



Implemented by

giz Deutsche Gesellschaft
für Internationale
Zusammenarbeit (GIZ) GmbH

Terms of Reference for Short Term Consultancy

Support the Agricultural Cooperatives to offer new services in water-efficient farming practices to their member farmers

Output 3, Indicator 3.2

NILE DELTA WATER MANAGEMENT PROGRAMME

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0. List of abbreviations

AC	Affiliated Companies
BMZ	German Federal Ministry for Economic Cooperation and Development
CD	Capacity Development
CSOs	Civil Society Organisations
FFS	Field Farm School
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
HCWW	Holding Company for Water and Wastewater
LoE	Level of effort
MALR	Ministry of Agriculture and Land Reclamation
MoHUUC	Ministry of Housing, Utilities and Urban Communities
MWRI	Ministry of Water Resources and Irrigation
NDWMP	Nile Delta Water Management Programme
O&M	Operations and Maintenance
PMU	Project Management Unit
SMEs	Small and Micro Enterprises
ToR	Terms of Reference
ToT	Training of Trainers
WMRP	Water Management Reform Programme
WUAs	Water Users Associations
WWMP	Water & Wastewater Management Programme

1. Context

Due to its arid desert climate, Egypt is strongly affected by water scarcity and must rely on the Nile for more than 90% of its water resources. This challenge is expected to aggravate in the future considering the rapidly growing population and the effects of climate change. Therefore, an efficient and integrated management of the limited water resources represents a vital necessity for Egypt to ensure a sustainable economic and social development in the future.

The Nile Delta Water Management Programme (NDWM), funded by the German Federal Ministry for Economic Cooperation and Development (BMZ) and implemented by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), works to support the Ministry of Housing, Utilities and Urban Communities (MoHUUC) and the Ministry of Agriculture and Land Reclamation (MALR) to address these challenges.

The overall objective of NDWM is to improve the framework conditions for an efficient use of water in water supply and wastewater management as well as in irrigated agriculture in the Nile Delta.

NDWM adopts a comprehensive approach including both sectors water supply and wastewater management and irrigated agriculture. Benefitting from several decades of experience in the sector, NDWM combines the upscaling of successful approaches from previous phases with the development of innovative measures, based on identified needs by the partner institutions and target groups.

In the water supply and wastewater management sub-sector, NDWM aims at supporting MoHUUC represented by the Holding Company for Water and Wastewater (HCWW) and its Affiliated Companies (ACs) to reduce water loss and increase water use efficiency for the entire Egyptian population through measures at national and regional level.

In the irrigated agriculture sub-sector, NDWM operates with the MALR's respective departments for agricultural extension and agricultural services with the aim of more efficient use of water resources in irrigated agriculture at farm level. The target groups are predominantly small male and female farmers organised in cooperatives and water users' groups in selected governorates in the Nile Delta.

Capacity development (CD) and human resources development activities are at the cornerstone of the project's activities.

NDWM puts a focus on the following outputs:

➤ Subsector Water and Wastewater Management:

1. Strengthening management capacities of water and wastewater ACs for an efficient water use.
2. Initiating measures for efficient water use and climate-sensitive operation of water and wastewater systems by ACs.

- Subsector Irrigated Agriculture:
 3. Improving the range of advice and services for smallholder farms on water-saving cultivation practices.
 4. Initiating innovative measures and digital applications for efficient water use by smallholder farms.
- Crosscutting:
 5. Strengthening the participation of civil society and women's groups in water use efficiency.

2. Objective of the Consultancy

Given that at least 80% of the households in rural areas of Egypt are members of agricultural cooperatives, these cooperatives in Egypt form the biggest non-governmental organisation groups.

Agricultural Cooperatives are established as a strategy to sustain the livelihoods of rural communities by supporting farmers with agricultural inputs and offering social services to the farmers, their families, and the whole community. In addition to the known role of cooperatives, it has also the mandate to support the management of the resources in rural areas regarding water for irrigation and household usage in the rural communities.

