

**AGRI-BUSINESS CONSULTANT**

**ON-SITE MISSION – AUGUST 2021**

**TERMS OF REFERENCE**

**A. PROJECT BACKGROUND AND OBJECTIVES**

Title of the Position: Agri-business Consultant  
Project: On-site due diligence of an inclusive agri-business in the Philippines  
Direct Manager: Grameen Crédit Agricole Foundation  
Duration: 5 full days (3 days on-site in Mindanao + 2 days to finalize the report)  
Target Date: On-site visit : second half of August 2021  
PDF report: before September 3<sup>rd</sup>, 3:00 PM Manila time

**1. Project Background and Objectives**

GCAF is studying a partnership opportunity with an inclusive agribusiness operating in the Philippines, mainly in the region of Mindanao. This mission takes place in the context of the GCAF Due Diligence of this agri-business.

**a. About Grameen Crédit Agricole Foundation (GCAF)**

Created in 2008, at the joint initiative of Crédit Agricole's Directors and Professor Yunus, founder of the Grameen Bank and 2006 Nobel Peace Prize, the Grameen Credit Agricole Foundation is a cross-business actor committed to promoting financial inclusion and social entrepreneurship.

Investor, funder, technical assistance coordinator and fund advisor, the Foundation has 79 partners (microfinances institutions and impact companies) and operates in 37 countries with an outstanding portfolio of more than 84 million euros. Women and rural populations represent respectively 74% and 75% of the 4 million customers served by the institutions funded by the Foundation. (<http://gca-foundation.org/home>)

**b. About the agri-business**

Created in 2010, the company has developed an inclusive and sustainable cacao value chain in partnership with 19 000 smallholder farmers; operating mainly in Mindanao area.

**2. The Objective of this Assignment**

Due to Covid travel restrictions, GCAF is unable to conduct an on-site due diligence of the agri-business with its own staff. To address this issue, GCAF wishes to contract with a local consultant having expertise in Business Management, specifically in agri-business sector.

The Consultant mission will take place after GCAF remote Due Diligence. Hence, these Terms of Reference may be adjusted according to the findings of GCAF remote Due Diligence.

## **B. Activities**

It is crucial that the mission is centered on the cacao and bananas activities of the agri-business.

The Consultant will complete the following activities:

### **Activity 1: assess the agri-business's current organization and management**

The Consultant will conduct an evaluation of the current organization and management practices of the agri-business, identify strengths and weaknesses in terms of organization and management, including the level of digitization of the agri-business, and provide recommendations on potential improvements and how they can be implemented.

For this purpose, the Consultant will conduct interviews with the management team of the following departments of the agri-business:

1. HR
2. Marketing
3. Finance
4. Logistics
5. IT and Data
6. Supply

### **Activity 2: assess the agri-business's operations and assets**

The Consultant will conduct an assessment of some of the agri-business fixed assets, and challenge the capacity of the agri-business to follow its development plan based on its current operational capacities.

For this purpose, the Consultant will do on-site visits of:

- One cacao center operated by the agri-business
- Cacao fields
- One Banana field & center

### **Activity 3: assess the agri-business social and environmental impacts**

The Consultant will gather information from people that are directly impacted by the agri-business activity, concerning their level of satisfaction of the partnership, the benefits brought by the partnership (in terms of technical and financial assistance, of price transparency...). The Consultant will also collect feedback concerning potential ways of improvement for the partnership. The Consultant will suggest a Theory of Change of Kennemer and suggest an 'impact roadmap' with objectives for impact KPIs to be defined by the Consultant.

For this purpose, the Consultant will conduct interviews:

- With 5 smallholder farmers providing cacao beans and/or bananas to the agri-business
- With 5 employees directly employed by the agri-business

Structure of the interviews will be shared by GCAF before the mission.

## **C. DELIVERABLES/SPECIFIC OUTPUTS EXPECTED FROM CONSULTANT**

### **Deliverables**

#### **One PDF report constituted of 3 parts**

- Part 1: assessment of the agri-business organizational structure, including strengths, weaknesses, and recommendations for improvement (activity 1)
- Part 2: assessment of the agri-business operations and assets (activity 2), including opinion on the business and financial forecasts of the company
- Part 3: assessment of the agri-business social and environmental impacts, suggestion of a Theory of Change, and building of an “impact roadmap” with impact KPIs defined by the Consultant (activity 3)

The maximum length of the report will be 15 pages, Times, font size 12

The deliverable will be assessed based on the mentioned activities (section B). Upon GCAF’s written approval, the deliverable will be considered accomplished. If there are any comments from GCAF and the agri-business, the consultant will need to rectify the report accordingly and share it within a week or on an agreed timeframe.

### **Timing**

- The Deliverable will be due before September 6th, 3:00 Manila Time
- The on-site mission will last 3 full consecutive days, between August 15<sup>th</sup> and September 1<sup>st</sup>

## **D. SPECIAL TERMS & CONDITIONS / SPECIFIC CRITERIA**

The consultant should meet the following criteria:

- Extensive work experience in business development, entrepreneurship
- Experience in the agri-business sector
- Excellent reading and writing skills in English and Tagalog
- Should be able to travel to Mindanao
- Should be able to interview farmers
- Should have a comprehensive understanding of cacao and banana market trends and conditions.
- As much as possible, ability to evaluate a cacao post-harvest center and make recommendations accordingly

## **E. Confidentiality Statement**

All data and information received from GCAF for the purpose of this assignment are to be treated confidentially and are only to be used in connection with the execution of these Terms of Reference. All intellectual property rights arising from the execution of these Terms of Reference are assigned to GCAF. The contents of written materials obtained and used in this assignment may not be disclosed to any third parties without the expressed advance written authorization of GCAF.

GCAF commits not to disclose externally any of the information received from the consultant.

**F. Use of the Deliverables & Baseline Study Report**

The report provided by the consultant will be only used by GCAF for its own analysis of the potential partner (the agri-business).

If interested, send a CV and a mission proposal to Guilhem Vincent, by the 7<sup>th</sup> of August:  
guilhem.vincent@credit-agricole-sa.fr