand, 48% of the sample comprises investors adopting low-cost: low-output farming systems designed to maximize profit with minimal expenditure.

The technical reasons for the poor average performance of investor field crops compared to other farms in the regions connect to variation from BoA recommended norms for seeds sources, seeding rates and use of fertiliser. Forty percent of the investors use more than one seed source, with farmer-own, carry-over seeds and seeds purchased locally being preferred over improved seeds. Western lowland investors sow sesame at 3-5 kg/ha, sorghum at 6-8 kg/ha and maize at 7-16 kg/ha. These rates are much lower than sowing rates used by the

well-managed farms in Oromiya, who also used a much higher proportion of improved seed. Only in Tigray and Oromiya do fertiliser application rates conform to BoA norms and in Gambella and Afar, no fertiliser is used. In Amhara, application rates are very low, despite instructions from the Regional BoA to buy and use more. All this is because of knowledge and skill gap.

### **Objectives and scope of the assignment**

The objective of the assignment is to assess the capacity and skills gap and capacity and training needs of mid and large-scale agricultural investors (LSAI) and their employees in the region. A skills gap is the difference between skills that employers, in this case, LSAs want or need, and skills their workforce offer. The skills gap analysis helps to identify skills the LSAs need to meet their business goals. It can also inform learning institutions/Universities which skills (technical and soft) to develop and produce well-trained graduates to respond to the needs of the labour market. On the other hand, which critical capacity gaps are hampering the performance of LSAs. More over the needs assessment should point out strategic and policy issues to build the capacities of LSAs there by enhancing their productivity sustainability.

So, this assignment must explore which skills and capacities are most critically required by LSAs (both the investors and their employees) in the short and long-term perspective to develop the sector so that it will contribute to regional and national economic development specially to the agro-processing subsector.

### **2. Tasks to be performed by the contractor**

The contractor is responsible for providing the following services:

- Assess capacity and skill gaps of investors and their employees in Benishangul Gumuz region.
- Identify critical gaps.
- Propose possible types of capacity building activities and training areas.
- Recommend major policy areas to be considered in relation with capacity development of LSAs.

Certain milestones, as laid out in the table below, are to be achieved by certain dates during the contract term, and at particular locations, the below anticipated dates of milestones will be adjusted based on the contract signature date:

<b>Milestone</b>	<b>Deadline/place/person responsible</b>
Contract signed	Oct. 16.2021
Inception report submitted	Oct.17-23/2021
Inception report reviewed and endorsed	Oct. 24-27/2021
Field assessment	Oct.. 30- Oct. 04/2021
Report Writing	Nov. 05 - Nov. 04/2021
Report Review and validation	Nov. 05- Nov. 20/2021
Update the report	Nov. 21-23/2021
Submit the report	Nov. 24/2021

Period of assignment: From October 16 until November 24/2021.

### **3. Key Activities of the consultant**

The national consultant will oversee the following tasks and produce the assessment report:

- Review National and Regional assessment reports on the performance of agricultural investment projects
- Conduct interviews and discussions with stakeholders
- The assessment has to take into consideration geographic areas and commodities
- Critically assess factors affecting productivity
- Assess how and why grievances happen and result in conflict and how these conflicts are handled
- Critically identify and define policy and legal gaps based on the analysis
- Develop and submit assessment report with conclusion and recommendations based on prior reviews and analysis
- Present the result to a wider audience for further consideration

### **4. Concept**

In the bid, the bidder is required to show how the objectives defined in Chapter 2 are to be achieved, if applicable under consideration of further specific method-related requirements (technical-methodological concept). In addition, the bidder must describe the project management system for service provision.

#### **Technical-methodological concept**

**Strategy:** The bidder is required to consider the tasks to be performed with reference to the objectives of the services put out to tender (see Chapter 0). Following this, the bidder presents

and justifies the strategy with which it intends to provide the services for which it is responsible (see Chapter 2).

The bidder is required to present the actors relevant for the services for which it is responsible and describe the **cooperation** with them.

The bidder is required to present and explain its approach to **steering** the measures with the project partners and its contribution to the results-based monitoring system.

The bidder is required to describe the key **processes** for the services for which it is responsible and create a schedule that describes how the services according to Chapter 2 are to be provided. In particular, the bidder is required to describe the necessary work steps and, if applicable, take account of the milestones and contributions of other actors in accordance with Chapter 2.

The bidder is required to describe its contribution to knowledge management for the partner and GIZ and promote scaling-up effects (**learning and innovation**).