A new law was promulgated in 2014, bringing potentials to the agricultural cooperatives to start their own businesses and partnership with private sector within the range that do not exceed 25% of their annual budgets. In this context, cooperatives can, after approval by the cooperatives' General Assembly, establish joint stock companies, start small and micro enterprises (SMEs), and establish profitable investment and commercial projects/businesses for the Cooperative. The purpose of these businesses is to make them capable to offer direct services to their farmer members supporting them in water-efficient farming practices and increasing awareness and practices for resources management.

This assignment is pertaining to the subsector irrigated agriculture:

Output 3: The range of advice and services for smallholder farmers on water-saving cultivation practices has been improved

Output Indicator 3.2: 18 agricultural cooperatives each offer 2 additional services for water-efficient farming practices to their member farmers in 4 governorates (Beheira, Kafr El Sheikh, Sharkeya, and Dakahleya)

3. Tasks under this assignment

The contractor is responsible for providing the following services:

1. Carry out situation analysis events

Series of field visits and outreach meetings to be held for 64 cooperatives (16 markaz/ district level and 48 village level cooperatives) in 4 governorates. The aim is to review and assess the cooperatives' organizational capacity, status of their bylaws, current project/ business they run, type(s) of services they provide to farmers. A list of potential

beneficiary cooperatives will be provided by the project at the beginning of the task implementation.

This task will be done through the following activities:

- 1.1. Conduct field visits to cooperatives for the revision of their existing bylaws and collect the initial information about the business models existing and/or potential for cooperatives (at least 16 events, 1 day each with about 25 participants in each of the 4 governorates)
- 1.2. Hold at least 8 outreach meetings to promote the knowledge about the specific activities to support the cooperatives, and hold interviews with the board of directors, managers, and key informants for the technical assessment based on set of criterion and tools (at least 2 events per governorate, with about 50 participants each, in 4 governorates).
- 1.3. Prepare the organizational profile for each of the 64 cooperatives. The reports should include the capacities, technical needs, and potential businesses /services that the cooperatives can provide to farmers/ members (up to 2 services per cooperative).
- 1.4. Develop a database on excel sheets for the cooperatives with details of locations, contacts, personnel size and technicalities, type of training taken, etc...
- 1.5. A compilation of a training and implementation plan for the overall activities and the field trips plan before every trip, to be reviewed and approved by the NDWM team.

Outcomes of the situation analysis:

- ◆ Report of the organisation profiles for the 64 cooperatives with the collected information.
- ◆ Identify potential business models – that cover priorities of at least 2 services per cooperative including the capacity assessment and the needs required for the implementation. The report should include training needs, the training plan of action, and the business plan for each.
- ◆ Database of cooperatives with detailed information, numbers, and statistics.

2. Produce technical material, conduct training events, and develop cooperatives bylaws

- 2.1. Review, update and develop technical material and create additional educative modules, as needed. The training themes should include at least the following topics: (1) cooperatives' regulatory framework; (2) project management, (3) financial management; (4) bylaws/ internal policies, and procedures systems; (5) membership service and customer satisfaction with attention to female farmer participation; (6) feasibility studies and produce business plans; (7) SMEs start-up. In addition to the technical topics, the consultant will conduct (8) Training of Trainers activity for the targeted groups. Draft of existing material will be submitted to the consultant, by the project.

All the training material produced should comprise trainer and trainees' manuals, power point presentations, reading materials, case studies, and best practice examples...).

Consultant will produce at least 3 booklets /" How To" manuals on core technical topics:

- Provisions to Develop Agricultural Cooperatives Bylaws
- Designing Business Models for Agricultural Cooperative
- Membership Service from Agricultural Cooperatives to members

- 2.2. Conduct 16 training events regarding the main topics to at least 64 cooperatives (16 markaz/district level and 48 village level cooperatives) with 25 persons each. Participants are cooperatives' Board of Directors (BoDs), managers, government staff at the cooperative administration of the 4 governorates. Members from Agriculture Councils and Farmer Unions would also participate.
- 2.3. Train at least 80 multipliers/ trainers through training of trainers (ToT) sessions. The consultant will develop the ToT material and conduct the sessions on presentation skills, training principles, facilitation skills, communication, and knowledge transfer skills. The length of the ToT training will be "one set of 3 correlated sessions/days" at the 4 governorates, with 20 participants each. The ToT specialists will coach selected multipliers who will support other cooperatives.
- 2.4. Conduct field one-on-one/ on-the-job training to cooperatives' BoDs, managers, technical staff to at least 45 cooperatives, and group of officials from the related administration of cooperatives to develop the internal bylaws.

