WORLD NEIGHBORS
Inspiring People • Strengthening Communities

TERMS OF REFERENCE

Team Leader – Agricultural Market Systems and Value Chain Specialist

Deadline for Submissions: 31 July 2026

Duration: Approximately 55 consultancy days

Period: September 2026 – February 2027

Priority will be given to nationals of Timor-Leste

ToR Summary

This Terms of Reference (ToR) consists of the following sections:

I. INTRODUCTION

World Neighbors (WN) is an international non-governmental organisation (INGO), working in Timor-Leste to inspire people and strengthen communities to find lasting solutions to hunger, poverty and disease, and promote a healthy environment.

WN is seeking a highly qualified consultant to serve as **Team Leader – Agricultural Market Systems and Value Chain Specialist** for the first phase of a new agricultural value chain program called *Integrated Agroforestry Programmes for Cacao, Coffee and Vanilla in Target Sucos in Dasidara and Laclo Watersheds in Timor- Leste*. Applying an Ecosystem-based Adaptation approach, the program will promote climate-smart agriculture practices, particularly agroforestry systems incorporating the three priority commodity crops of coffee, cacao and vanilla. The program aims to strengthen rural communities' resilience to climate change and hydrometeorological disasters, restore forest cover and reduce land degradation. At the same time, rural livelihoods will be improved through the development of sustainable agribusiness opportunities, increased participation in value chains and markets and the promotion of sustainability standards that encourage private sector investment.

The consultant will provide overall technical leadership for the Market Systems, Value Chain and Investment Consultancy Package. Working closely with WN, Rikolto, government counterparts and the Agroecology, Climate Risk and Sustainable Land Management Team Leader, the consultant will lead the inception process, oversee the required assessments, facilitate stakeholder validation workshops, and prepare a comprehensive Opportunity Assessment Report to guide implementation of subsequent phases of the program.

WN reserves the right to amend or cancel this procurement process at any time and makes no commitment to award a contract.

II. PROJECT BACKGROUND

Integrated Agroforestry Programmes for Cacao, Coffee and Vanilla in Target Sucos in Dasidara and Laclo Watersheds in Timor- Leste aims to strengthen climate resilience, sustainable agricultural production, ecosystem restoration and rural livelihoods within priority watersheds in Timor-Leste.

The primary focus of Year 1 is *Output 1.1.1: Opportunity Assessment of Agribusiness Development to Support Enhanced Socio-Economic and Ecosystem-based Adaptation (EbA) Outcomes*.

This Opportunity Assessment will consist of a series of integrated technical assessments to identify priority investments and implementation opportunities within the Dasidaro and Laclo watersheds, focusing on the three priority commodity crops of coffee, cacao and vanilla.

The results of the Opportunity Assessment will be presented to the Government of Timor-Leste (GoTL) and other stakeholders through a validation workshop. Following incorporation of stakeholder feedback, the final report will be printed and disseminated to key stakeholders. The report will serve as the key reference document for the subsequent program activities in sustainable agriculture, agroforestry, value chain development and landscape restoration, planned for years two through six of the program.

This consultancy forms one of two complementary technical consultancy packages. While this consultancy focuses on agricultural market systems, value chains and investment opportunities, a parallel consultancy led by a separate team leader will assess agroecology, climate risk and sustainable land management opportunities.

Details of the two consultancy packages showing the individual assessments which make up each package are as follows:

<u>Package 1 — Market Systems, Value Chains and Investment</u>

1. Market Systems and Value Chain Assessment
2. Constraints and Opportunities in Developing Local Supply Chains Assessment
3. Investment and Private Sector Partnership Assessment
4. Opportunity Assessment Synthesis *(shared/integrated role)*
5. Validation and Stakeholder Engagement Workshop *(shared/integrated role)*

<u>Package 2 — Agro-Ecology, Climate and Sustainable Land Management</u>

1. Spatial Agro-Ecological Assessment
2. Climate Impact Assessment
3. Land Degradation Neutrality (LDN) Integration Assessment
4. Opportunity Assessment Synthesis (shared/integrated role)
5. Validation and Stakeholder Engagement Workshop (shared/integrated role)

Close coordination between both consultancy teams will be essential to ensure consistency in methodologies, analysis and recommendations, and a final, combined Opportunity Assessment Report.