### **Other specific requirements**

*The contractor is expected to make the assessment and identify gaps with reference to the expectations and actual achievements from the agricultural investment by closely consulting the following stakeholders, but not limited to:*

- *Ministry of Agriculture*
- *Ethiopian Investment Commission*
- *BGRS Bureau of Agriculture*
- *BGRS Bureau of Land Administration and Investment*
- *Assosa University*
- *CSOs working in the region*
- *Agricultural investors and their employees*
- *Local community members and elders around the investments*

### **Project management of the contractor**

The bidder is required to explain its approach for coordination with the GIZ project.

- The contractor is responsible for selecting, preparing, training and steering the experts (international and national, short and long term) assigned to perform the advisory tasks.
- The contractor makes available equipment and supplies (consumables) and assumes the associated operating and administrative costs.
- The contractor manages costs and expenditures, accounting processes and invoicing in line with the requirements of GIZ.  
The contractor reports regularly to GIZ in accordance with the AVB of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH from 2018

In addition to the reports required by GIZ in accordance with AVB, the contractor submits the following reports:

- Inception report with 07 days of the contract

The bidder is required to draw up a **personnel assignment plan** with explanatory notes that lists all the experts proposed in the bid; the plan includes information on assignment dates (duration and expert days) and locations of the individual members of the team complete with the allocation of work steps as set out in the schedule.

The bidder is required to describe its backstopping concept. The following services are part of the standard backstopping package, which (like ancillary personnel costs) must be factored into the fee schedules of the staff listed in the bid in accordance with section 5.4 of the AVB:

- Service-delivery control
- Managing adaptations to changing conditions
- Ensuring the flow of information between GIZ and field staff
- Contractor's responsibility for seconded personnel
- Process-oriented technical-conceptual steering of the consultancy inputs
- Securing the administrative conclusion of the project
- Ensuring compliance with reporting requirements
- Providing specialist support for the on-site team by staff at company headquarters
- Sharing the lessons learned by the contractor and leveraging the value of lessons learned on site

## **5. Personnel concept**

The bidder is required to provide personnel suited to filling the positions described, on the basis of their CVs (see Chapter 8), the range of tasks involved and the required qualifications.

The below specified qualifications represent the requirements to reach the maximum number of points.

### **Expert 1**

#### Tasks of expert 1

- Make an assessment on capacity and training needs
- Identify gaps and possible solutions
- Prepare assessment report

#### Qualifications of expert 1

- Education/training (2.2.1): Msc in agriculture field, Rural Development or related fields
- Language (2.2.2): English and Amharic
- General professional experience (2.2.3): 10 years' experience in agriculture
- Specific professional experience (2.2.4): 6 years' experience in leading, advising agricultural investment projects

- Leadership/management experience (2.2.5): 3 years of managing agricultural investment project
- Regional experience (2.2.6): Knowledge of Benishangul Gumuz Regional State at least for a year
- Development Cooperation (DC) experience (2.2.7): 5 years
- Other (2.2.8): 3 years capacity and training needs assessment experience

#### Soft skills of expert

In addition to their specialist qualifications, the following qualifications are required:

- Team skills
- Initiative
- Communication skills
- Sociocultural competence
- Efficient, partner- and client-focused working methods
- Interdisciplinary thinking

## **6. Costing requirements**

### **Assignment of personnel**

Expert 1: Assignment in country of assignment for 30 expert days.

### **Travel**

The bidder is required to calculate the travel by the specified expert and the expert it has proposed based on the places of performance stipulated in Chapter 2 and list the expenses separately by daily allowance, accommodation expenses, flight costs and other travel expenses.

## **7. Inputs of GIZ or other actors**

GIZ and/or other actors as a partner of giz are expected to make the following available:

- Workshop logistics
- Transportation on site with own project vehicle

## **8. Requirements on the format of the bid**

The structure of the bid must correspond to the structure of the ToRs. In particular, the detailed structure of the concept (Chapter 3) is to be organised in accordance with the positively weighted criteria in the assessment grid (not with zero). It must be legible (font size 11 or larger) and clearly formulated. The bid is drawn up in English (language).



The complete bid shall not exceed 10 pages (excluding CVs).

The CVs of the personnel proposed in accordance with Chapter 5 of the ToRs must be submitted using the format specified in the terms and conditions for application. The CVs shall not exceed 4 pages. The CVs must clearly show the position and job the proposed person held in the reference project and for how long. The CVs can also be submitted in english (language).

If one of the maximum page lengths is exceeded, the content appearing after the cut-off point will not be included in the assessment.

Please calculate your price bid based exactly on the aforementioned costing requirements. In the contract the contractor has no claim to fully exhaust the days/travel/workshops/ budgets. The number of days/travel/workshops and the budget amount shall be agreed in the contract as 'up to' amounts. The specifications for pricing are defined in the price schedule.