Outcomes the production of the technical material and the training events:

- ◆ Training material revised and developed addressing at least the 8 main topics mentioned above, and the training material developed for the ToT sessions.
- ◆ The drafted bylaws/ internal policies and procedures of at least 45 cooperatives.
- ◆ Report on the coaching activities to the multipliers while they are reproducing/ replicating up to 2 sessions/each on the specific topics.
- ◆ At least 36 cooperatives BoDs and managers developed their internal bylaws, approved, integrated in the cooperative' internal system, and ready to be adopted to members/ male and female farmers.
- ◆ Developed booklets/ "How To" manuals on at least 3 of the core technical topics as guidebook to cooperatives and reliable source of information.
- ◆ Training materials developed by the consultant to be submitted, reviewed and approved by NDWM responsible.
- ◆ All technical material produced under this assignment must be submitted in hard and soft copies to NDWM.

3. Develop Business Models and integrate new services

- 3.1. Hold 16 matching business events for at least 45 cooperatives on business models for projects, SMEs, and types of services to farmers, that should include operation and maintenance (O&M), and repair centers for irrigation infrastructure, spare parts supply for the irrigation systems, greenhouses, aqua systems, rental of machinery.

- 3.2. Guide cooperatives define at least 10 models of business and help them to set the priorities of at least 2 out of the 10 defined businesses to design, implement and deliver as services to their members. The business models will be supported by feasibility studies, technical needs, and financial requirements.
- 3.3. Integrate the businesses in the cooperatives' bylaws/ internal regulations with regular update of the financial management. Proven achievement is through logbooks, operation manuals, IT systems-if available, established storage facility systems, etc...
- 3.4. Support cooperatives to conduct customer satisfaction surveys to upgrade and improve the services. This includes BoDs to develop regular status report to document achievement and present it to the general assembly of the cooperative, taking into consideration the inclusion of services to female farmers as integrated members of the cooperative's beneficiaries.

Outcomes of developing business models and services:

- ◆ At least 10 models of business are defined where each cooperative will prioritise up to 2, to adopt and introduce to farmers.
- ◆ The services/ Business models are integrated into the internal systems of the cooperatives with regularly updated financial status through logbooks, operation manuals, storage and utilities system, customer/ members satisfaction survey including female farmers inclusion in the services, inclusion of IT systems.

The anticipated period of this assignment is **twenty (20) months** from **15.04.2022** until **15.12.2023**.

4. Concept

The consultant will work through direct support to cooperative starting with carrying out situation analysis for the Agricultural Cooperatives to identifying the technical needs and potential business / services that cooperatives can provide to farmers. Capacity development of agricultural cooperatives will then be implemented for cooperatives' BoDs, managers and government staff of the related administration, with an essential inclusion of key farmers.

To put the training into practice, the consultant will guide cooperatives in identifying business models to implement and to integrate them in the cooperatives' systems reflected in their policies and procedures – internal bylaws.

5. Pre-requisite requirements of the contractor applying to this tender

Only local companies are allowed to participate in this tender. An initial screening of the contractors/firms will apply at the beginning of the tender process. Contractors' offers who will not meet 70% of the pre-requisite requirements will not be considered in the evaluation.

