

TERMS OF REFERENCE

International Expert for Development of ToR for Project of Establishment of Common Market Organization (CMO) Structure in North Macedonia

Project ID:	PJ1359
Project Name:	Organizational development of NFF and improved market linkages for the small farmers and producers from rural areas aiming at increased income
Name of Intervention:	Producer Groups, Stream 2 Producer groups generate income and provide services for small scale farmers

Date of publication: 28.01.2025

I. Background

The National Federation of Farmers (NFF) represents the largest network of farmers and farmer's organizations in the country. It has inherited all the institutional memory and experience from the Federation of Farmers of RM. It unites the effort of 43 local farmers' organizations and cooperatives, representing the voice of more than 3.000 members and cooperating with almost all key players in the agriculture and agribusiness sector.

NFF has expanded its scope of action. This means that besides farmers, agricultural associations, and agricultural cooperatives, the organization will continue to strengthen and support vulnerable categories in rural areas, greater support for young people and women, and their direct involvement in the development of agriculture through decision-making and active action.

In addition to agriculture, one of the organization's main focuses is rural development, ie dealing with the problems and challenges that the rural population faces, such as poverty and limited approaches of the rural population to health services, education, information law, and decision-making power.

The main pillar of action is lobbying to define the problems from the field and by joint work and analysis will be presented in front of the competent institutions for finding a common solution, which is in the interest of the farmers and the welfare of our entire country.

The focus of NFF, which will continue to function under the slogan "Together for success" and the logo that symbolizes the labour and production of our farmers, is solving the biggest problems, which is placement and quality production. The mission of the rebranded organization is the ORGANIZED FARMER LEADER IN THE AGRICULTURAL AND RURAL DEVELOPMENT OF THE REPUBLIC OF MACEDONIA. The vision to which we strive is - PROFITABLE AGRICULTURE - STABLE VILLAGE.

As of May 2021, NFF implements the project "Organizational development of NFF and improved market linkages for the small farmers and producers from rural areas aiming at increased income" ("the Project") that is supported by Sweden and facilitated by We Effect, a Swedish development organization.

The expected outcomes of the Project are the following:

- **Outcome 1:** Rural enterprises, small farmers/producers, grow and provide more income and employment opportunities for the people from the rural area, women, and youth in particular.
The focus here will facilitate access to the market for actors that empower rural women and youth. Currently, market linkages for sales of products are broken for small

farmers/produces, leading to low income of the rural target group, pushing them into poverty.

- **Outcome 2:** Increased organizational capacities and financial sustainability of NFF. As a membership-based organization, NFF represents the interests of farmers and the rural population in the country. It has developed a paid membership system with a set of free services to which only members are eligible. In the last few years as a result of the previous Institutional Development to NFF Project, the organization has improved its internal organization, management, introduced procedures, book of rules, book of conduct and other administrative and management tools that improved the performance and the impact of our work.

The focus here is the organizational development and financial sustainability as crucial to continue with the lobby and advocacy activities and develop new services to provide new sources of income.

NFF signed a memorandum of cooperation with the Ministry of Agriculture, Forestry, and Water Economy, with the primary goal of supporting and establishing organizations of producers. Within this framework, preparations are underway for the project "Implementation of Common Market Organization (CMO) Measures," which will be implemented by the Ministry of Agriculture, Forestry, and Water Economy (MAFWE) as part of the IPA 2021 Action Document. For that purpose, the goal of this procurement is to engage an international expert to develop a ToR for a project for establishment of Common Market Organization (CMO) structure in North Macedonia.

II. Objective of the assignment

The primary objective of the assignment is the development and delivery of a comprehensive Terms of Reference (ToR) that outlines detailed project tasks and outcomes for the establishment of Common Market Organization (CMO) measures in North Macedonia by the Ministry for Agriculture, Forestry and Water Economy (MAFWE).

This ToR aims to provide a structured and results-oriented approach for the effective implementation of CMO measures in North Macedonia.

The assignment specifically addresses Intervention Stream 2-Lobby and Advocacy for improvement of socio-economic conditions of the small-scale farmers ("the Intervention"), which is a component of the Project. It also aligns with the activities outlined in the memorandum of understanding signed between the NFF and MAFWE, emphasizing the strategic importance of the organizations of producer group and CMO. The engaged expert will provide specific deliverables that will be focused on the activities and the needs of the MAFWE to further implement support under CMO.

Expected deliverable is:

This assignment should encompass, but is not limited to, the following:

- Collecting relevant data and information, reviewing key documents, and defining the scope of work related to Common Market Organizations and producer groups in North Macedonia.
- Conducting in-person meetings (at least 5 meetings) with officials from the Ministry of Agriculture, Forestry, and Water Economy (MAFWE) and other relevant stakeholders to discuss the project's objectives, activities, and requirements for the ToR.

- Preparing and submitting reports, including an analysis report, a meeting summary report, and a final comprehensive report for the entire assignment.
- Completing and submitting time sheet(s).

