

TERMS OF REFERENCE (TOR)

PROCUREMENT POLICY UPDATE AND STAFF TRAINING

I. Background

Stewards Globe Limited, trading as Afriseed, is implementing the *Markets and Seed Access Project (MASAP)* in partnership with NIRAS Zambia Ltd., with funding support from the **Swiss Agency for Development and Cooperation (SDC)**. MASAP's objective is to enhance the resilience and food security of smallholder farming communities by strengthening seed systems, improving market access, and promoting institutional capacity.

To ensure compliance with international procurement standards and to mitigate operational risks, the MASAP project recognizes the need to **update its internal Procurement Policy** and **enhance staff capacity** on procurement compliance, ethical sourcing, donor guidelines, and documentation. To date, Stewards Globe Limited has operated under an internal procurement framework that requires strengthening to fully align with donor requirements, reduce procurement-related risks, and improve operational efficiency. This initiative is part of MASAP's proactive efforts to establish a transparent, accountable procurement system amid increased project spending and stakeholder scrutiny.

This ToR outlines the scope, objectives, and deliverables for engaging a qualified consultant or firm to lead the **update of the Procurement Policy** and deliver a **tailored training program** to staff involved in Business development, field officers, procurement, marketing, Human Resources, and finance functions.

2. Training Purpose

The purpose of this assignment is twofold:

1. To **review and update** the existing Procurement Policy of Stewards Globe Limited to align with MASAP donor requirements, national regulations, and international best practices.
2. To **design and deliver a comprehensive training** on procurement procedures, ethical sourcing, donor compliance, and risk mitigation strategies to MASAP project staff.

The assignment directly supports MASAP's risk mitigation strategy by minimizing the likelihood of procurement errors, irregularities, and non-compliance, especially under increased external audit scrutiny.

This initiative is part of Afriseed's broader institutional strengthening and governance improvement strategy.

The deadline for the submission of proposals will be **Friday, 13th June 2025**. Proposals should be submitted by email to procurementagri@gmail.com and copied to smbewe@afriseed.com, indicating **"PROCUREMENT POLICY UPDATE AND STAFF TRAINING – MASAP/PPUST/06/25"**

Only shortlisted consultants will be contacted.

3. Training Objectives

Overall Objective

To strengthen procurement governance through updated policies and improved staff capacity on transparent, efficient, and compliant procurement practices.

Specific Objectives

- i. To review and assess the existing procurement framework, identify gaps, and align it with MASAP and donor policies.
- ii. To revise and update the procurement policy, including procedures for tendering, vendor selection, conflict of interest, documentation, and reporting.
- iii. To train relevant staff on updated policies, donor procurement rules (SDC/NIRAS), and ethical procurement practices.
- iv. To equip staff with tools for procurement planning, contract management, and risk control.
- v. To foster accountability, efficiency, and transparency in procurement execution.
- vi. To promote long-term institutional learning by equipping participants with tools and reference materials that sustain procurement integrity beyond the project period.

4. Scope of Work

The consultant will be expected to design and deliver a complete training package tailored to the MASAP implementation environment. Activities shall include:

I. Policy Review and Update

- i. Conduct a **policy audit** of the existing procurement procedures.
- ii. Benchmark against donor (SDC/NIRAS) procurement policies, ZPPA guidelines, and international procurement best practices.
- iii. Draft a revised **Procurement Policy and Procedures Manual**, covering:
 - Procurement planning
 - Vendor prequalification and selection
 - Conflict of interest and ethics
 - Local vs international sourcing
 - Thresholds and approval authority
 - Tendering procedures and bid evaluation
 - Contract management and recordkeeping
 - Emergency procurement procedures
 - Sustainability and inclusive sourcing
 - Risk management and internal controls

2. Training Curriculum Development

i. Design tailored training materials covering:

- Overview of the procurement cycle
- Ethical and compliant procurement
- Documentation and audit readiness
- Donor compliance (SDC)
- Procurement fraud red flags
- Case studies from the agriculture/NGO sectors

ii. Prepare:

- PowerPoint slides
- Case simulations
- Handouts and toolkits
- Pre/post assessment tools

iii. Develop and submit a procurement staff competency assessment framework (pre/post) for Afriseed use

iv. The consultant will:

a) Facilitate a **3-day in-person training workshop** for approximately **15 participants** in Lusaka.

b) Use participatory methods:

- Group discussions and exercises
- Scenario-based learning
- Procurement dilemmas and ethics games

3. Monitoring & Evaluation

The consultant will:

- Administer pre- and post-training tests to assess knowledge gain.
- Use participant feedback forms to evaluate relevance, quality, and delivery effectiveness.
- Analyze findings to generate a lessons-learned report for institutional use.

