



INDIVIDUAL CONSULTANT PROCUREMENT NOTICE

Reference: UNODC/IC/006/2024

Date: 7 May 2024

Agency: UNODC Myanmar Country Office

Programme: Alternative Development (AD) Programme

Description of the assignment: The UNODC Myanmar Country Office is looking for a Consultant (Sustainability Analysis) under the supervision of Senior Programme Coordinator, AD programme

Duty Station: Taunggyi, Southern Shan State

Period of assignment/services: 34 Working days between 1st June to 31 August 2024

Proposal should be submitted by email to nangkyiky.aye@un.org not later than 15 May 2024.

For the applications submitted by email, total file size (combined with the attachments) must be limited to a maximum of 5 MB and virus-free. Emails with attachments which exceed the above-mentioned file size will be rejected due to file size limitation of the email system.

1. BACKGROUND

The UNODC Country Programme for Myanmar consists of five Sub-Programmes addressing drugs and crime in the country. Sub-programme 5, Outcome 5.2. aims at offering sustainable livelihoods to opium farmers. In this regard, UNODC has developed a long-term strategy to improve the socio-economic situation of small farmers engaged in opium cultivation, that includes the development of coffee and tea value chains, as the core of the intervention in the livelihood component, while tackling environmental problems affecting production such as deforestation with a component of environmental recovery. Additionally, the programme provides assistance to the farmers in accessing and expanding markets, as well as promoting male and female empowerment through the creation of farmers' organizations.

Under the Programme, a farmers' organization named Green Gold Cooperative was created on 20 July 2015 with the purpose "(...) to be a fountain of cooperative commerce among its members and partners linked to the production, marketing, importation or exportation of products from the agricultural activity of the coffee value chain, and any other agricultural product in its various forms, if it is held in common form or individually members for their partners (...)". The Cooperative represents the greatest advance of the Hopong and Loilem farmers in their efforts to join the legal economy. In its original design, it was an organization openly oriented towards generating financial benefits for its shareholders, where those with the largest number of shares would obtain a proportional share of the profits.

To ensure the sustainability of Green Gold Cooperative (GGC), it is important to evaluate the operating performance of the Cooperative before the end of the consolidation phase of the programme in 2025.

Through this consultancy, UNODC would like to help GGC identify areas to improve its operating performance through conducting EBITDA analysis.

2. SCOPE OF WORK

The proposed consultancy has two main objectives:

- To carry out a financial analysis of the Green Gold Cooperative using the EBITDA (Earnings Before Interest Taxes Depreciation and Amortization) methodology, in order to determine the financial viability of the Cooperative and its business activities under existing market conditions - without the support of resources of international cooperation -, with a view to its independent operation starting in 2026.
- To identify the areas of the Green Gold Cooperative and its business model that require a review of its operational and/or administrative arrangements, in order to improve the financial indicators of the Cooperative and secure sustainability of the organization.

Under the supervision of Senior Programme Coordinator of Alternative Development Programme, the consultant will;

1. Carry out a study of the operational, administrative and financial conditions of the Green Gold Cooperative based on the EBITDA methodology, including all the financial analyzes necessary to provide the Cooperative and the UNODC Alternative Development Programme with a real perspective on viability of the coffee marketing business under the current conditions and without the support of international cooperation resources, as well as the identification of those areas of Green Gold's activities that require a review of its operating model in order to contribute to the creation of sustainability conditions for the Cooperative.
2. Produce one document as a result of the consultancy, that must include:
 - A document that estimates the EBITDA indicator, including the results' interpretation,
 - The analysis of the financial impact that every area of the operation of the GGC has on the overall financial performance of the Cooperative,
 - A list of recommended actions to be implemented for each area of operation seeking the improvement of the financial indicators and
 - An Annex with the financial analysis used for the EBITDA analysis.