To perform this assignment the contractor is required to submit prove of the work capabilities through supporting documents, that will be evaluated as follows:

Pre-requisite assessment criteria	
1. Evidence-based years of experience in agriculture/rural development sector including agricultural cooperatives in Egypt = 30 points	<ul style="list-style-type: none"> • 10 Years = 30/30 • 7 years = 20/30 • 5years = 10 / 30
2. Evidence-based on number of tenders/contracts acquired during the last 7 years above 50K Euros = 40 points	<ul style="list-style-type: none"> • 10 contracts = 40/40 • 7 contracts = 30/40 • 5 contracts = 15 / 40
3. Evidence-based work experience with international donor agencies during the last 7 years = 30 points	<ul style="list-style-type: none"> • 5 contracts = 30/30 • 3 contracts = 20/30 • 1 contract = 10/30

These requirements will be presented as part of the completed application documents along with the firm profile and submitted as part of the tender package.

6. Personnel requirements

To perform the required activities the consult's team to be composed of the following experts, as indicated in the grid of the technical assessment of bids, as following:

- Team Leader (2.1)
- Expert 1, legal (2.2)
- Expert 2, Agriculture Economist/ Financial Management (2.3)
- Short-term expert pool 1, (2.5):
 - ❖ 1 Business Development/ Feasibility Studies specialist
 - ❖ 1 Cooperative Management Specialist
 - ❖ 2 Training of Trainer's specialists
 - ❖ 1 Database Specialist

The Team Leader (2.1) will be responsible for:

- Overseeing all activities of the consultancy
- Direct supervising the experts task as outlined, required, and planned assignments
- Ensure the quality of the technical outcomes of the experts' work, the coherence and complementarity of the services delivered, and ensure it is in accordance with GIZ and the consultancy programme requirements
- Responsible of updating and sharing information about the consultancy work performed, and provide all information required by the programme on timely manner
- Serve as the liaison and coordinator between the programme and the team of experts under his/her supervision

- Update the work plan according to the programme requirements and integrate needed activities that would emerge based to the results achieved during the work
- Keep track of the achievement of the various tasks required by the team and ensure all needed documents are in place, updated and ready for submission to the programme, whenever needed
- Regularly report in accordance with the required deadlines and ensuring that results-based monitoring is conducted on timely manner.

i. Technical requirements of the Team Leader (2.1) - CV required:

- Advance University degree, Master's or higher (2.1.1.) in disciplines related to Agriculture Sciences
- At least 10 years of professional experience in the agriculture irrigation sector with focus on the Egyptian agricultural system, especially in the Nile Delta (2.1.3. – 2.1.4)
- At least 5 years work with development of policy measures and organisational performance that apply to the support to cooperatives in the legal aspects, conducting social and community organisation development (2.1.3. – 2.1.4)
- Proven experience in the preparation of modelling tool in organisational performance with board of directors of the agricultural cooperatives and farmer organisations (2.1.3. – 2.1.4)
- Proven experience in field community and rural development, technical support to non-state organisations and institutional performance topics (2.1.3. – 2.1.4)
- Proven experience on gender mainstreaming approaches, management, and financial aspects (2.1.3. – 2.1.4)
- Proven professional experience in Leadership and Team management (2.1.5)
- Proven experience in design training manual in different agriculture issues with regional experience (2.1.6)
- Fluent in Arabic language, and good command of English, and technical report writing (2.1.2)
- Proven experience in cooperation with various development organisations in related topics (2.1.7)

ii. Technical requirements for Expert 1, legal (2.2) - CV required:

- Advance University degree (Master's or higher) in disciplines related to Agriculture Sciences (2.2.1)
- At least 10 years professional experience in the legal aspects of the rural organisations and agricultural cooperatives, agriculture associations, or water users' associations (2.2.3 – 2.2.4)

- At least 10 years professional experience in developing legal documents for non-state organisations, working with board of directors, governance (2.2.3 – 2.2.4)
- Proven experience in design training manual in different agriculture issues with regional experience (2.2.6)
- Design and implementation of surveys; implementation of qualitative research on legal aspects and regulatory issues for organisational aspects (2.2.3 – 2.2.4)
- Proven experience in development of training materials on legal issues and cooperation experience with various development organisations in related topics (2.2.7)

iii. Technical requirements for Expert 2, Agriculture Economist/ Financial Management (2.3) - CV required:

- Advance University degree (Master's or higher) in disciplines related to Agriculture Sciences (2.3.1)
- Advanced studies in Agronomy, Agricultural economics, and financial management of rural organisations (2.3.3 – 2.3.4)
- At least 10 years professional experience in Economic Feasibility Studies for Agriculture Projects and SMEs and business start-ups (2.3.3 – 2.3.4)
- Proven experience in working on finance systems for civil society organisations (CSOs), agricultural cooperatives and local rural or water users' associations (WUAs) (2.3.3 – 2.3.4)
- Proven experience in training and development of training materials on finance, business, and fund management topics with regional experience (2.3.6)
- Proven experience in development of training materials on agriculture economy and financial management and experience with various development organisations in related topics (2.3.7)

iv. Short-term expert pool 1 (2.5) – CV not required:

To perform tasks on the further technical aspects of the work with the proficiency related experts to each sub-area. The pool comprises the following expertise:

- a. Business development and feasibility studies specialist – one expert
- b. Cooperative Management specialist – one expert
- c. Training of trainer specialists – two experts
- d. Database Specialist – one expert

7. General Terms and Costing requirement

7.1. Anticipated expert days / level of effort (LoE):

Expert	LoE:	LoE:	Up to/ days
	Office work	Field work	
Team Leader (2.1)	48	62	110
1. Management tasks to overseeing consultants' activities, serving as liaison officer with the programme, keeping track of the achievement and monitoring implementation	16	24	
2. Lead the team in the initial events to introduce the programme (with the programme technical team) and during the assessment activities	8	16	
3. Work with the experts in producing the needed technical materials and supervise conducting the training events on the field	8	16	-
4. Update information on the work status, and prepare reports	16	6	
Expert 1, legal (2.2)	34	66	100
1. Develop assessment tools and conduct field assessment of cooperatives bylaws status	4	21	
2. Produce technical documents and training material and review draft bylaws of cooperatives	10		
3. Conduct training event the field on-the-job technical assistance to cooperatives	20	45	
Expert 2, Agriculture Economist/ Financial Management (2.3)	16	64	80
1. Develop assessment tools and conduct field assessment of cooperatives financial management status	8	16	
2. Produce technical documents and training material on cooperatives' financial management	8		
3. Conduct training and on-the-job technical assistance and integrate the financial management processes into the cooperatives systems		48	
Short-term experts pool 1 (2.5)			
Business development/ Feasibility studies	16	64	80
1. Produce technical documents and training material on feasibility studies and business development	8		

2. Prepare material for businesses based on cooperative's priorities, and conduct matching business events	8	16	
3. Conduct training on feasibility studies, develop business plans, and project SMEs start-up		48	
Cooperative Management specialist	16	64	80
1. Produce technical documents and training material on cooperatives management, structures, functions, and integrate projects for membership services	16		
2. Conduct training on (1) cooperative management structures and functions, (2) systems for project management, and (3) membership services		64	
Training of Trainers specialists (two) - 56 days for both	8	48	56
1. Prepare ToT training material and the evaluation scores for multipliers	8		
2. Conduct ToT training for multipliers		32	
3. Train multipliers and conduct field visits to coach multipliers during the replication of the training to other cooperatives		16	
Database specialist	24		24
Design the databases under the guidance of the programme required level of information with the supervision of the experts' team leader, and produce the needed reports with the required type of data	24		

7.2. Costs to be reimbursed by NDWMP

7.2.1 Travel and accommodation

Description	Number
Experts' accommodation (up to 801 L.E per night, against hotel receipt)	Up to 120 nights
Transportation into the Delta Governorates: (Cairo - Governorate – Cairo) (1,500 L.E. per trip, against evidence)	Up to 128 trips
Transportation inside the Governorates – within the districts (575 L.E. per trip, against evidence)	Up to 240 trips