III. CONSULTANCY OBJECTIVE

The objective of this consultancy is to provide technical leadership for the assessment of agricultural market systems and value chains, leading to the identification of practical, commercially viable and climate-resilient investment opportunities within the target watersheds.

Specifically, the consultancy will:

- Draft the inception report, including developing the overall methodology for the consultancy package.
- Lead implementation of the market systems, value chain and investment assessments.
- Facilitate validation of findings with government and other stakeholders.
- Prepare a comprehensive Opportunity Assessment Report containing recommendations for program implementation.

IV. SCOPE OF WORK

The consultancy shall comprise four phases.

1) Phase 1 – Inception

The Team Leader shall:

- Participate in inception meetings with WN and Rikolto.
- Review all relevant project documentation and background studies.
- Review all existing, relevant government policies and studies.
- Coordinate with the Agroecology, Climate Risk and Sustainable Land Management Team Leader in preparing the inception report detailing overall assessment methodology, workplan, assessment framework and stakeholder engagement approach.
- Develop data collection tools for Package 1 assessments.

Deliverable 1: Inception Report
Deliverable 2: Data collection tools

2) Phase 2 – Market Systems and Agricultural Value Chain Assessments

The Team Leader will lead the implementation of the following assessments:

i) Market Systems and Value Chain Assessment: Conduct a comprehensive market systems and value chain assessment for **three** commodities grown within the Dasidara and Laclo watersheds: **cacao, coffee and vanilla** ("the priority commodities"):
   - Map the value chains for the priority commodities, including key actors, market flows, trading relationships, volumes and supporting functions.
   - Define key quantitative and qualitative performance indicators, including cost, time, value addition and productivity across all stages of the priority commodity value chains.
   - Analyze the wider economic, social, industrial and technological factors affecting the competitiveness and potential of the priority commodity value chains.

- Assess the economic performance and competitiveness of the priority commodity value chains, including benchmarking against comparable production areas and competing supply chains.
- Identify constraints, opportunities, and future development prospects for the priority commodity value chains.

ii) Constraints and Opportunities in Developing Local Supply Chains Assessment: Conduct a detailed assessment of the constraints and opportunities in developing local supply systems for the three priority commodities within the Dasidara and Laclo watersheds:

- Identify and analyze the key constraints affecting the development of local supply systems, including:
  - Production constraints
  - Infrastructure limitations
  - Knowledge and agricultural practices
  - Access to services and finance
- Rank identified constraints according to their impact on backward and forward linkages within the supply chains.
- Identify and assess opportunities for strengthening local supply systems, including analysis of their potential impact and short, medium and long-term feasibility.
- Map existing and planned initiatives relevant to the priority commodities, including those led by:
  - Government
  - Donors
  - NGOs
- Analyze supply chain demands and requirements from off-takers and other market actors.
- Identify which of the three value chains have the greatest potential to positively impact the livelihoods of rural communities, young people and women within the two watersheds.

iii) Investment and Private Sector Assessment: Assess opportunities for impact investment and private sector partnerships that support sustainable agribusiness development for the three priority commodities within the Dasidara and Laclo watersheds:

- Identify opportunities for engagement with potential impact investors and private sector partners across the priority commodity value chains.
- Assess potential investment entry points and financing opportunities within the value chains, including opportunities linked to sustainable production, processing, aggregation, and market access.
- Assess opportunities for traceability, sustainability certification, and other mechanisms that could strengthen market access and value addition.
- Identify and propose inclusive investment and financing mechanisms that support smallholder participation and sustainable livelihood development.

Throughout the assessment process the Team Leader shall work closely with the Agroecology, Climate Risk and Sustainable Land Management Team Leader.

3) Phase 3 – Opportunity Assessment Report

Following completion of the assessments, the Team Leader shall work with the Agroecology, Climate Risk and Sustainable Land Management Team Leader in preparing the draft Opportunity Assessment Report.