The Terms of Reference (ToR) should include a comprehensive framework that covers the following activities:

- **Harmonization of Legislation:** Align secondary (delegated) national legislation with EU legislation regarding CMO measures.
- **Farmer Awareness:** Develop initiatives to raise awareness among farmers about the benefits of establishing producer organizations.
- **Formation of Producer Organizations:** Support the creation of producer organizations in sub-sectors where preconditions exist.
- **Institutional Capacity Building:** Strengthen the institutions responsible for implementing CMO policies.
- **Risk Prevention:** Implement measures for risk prevention and introduce management tools to mitigate challenges.
- **Sustainable Agriculture Practices:** Promote environmentally friendly agricultural practices, including enhancing irrigation capacities and adopting precision farming to ensure efficient use of fertilizers and chemicals.
- **Product Promotion:** Develop strategies to promote agricultural products effectively in local and international markets.
- **Quality Standards Enforcement:** Enforce minimum quality standards to improve product reliability and consumer trust.
- **Market Organization:** Improve market organization, foster vertical integration, and support quality improvements across the agricultural value chain.
- **Quality Policy Implementation:** Implement quality policies in the area of Geographic Indications (GIs) to protect and promote unique agricultural products.

Expected workload i.e. time for delivery of the service

- The expert will be engaged for a total 11 working days within the period from 10 February until 31 March 2025.

Schedule of milestones and means of measurement/verification of their completion

Month	Milestone	Means of verification
10 February 2025	Engagement of expert	Contract with selected expert
12-13 February	Initial preparation for the development of the ToR, including gathering background information, reviewing relevant documents, and outlining the project scope.	Report of the activity
17 -21 February	Conduct meetings with relevant officials from the Ministry of Agriculture, Forestry, and Water Economy (MAFWE) and relevant stakeholders to	Report of the activity

	discuss the project's objectives, activities, and requirements for the ToR.	
24-27 February	Preparation of the ToR for the implementation of the project "Implementation of Common Market Organization (CMO) measures"	ToR for the implementation of the project "Implementation of Common Market Organization (CMO) measures" Final Report of the activity Time Sheet

Reference project activities/budget lines:

Project activity

2.6	Engagement of an international Expert for provision on ToR for the EU funding to MAFWE in the process of further establishment of structure for Common Market Organization
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Budget line:

4.2.1A.2.19	International expert for provision on ToR for the EU funding to MAFWE in the process of further establishment of structure for Common Market Organization
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Expected duration of assignment/contract

The expert will be engaged for a total 11 working days within the period from 10 February until 31 March 2025.

III. Duty travel & accommodation & refreshment

All duty travel, accommodation, and refreshment should be calculated in the offered price as part of the total offer. The location of the assignment is Skopje. If there is need for field visits travel throughout the country, it will be organized by MAFWE.

IV. Coordination & reporting

The engaged expert will report directly to NFF Organizational Development Coordinator/Project manager indicating the number of working days during the engagement and tasks performed in the course of the engagement. The reporting schedule and other documentation are indicated in the table below.

12-13 February	Initial preparation for the development of the ToR, including gathering background information, reviewing	Report of the activity
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	relevant documents, and outlining the project scope.	
17 -21 February	Conduct meetings with relevant officials from the Ministry of Agriculture, Forestry, and Water Economy (MAFWE) and relevant stakeholders to discuss the project's objectives, activities, and requirements for the ToR.	Report of the activity
24-27 February	Preparation of the ToR for the implementation of the project "Implementation of Common Market Organization (CMO) measures"	ToR for the implementation of the project "Implementation of Common Market Organization (CMO) measures" Final Report of the activity Time Sheet

V. Qualification requirements

Mandatory technical criteria:

1. Education Qualifications:

- **University Degree:** The expert must possess a minimum of BSc/BA in Economics, Agricultural Development, Rural Development, Law, Political Science or a closely related field of study.

2. Professional Experience:

- **Professional Experience in EU countries with EU Legislation and Practices:**
 - The expert must have a minimum of 5 years of demonstrated experience in the development and implementation of policies, strategies, and projects related to agriculture, Common Market Organization (CMO) measures, organizations of producers, agricultural economics, or rural development, in the context of EU legislation, standards and regulations that govern market organizations within the EU framework, harmonizing national policies with the EU Common Agricultural Policy (CAP), etc.
- **Relevant Project Experience:**
 - Demonstrated experience in preparing Terms of Reference for similar projects in the past 5 years is preferable.
 - Demonstrated experience in writing and drafting at least 5 high-quality documents (such as reports, analysis, project application, or other relevant documents) for international organizations, governments, or other stakeholders is required.

- Demonstrated prior involvement in at least 3 international development projects, funded by EU, UN, Sida or other international donors.

Skills of expert:

1. Strong Analytical and Writing Skills:

The expert must demonstrate excellent analytical skills. An ability to compile comprehensive reports, project documents, analysis, policy documents, especially related to agricultural policies and market organization measures, is essential.