7.2.2 Training / implementation cost

Description	Number of units
1. Bylaw's development trainings (up to 165 L.E. per trainees' package, against receipt)	16 events / 2 days each / 25 participants per event = 800 trainees' package
2. Financial Management trainings (up to 165 L.E. per trainees' package, against receipt)	16 events / 2 days each / 25 participants per event = 800 trainees' package
3. Project Management trainings (up to 170 L.E. per trainees' package, against receipt)	16 events / 2 days each / 25 participants per event = 800 trainees' package
4. Membership Services trainings (up to 170 L.E. per trainees' package, against receipt)	16 events / 2 days each / 25 participants per event = 800 trainees' package
5. Feasibility Studies and Business Plan trainings (160 L.E. per trainees' package, against evidence)	45 events / 20 participants each = 900 trainees' package
6. Project and SMEs start-up trainings (165 L.E. per trainees' package, against evidence)	45 events / 20 participants each = 900 trainees' package
7. Training of trainers (ToT) sessions for multipliers (up to 180 L.E. per trainees' package, against receipt)	4 events / 3 days each / 20 participants each = 240 trainees' package
8. Cooperative assessment events of 64 cooperatives (95 L.E. per trainees' package, against evidence)	16 events / 25 participants each = 400 trainees' package
9. Outreach events / meetings (65 L.E. per trainees' package, against evidence)	8 events / 50 participants each = 400 trainees' package
10. On-the-job training for cooperatives (95 L.E. per trainees' package, against evidence)	45 events / 15 participants each = 675 trainees' package
11. Business-matching events for 45 cooperatives (90 L.E. per trainees' package, against evidence)	16 events / 25 participants = 400 trainees' package

*A trainee's package includes relevant handouts, printed materials, coffee / lunch break.

7.3 General guidance for consultant:

- ✚ An operation plan indicating the training, implementation schedule and showing the overall activities will be provided to the NDWM at the beginning of the contract. An approval by the NDWM responsible is mandatory prior to any activity and field trip.
- ✚ All training materials developed by the consultant should be submitted to, reviewed, and approved by the NDWM responsible prior to the training events.
- ✚ The overall technical materials and reports produced under this assignment must be submitted in hard and soft copies to NDWM.
- ✚ All communication between consultant team and the partner/s must go through NDWM.

8. Proposal Requirements

The technical proposal and financial offer should be submitted as soft copies, delivered on a USB/CD. Interested bidders should submit their proposal in English, as per the needs of the TOR. The proposal must include:

Technical proposal and financial offer include:

- Company profile.
- Sample references for previous relevant experience in the ToR related topics.
- A technical proposal that should describe an overview of the approach / conceptual framework planned for undertaking the assignment.
- Financial offer that includes an initial payment plan and includes all fees outlined. The financial offer shall include a detailed budget line item for each deliverable and activity (according to the attached budget template form).
- A photocopy of the company's valid commercial register, tax register and VAT certificate.

9. Ownership

All contents and materials produced or captured will be owned by GIZ and MALR. The consultant has to ensure that any material protected by intellectual property rights (i.e., images, vectors, clip arts, etc.) is used only after obtaining the appropriate licenses. GIZ will not assume any liability for the unlicensed use of copyrighted material. All information pertaining to this project belonging to MALR, which the consultant may come into contact within the performance of his/her duties under this contract shall remain the property of MALR, who shall have exclusive rights over their use. Except for purposes of this assignment, the information shall not be disclosed to the public nor used in whatever form without written permission by GIZ and MALR, in line with national and international applicable copyright laws. All artworks and materials developed exclusively for this assignment are to be provided in final open-source formats.

10. Inputs of the project partners

The MALR is the owner and beneficiary of the consultancy and supports it by providing required information, expertise, and relevant contacts. It is the entry gate for all contacts with the relevant departments at governorate level and liaises with them. MALR therefore plays a key and pivotal role during the implementation of the consultancy.

11. GIZ inputs

GIZ is the employer of the consultancy contract, provides guidance for the consultant. GIZ facilitates the consultancy through contacts and logistical support.