The proposed structure of the Opportunity Assessment Report is:

1. Executive Summary
   - Summary of key findings across all assessments
   - Strategic recommendations for implementation in Years two through six

2. Introduction
   - Background to the program
   - Purpose and scope of the Opportunity Assessment
   - Overview of the Dasidara and Laclo watersheds
   - Overview of the three priority commodities: cacao, coffee and vanilla
   - The methodologies and approaches used in the assessments

3. Agricultural, Market Systems and Policy Context
   - Overview of the agricultural sector in Timor-Leste
   - Current production systems and farming practices related to the three priority commodities
   - Existing market systems, value chains and supply chain structures
   - Policy, regulatory and institutional context relevant to:
     - agriculture
     - agroforestry
     - land restoration
     - private sector engagement
     - climate resilience
   - Existing support initiatives by:
     - government
     - donors
     - NGOs
     - private sector actors

4. Spatial Agro-Ecological Assessment
   - Overview of agro-ecological characteristics of the Dasidara and Laclo watersheds
   - Land suitability analysis for the three priority commodities
   - GIS mapping and spatial analysis findings
   - Water availability, soils, topography, and current land-use considerations
   - Identification of potential areas for sustainable agribusiness development
   - Indicative production potential and yield scenarios

5. Climate Impact Assessment
   - Current and projected climate risks affecting the three priority commodities

- Potential impacts on:
    - productivity
    - yields
    - production systems
    - broader value chains
- Short, medium and long-term climate scenarios
- Recommended climate adaptation and risk mitigation measures

6. <u>Market Systems and Value Chain Assessment</u>
    - Value chain mapping for the three priority commodities
    - Description of key market actors and supply chain relationships
    - Market structures, dynamics and trade flows
    - Analysis of competitiveness and market opportunities
    - Benchmarking against comparable production areas and competing supply chains
    - Off-taker demand, sourcing requirements and market access considerations
    - Traceability and sustainability certification opportunities

7. <u>Constraints and Opportunities in Developing Local Supply Systems</u>
    - Characteristics of current and potential smallholder suppliers
    - Key production, infrastructure, financial, and institutional constraints
    - Analysis of backward and forward linkages within supply systems
    - Opportunities for strengthening local supply systems and market participation
    - Prioritization of constraints and opportunities based on impact and feasibility
    - Assessment of livelihood potential for rural communities, especially women and young people

8. <u>Investment and Private Sector Partnership Opportunities</u>
    - Assessment of potential private sector engagement models across the three priority commodity value chains
    - Identification of potential investment entry points and financing opportunities linked to sustainable production, aggregation, processing and market access
    - Analysis of opportunities for sustainable sourcing partnerships between smallholders, cooperatives, traders, processors and off takers
    - Assessment of traceability and sustainability certification opportunities for the priority commodities
    - Analysis of public and private financing mechanisms that could support sustainable agribusiness development and smallholder participation
    - Identification of potential roles for government, donors, financial institutions and development partners in facilitating investment and market systems development
    - Recommendations for inclusive investment approaches that support sustainable livelihoods, climate resilience and long-term value chain development

9. <u>Land Degradation Neutrality (LDN) Integration</u>
    - Alignment between agribusiness development and Timor-Leste’s LDN objectives
    - Opportunities for integrating:
        - sustainable land management

    - agroforestry
    - restoration approaches
    - climate resilience measures
- Recommendations for balancing economic development with land restoration outcomes

10. Strategic Opportunity Overall Assessment and Recommendations
    - Priority commodities and intervention areas
    - Recommended strategic priorities for implementation in Years two through six
    - Opportunities for scaling sustainable agroforestry systems
    - Recommendations for:
        - market systems strengthening
        - private sector engagement
        - climate resilience
        - livelihood development
        - land restoration
    - Identification of key implementation risks and assumptions

11. Conclusion
    - Overall conclusions from the integrated assessment
    - Summary of the most viable opportunities for sustainable agribusiness development within the two watersheds

Deliverable 3: Draft Opportunity Assessment Report

4) Phase 4 – Stakeholder Validation and Finalisation

The Agricultural Market Systems and Value Chain Team Leader shall:

- Prepare presentations summarising the draft findings;
- Present findings during stakeholder validation workshop;
- Facilitate technical discussions;
- Document stakeholder comments;
- Coordinate with the Agroecology, Climate Risk and Sustainable Land Management Team Leader to revise the report based on feedback;
- Submit the final Opportunity Assessment Report.