4. Reporting

The consultant will:

- Submit a comprehensive report including:
- Summary of sessions and methodologies
- Participant attendance (gender-disaggregated)
- Pre/post test results
- Feedback and recommendations

5. Expected Deliverables

The consultant is expected to deliver the following outputs upon successful completion of the assignment:

Deliverable	Description
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Policy Review Report	Summary of key findings and recommended changes based on review/audit.
Updated Procurement Policy Manual	Revised policy document incorporating best practices and donor compliance.
Training Curriculum & Materials	Contextualized, practical training resources including slides, case studies, etc.
Workshop Implementation	Successful delivery of a 3-day training in Lusaka for up to 15 participants.
M&E Tools & Summary	Pre/post tests, feedback forms, and data analysis of knowledge gain.
Final Report	Consolidated report with photos, attendance registers, and lessons learned.
Procurement Toolkit (Mandatory)	A handy checklist or summary guide for staff reference post-training.

Policy Orientation Brief” for senior management (e.g., 2-page summary of key updates).

6. Duration of Training Engagement

The training program is expected to be delivered over 3 days, inclusive of preparation, facilitation, and post-training evaluation activities. Facilitate **an in-person training workshop in Lusaka** for 15 participants using:

- i. Role plays and case simulations
- ii. Group exercises and plenary discussions
- iii. Practical ethical dilemma scenarios

7. Reporting Line

The consultant will report to the **MASAP Project Management Team Lead** and liaise with the **NIRAS Compliance Advisor** where applicable. During the assignment, the consultant is expected to:

- i. Provide regular updates (verbal or written) on training progress.
- ii. Submit all training materials for review and approval before facilitation.
- iii. Submit a **comprehensive final report** (including photos and registers) no later than two weeks after the last training session.

8. Qualifications of the Consultant/Trainer

The selected consultant or training team should meet the following qualifications:

Academic Background

- i. Degree in Procurement, Law, Business Administration, Public Policy, or related field
- ii. Certification in CIPS, Public Procurement, or a related professional procurement field

Professional Experience

- i. At least 7 years of experience in public or NGO procurement policy development and training
- ii. Proven record of working with donor-funded projects (preferably SDC, USAID, EU)

- iii. Familiarity with ZPPA Act and international procurement frameworks (UN, World Bank, etc.)

Training & Facilitation Skills and Competencies

- i. Strong facilitation and public speaking skills.
- ii. Proven ability to simplify complex legal and compliance concepts for diverse audiences.
- iii. Fluency in English (written and spoken). Knowledge of local Zambian languages is an added benefit.
- iv. Excellent analytical, report writing, and interpersonal skills.

Communication & Documentation

- i. Strong skills in report writing, training documentation, and visual storytelling (photos, farmer testimonials, etc.).

9. Proposal Requirements

Interested consultants or firms are required to submit a comprehensive **technical and financial proposal** demonstrating their capacity to deliver the procurement policy update and staff training in line with the MASAP project objectives.

A. Technical Proposal

The technical proposal must include the following components:

- i. **Cover Letter**
Briefly introduce the consultant/firm and summarize qualifications and experience relevant to the assignment.
- ii. **Training Methodology & Approach (4–6 pages)**
A detailed outline showing:
 - Understanding of the assignment.
 - Proposed training content and delivery methods.
 - Use of participatory and gender-sensitive approaches.
 - Timeline and training schedule.
 - Tools for evaluation and farmer engagement.
 - A Gantt chart or training delivery calendar should be included in the Technical Proposal.
- iii. **CVs of Key Personnel**
Maximum of 3 pages per individual, highlighting relevant education and professional experience in procurement training and compliance.
- iv. **Past Experience**
At least **three (3) relevant assignments** recently completed, with references or case studies illustrating success in similar procurement and compliance training.

B. Financial Proposal

The financial proposal should provide a **clear and itemized breakdown** of all costs, including:

- i. Consulting Fees
- ii. Training Materials Development & Printing

- iii. Daily Subsistence Allowance (DSA)
- iv. Venue and Refreshments (if applicable)
- v. Communication and Coordination Costs
- vi. All costs must be quoted in Zambian Kwacha (ZMW) and include VAT/taxes..

Note: Payment will be processed upon submission of a valid invoice and verification of deliverables.

10. Evaluation Criteria

Proposals will be evaluated by the MASAP review committee based on the following criteria:

Criteria	Weight	Description
<i>Technical Proposal & Methodology</i>	<i>35%</i>	<i>Relevance, quality, and clarity of the proposed approach and training structure</i>
<i>Consultant Experience</i>	<i>30%</i>	<i>Relevant qualifications and experience in procurement training and policy design</i>
<i>Financial Proposal</i>	<i>20%</i>	<i>Cost-effectiveness and clarity of the budget</i>
<i>Work Plan & Deliverables</i>	<i>15%</i>	<i>Realistic, clear, and logical sequencing of activities</i>

*Only proposals scoring **60% or higher** in the technical evaluation will be considered for financial assessment.*

11. Required Staff

To effectively deliver this assignment, the following personnel are required:

- i. **Lead procurement and compliance Trainer**
Responsible for leading the development and delivery of the updated policy and training workshop.
- ii. **Monitoring & Evaluation (M&E) Specialist (Optional)**
To design and oversee pre/post-training assessments and analyze knowledge improvement data.