2. Presentation Skills:

The expert must be capable of presenting complex information and the ability to effectively present findings, ideas, and recommendations to various stakeholders, including government officials, agricultural stakeholders, and international partners, is necessary.

3. English language proficiency:

A high level of know-how in English (both written and spoken) is mandatory. The expert should be capable of conducting meetings, preparing documents, and communicating effectively in English, as this will be the working language for the assignment.

VI. Application procedure:

Interested candidates for this ToR should submit the following mandatory documents:

- Up to date CV clearly indicating work on similar assignments (which will include references of documents, analysis, projects, preparation of ToR for project works carried out in the field of agriculture and CMO and similar tasks)
- List of relevant references, clearly reflecting compliance with the Mandatory Technical Criteria / Professional Experience,
- Proposed methodology for implementing the assignment and developing the deliverables.
- Financial offer in EUR, inclusive of all: expert daily fee, applicable taxes, costs of travel, accommodation, allowances, etc.
- Declaration of relationships (signed)

Offers to be submitted on email vidanka.martinovska@nff.org.mk and nff@nff.org.mk **no later than 4.02.2025**

All questions you may have can be addressed on email vidanka.martinovska@nff.org.mk till **31.01.2025**.

VII. Evaluation of the offers:

Offers with incomplete documentation and/or offers received after the deadline will not be taken into consideration.

The evaluation will allocate a total of maximum 100 points, with maximum 70 points for the expert's technical qualifications and experience and maximum 30 points for the financial offer.

Candidates must score at least 49 points in the technical evaluation (70% of the maximum available) to qualify for financial evaluation.

Evaluation criteria and scoring

Criteria	Scoring	
Technical Evaluation		
<ul style="list-style-type: none">University degree in Economics, Agricultural Development, Rural Development, Law, Political Science or a closely related field of study	BSc/BA	5 pts
	MSc/MA and above	10 pts
<ul style="list-style-type: none">Demonstrated experience in preparing Terms of Reference for similar projects in the past 5 years.	No Experience	0 pts
	One or two ToRs	10 pts
	Three or more ToRs	15 pts
<ul style="list-style-type: none">Demonstrated experience in writing and drafting high-quality documents (such as reports, analysis, project application, or other relevant documents) for international organizations, governments, or other stakeholders.	Minimum 5 documents	5 pts
	More than the minimum	10 pts
<ul style="list-style-type: none">Demonstrated experience in the development and implementation of policies, strategies, and projects related to agriculture, Common Market Organization (CMO) measures, organizations of producers, agricultural economics, or rural development, in the context of EU legislation, standards and regulations that govern market organizations within the EU framework, harmonizing national policies with the EU Common Agricultural Policy (CAP), etc.	Minimum 5 years	3 pts
	More than the minimum	5 pts
<ul style="list-style-type: none">Demonstrated prior involvement in international development projects, funded by EU, UN, Sida or other international donors.	Minimum 3 projects	3 pts
	More than the minimum	5 pts
<ul style="list-style-type: none">Proposed methodology for implementing the assignment and developing the deliverables.	Alignment with Goals and Objectives	Max 5 pts
	Relevance to Context	Max 10 pts
	Feasibility and Practicality	Max 10 pts
Financial Evaluation		
<ul style="list-style-type: none">Price Offer	$= 30\% \times \frac{\text{Lowest Price}}{\text{Proposed Price}}$	Max 30 pts
Total		100 pts

VIII. Terms of payment

Fee for this engagement is indicated in the Section II-Objective of the assignment under the Reference project activities and budget lines.

Payment will be made upon completion of the total assignment and upon submission of expected deliverables. Once deliverables are submitted by the engaged expert as indicated in Section IV-

Coordination and approved by the Project Manager-Organizational development coordinator, the payment of the total contracted fee will be paid.

IX. Declaration of relationships

The applicant shall describe if he/she have any business or personal relationships with closely associated party from NFF and We Effect, its Regional Office in Skopje, its governing bodies and employees or with similar bodies/persons of the Client. Applicants are strongly encouraged to **describe any present or past business or personal relationships** with NFF and We Effect, its employees and its Regional Office in Skopje, its governing bodies and employees or with similar bodies/persons of the Client.

A closely associated party (persons, physical or legal) is considered a person who has the possibility to exert control over, or significant influence on, the other person when it comes to financial and operative decision-making concerning an activity.

Business relationships do not refer solely to contracting arrangements but also to one-off engagements. Personal relationships do not refer solely to immediate family, but also to extended relatives, friends, and acquaintances.

The purpose of the Declaration is to disclose relationship information which makes the application and evaluation process more transparent and supports the bids in their relevance according to conditions on the open market.

Declaring any relationship shall NOT disqualify the Applicant from the procurement but rather contribute to more transparent evaluation process.

Closely associated party (persons, physical or legal) as per We Effect's definition is considered person who has the possibility to exert control over, or significant influence on, the other person when it comes to financial and operative decision-making concerning an activity. The purpose of the Declaration is to disclose such information which makes the application and evaluation process more transparent and supports the bids in its relevance according to conditions on the open market.