3. REQUIREMENTS FOR EXPERIENCE AND QUALIFICATIONS

Education:	<ul style="list-style-type: none"> • A bachelor's degree in finance, Accounting, Business, or a related field. • Advanced degree such as a master's in business administration (MBA) or a relevant financial certification (e.g., CFA, CPA) is highly desirable.
Experience:	<ul style="list-style-type: none"> • Prior experience working as a consultant in financial analysis and advisory roles or proven experience in financial and sustainability analysis of company or cooperatives would be desirable • Five years of experience working in finance, management, accounting, or a related field. • Experience with financial modeling, financial analysis techniques/tools and software

	<ul style="list-style-type: none"> • Familiarity with the industry in which the company/cooperative operates and understanding of the specific factors and drivers that impact EBITDA within that industry. • Experience working in Myanmar and Southeast Asia.
Language Requirements	<ul style="list-style-type: none"> • Fluency in English and Myanmar in both speaking and writing is mandatory. • Knowledge of other local language such as Shan and Pa O would be an advantage.

4. DURATION OF ASSIGNMENT, DUTY STATION AND EXPECTED PLACES OF TRAVEL

Contract Duration: 1 June to 31 August 2024

Duty Station: Taunggyi, Southern Shan State

Note: *It is understood that the consultant will not hold UNODC responsible for any unforeseen or untoward incident throughout the duration of the consultancy. It is recommended that the consultant secure his/her own insurance coverage for the duration of the consultancy.*

5. OUTPUTS & DELIVERABLES

The Individual Consultant is required to deliver the following tangible and measurable outputs, objectives and targets of the work assignment, as well as specific activities to achieve the required outputs and targets. As per ST/AI/2013/4, Section 3.2 (a))

- A. Desk Review to gain a deep understanding of the business model of Green Gold Cooperative, including its primary activities, revenue sources, cost structure, and unique cooperative principles.
- B. Engage and interview with key stakeholders of GGC in person.
- C. Provide training to the staff personnel of GGC and UNODC on financial and non-financial sustainability concepts, analysis techniques, and best practices for improving GGC's performance.
- D. Collect necessary data from GGC such as financial and non-financial data, including income statements, balance sheets, and cash flow statements, to analyze GGC's performance accurately and in identifying opportunities, potential risks and uncertainties that could impact GGC's performance, such as changes in market conditions, regulatory requirements, or member participation.

- E. Presentation of findings and recommendations to the executive management and Board of directors of Green Gold Cooperative, and UNODC personnel in English and Myanmar
- F. First draft report based on the feedback of Green Gold Cooperative and UNODC in English and Myanmar
- G. Second draft of the report, based on the feedback of Green Gold Cooperative and UNODC to first draft in English and Myanmar
- H. Final draft of the report, based on the feedback of Green Gold Cooperative and UNODC to second report in English and Myanmar

6. PROVISION OF MONITORING AND PROGRESS CONTROLS

Indicators to evaluate the incumbent's performance are:

- Quality of the documents produced
- Technical competence
- Timeliness of delivery

7. DOCUMENTS TO BE INCLUDED WHEN SUBMITTING THE PROPOSALS.

An interested individual consultant must submit the following documents/information to demonstrate his/her qualifications:

1. **Proposal** explaining why you are the most suitable for the work.
2. **Financial proposal:** Refer to Annex I.
3. **P.11**¹ and personal CV including past experience in similar assignments and the name and contact details of 3 references.

8. FINANCIAL PROPOSAL

Daily fee

The financial proposal shall specify a daily fee. Payments are based upon output, i.e. upon delivery of the services specified in TOR. The TOR specifies the timeline for each assignment i.e number of working days available for the completion of each deliverable.

Travel

Travel costs should be included in the financial proposal.

9. EVALUATION

¹ UNODC P.11 Form can be downloaded from

<http://www.unodc.org/southeastasiaandpacific/en/who-we-are/job-opportunities.html>

The award of the contract will be made to the individual consultant whose offer has been evaluated and determined as:

a) Responsive/compliant/acceptable, and

b) Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation.