Deliverable 4: Stakeholder validation workshop presentation materials
Deliverable 5: Final Opportunity Assessment Report

V. SUMMARY OF DELIVERABLES

The Agricultural Market Systems and Value Chain Team Leader shall provide the following outputs:

1. Inception Report
2. Data collection tools
3. Draft Opportunity Assessment Report
4. Stakeholder validation workshop presentation materials
5. Final Opportunity Assessment Report.

All deliverables shall be submitted in English in both editable Microsoft Word and PDF formats.

VI. EXPECTED QUALIFICATIONS

The Agricultural Market Systems and Value Chain Team Leader should possess the following qualifications:

- Master's degree or higher in Agricultural Economics, Agribusiness, Agricultural Marketing, Rural Development, or a related discipline.
- Minimum ten years' professional experience in agricultural market systems and value chain development.
- Demonstrated experience leading similar assessments.
- Experience engaging with private sector actors, producer organisations and government agencies.
- Experience preparing investment strategies and implementation recommendations.
- Experience working in Timor-Leste
- Experience working on donor-funded programs.
- Excellent analytical and report-writing skills.
- Strong facilitation and stakeholder engagement skills.
- Excellent communication and presentation skills.
- Ability to manage multidisciplinary technical assignments.
- Fluency in English and Tetum.
- Proficiency in Bahasa Indonesia.

VII. TIMEFRAME

The consultancy is expected to be undertaken over approximately 55 consultancy days.

An indicative schedule is as follows:

Phase	Est. Dates	Est. No. of Days
Inception	1 - 30 Sept	5
Assessments & Analysis	1 Oct - 30 Jan	40
Drafting Opportunity Assessment Report	1 - 15 Feb	5
Validation Workshop	1 - 15 Feb	2
Final Report	28-Feb	3
	Total Days	**55**

The final schedule will be agreed between WN and the successful candidate.

VIII. ASSISTANCE PROVIDED

WN will:

- Facilitate introductions with government agencies and project stakeholders;
- Provide relevant project documentation;
- Coordinate workshop logistics;
- Arrange field travel and accommodation in accordance with WN procedures;
- Provide ongoing coordination support through the Program Coordinator.

IX. SUPERVISION

The consultant will report directly to the World Neighbors Southeast Asia Regional Director and work in close collaboration with:

- WN Program Coordinator.
- Rikolto Timor-Leste Coordinator.
- Agroecology, Climate Risk and Sustainable Land Management Team Leader.

The consultant will directly supervise:

- Short-term Specialists – Possible (i) Agribusiness Specialist and (ii) Private sector/impact investment specialist
- Short-term Enumerators.

X. HOW TO APPLY

Interested consultants should submit:

1. Cover Letter (not more than one page).
2. Curriculum Vitae.
3. Technical Proposal outlining the proposed methodology (maximum four pages).
4. Financial Proposal: Consultancy fees only. Please note that WN will cover travel and accommodation costs separately and at-cost.[1]
5. Three references for similar assignments completed within the past five years, complete with contact email addresses and phone/WA.
6. Optional: A set of relevant attachments to the application that further document or explain the Offeror's approach and qualifications (e.g., institutional brochure, letters of reference, publications list, etc.).

Items 1 – 6 should be submitted to wnseavacancy@gmail.com with email subject **Agricultural Market Systems and Value Chain Team Leader**. Only short-listed applicants will be contacted.

The application must be received by WN by **31 July 2026.** Any applications received after the deadline will not be considered.

XI. Modification and Alterations

WN reserves the right, in its sole discretion, to modify this ToR, to alter the selection process in any way, to ask for additional information from Offerors, or to modify or amend the scope of the applications submitted. Each Offeror acknowledges and agrees that the preparation of all materials for submission to WN and all presentations made by the Offeror are at the Offeror's sole cost and expense, and WN, shall not under any circumstances, be responsible for any cost or expense incurred by an Offeror.

XII. CLOSING

The Terms of Reference are presented to prospective consultants for consideration.

[1] WN will only cover in-country travel and accommodation costs during the course of the consultancy. If the Offeror resides outside of Timor-Leste, any travel costs associated with traveling to/from Timor-Leste will be borne by the consultant.

WN reserves the right to amend or withdraw this procurement process at any time and is under no obligation to award a contract.

Appointment is contingent upon the successful execution of the project funding agreement.