* Technical Criteria weight; 70%

* Financial Criteria weight; 30%

FINANCIAL PROPOSAL

A. Breakdown of Cost by Components:

Cost Components	Unit Cost (per day)	Quantity (Working days)	Total Rate for the Contract Duration
1. Professional Fee			
Others (pls. specify)			
TOTAL			

Proposed by:

Name:

Signature:

Date:





Terms of Reference

Title:	Consultant (Sustainability Analysis)
Organizational Section/Unit:	UNODC, Alternative Development (AD) Programme
Name and title Supervisor:	Senior Programme Coordinator
Duty Station:	Taunggyi, Southern Shan State
Proposed period:	Four months, Between 1 June and 31 August 2024
Actual work time:	34 working days between 1 June and 31 August 2024

1. Situation Statement and Background

The UNODC Country Programme for Myanmar consists of five Sub-Programmes addressing drugs and crime in the country. Sub-programme 5, Outcome 5.2. aims at offering sustainable livelihoods to opium farmers. In this regard, UNODC has developed a long-term strategy to improve the socio-economic situation of small farmers engaged in opium cultivation, that includes the development of coffee and tea value chains, as the core of the intervention in the livelihood component, while tackling environmental problems affecting production such as deforestation with a component of environmental recovery. Additionally, the programme provides assistance to the farmers in accessing and expanding markets, as well as promoting male and female empowerment through the creation of farmers' organizations.

Under the Programme, a farmers' organization named Green Gold Cooperative was created on 20 July 2015 with the purpose "(...) to be a fountain of cooperative commerce among its members and partners linked to the production, marketing, importation or exportation of products from the agricultural activity of the coffee value chain, and any other agricultural product in its various forms, if it is held in common form or individually members for their partners (...)". The cooperative represents the greatest advance of the Hopong and Loilem farmers in their efforts to join the legal economy. In its original design, it was an organization openly oriented towards generating financial benefits for its shareholders, where those with the largest number of shares would obtain a proportional share of the profits.

To ensure the sustainability of Green Gold Cooperative (GGC), it is important to evaluate the operating performance of the Cooperative before the end of the consolidation phase of the programme in 2025. Through this consultancy, UNODC would like to help GGC identify areas to improve its operating performance through conducting EBITDA analysis.

2. Purpose of the assignment:

The proposed consultancy has two main objectives:

To carry out a financial analysis of Green Gold Cooperative using the EBITDA (Earnings Before Interest Taxes Depreciation and Amortization) methodology, in order to determine the financial viability of the Cooperative and its business activities under existing market conditions - without the support of resources of international cooperation -, with a view to its independent operation starting in 2026.

To identify the areas of Green Gold and its business model that require a review of its operational and/or administrative arrangements, in order to improve the financial indicators of the Cooperative and secure sustainability of the organization.

3. Specific tasks to be performed by the Consultant

Under the supervision of Senior Programme Coordinator of Alternative Development Programme, the consultant will;

3.1 (A) Carry out a study of the operational, administrative and financial conditions of the Green Gold Cooperative based on the EBITDA methodology, including all the financial analyzes necessary to provide the Cooperative and the UNODC Alternative Development Programme with a real perspective on viability of the coffee marketing business under the current conditions and without the support of international cooperation resources, as well as the identification of those areas of Green Gold's activities that require a review of its operating model in order to contribute to the creation of sustainability conditions for the Cooperative.

(B) Provide training to the staff personal of GGC and UNODC on financial and non-financial sustainability concepts, analysis techniques, and best practices for improving GGC's performance

3.2 Produce one document as a result of the consultancy, that must include:

- the EBITDA indicator, including the results' interpretation
- an analysis of the financial impact that each area of the operation of Green Gold has on the overall financial performance of the Cooperative
- a list of recommended actions to be implemented for each area of operation to improve the financial indicators
- an Annex with the financial analysis used for the EBITDA analysis.

4. Expected tangible and measurable output(s)/deliverable(s):

(Tangible and measurable outputs, objectives and targets of the work assignment, as well as specific activities to achieve the required outputs and targets. As per ST/AI/2013/4, Section 3.2 (a))

- Desk Review to gain a deep understanding of the business model of Green Gold Cooperative, including its primary activities, revenue sources, cost structure, and unique cooperative principles.
- Engage and interview with key stakeholders of GGC in person
- Provide training to the staff personal of GGC and UNODC on financial and non-financial sustainability concepts, analysis techniques, and best practices for improving GGC's performance
- Collect necessary data from GGC such as financial and non-financial data, including income statements, balance sheets, and cash flow statements, to analyze GGC's performance accurately and in identifying opportunities, potential risks and uncertainties that could impact GGC's performance, such as changes in market conditions, regulatory requirements, or member participation.
- Presentation of findings and recommendations to the executive management and Board of directors of Green Gold Cooperative, and UNODC personnel in English and Myanmar
- First draft report based on the feedback of Green Gold Cooperative and UNODC in English and Myanmar
- Second draft of the report, based on the feedback of Green Gold Cooperative and UNODC to first draft in English and Myanmar

- Final draft of the report, based on the feedback of Green Gold Cooperative and UNODC to second report in English and Myanmar

5. Dates and details of deliverables/payments:

Delivery	Output	Working Days	To be accomplished by
Desk Review to gain a deep understanding of the business model of Green Gold Cooperative, including its primary activities, revenue sources, cost structure, and unique cooperative principles.	Desk Review meeting with GGC Desk Review Meeting report	5 days	31 June 2024
Engage and interview with key stakeholders of GGC in person	Meeting with stakeholder of GGC Interview report	5 Days	
Provide training to the staff personnel of GGC and UNODC on financial and non-financial sustainability concepts, analysis techniques, and best practices for improving GGC's performance	Training on Concept of Financial and non-financial analysis with staffs Training Report	3 days	
Collect necessary data from GGC such as financial and non-financial data, including income statements, balance sheets, and cash flow statements, to analyze GGC's performance accurately and in identifying opportunities, potential risks and uncertainties that could impact GGC's performance, such as changes in market conditions, regulatory requirements, or member participation. EBITDA, such as changes in market conditions, regulatory requirements, or member participation	Data collection from GGC such as financial and non-financial data	5 Days	
Presentation of findings and recommendations to the executive management and Board of directors of Green Gold Cooperative, and UNODC personnel in English and Myanmar.	Meeting with GGC and UNODC for Presentation on findings and recommendations	2 Days	30 July 2024
Prepare first draft report based on the feedback of MFA, Green Gold Cooperative and UNODC in English and Myanmar	First draft report	10 Days	
Prepare second draft of the report, based on the feedback of MFA, Green Gold Cooperative and UNODC to first draft in English and	Second draft report	3 Days	31 August 2024

Prepare final draft of the report, based on the feedback of MAF, Green Gold Cooperative and UNODC to second report in English and Myanmar	Final report	1 Day	
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Payments will be made upon satisfactory completion and/or submission of outputs/deliverables. Please note that the last payment must coincide with the end of the contract and must be identical to payment phases in the engagement of consultant/IC request.

VI. Recruitment Qualifications	
Education:	A bachelor's degree in finance, Accounting, Business, or a related field Advanced degree such as a master's in business administration (MBA) or a relevant financial certification (e.g., CFA, CPA) is highly desirable
Experience:	<ul style="list-style-type: none"> • Prior experience working as a consultant in financial analysis and advisory roles or proven experience in financial and sustainability analysis of company or cooperatives would be desirable • Five years of experience working in finance, management, accounting, or a related field. • Experience with financial modeling, financial analysis techniques/tools and software • Familiarity with the industry in which the company/cooperative operates and understanding of the specific factors and drivers that impact EBITDA within that industry. • Experience working in Myanmar and Southeast Asia.
Language Requirements	Fluency in English and Myanmar in both speaking and writing is mandatory. Knowledge of other local language such as Shan and Pa O would be an advantage.