



Terms of Reference (ToR)

Consultant or consultancy team for the facilitation of a 2-day Multi-Stakeholder Partnership Training in Ulaanbaatar, Mongolia

Upscaling Partnership for Organic Agriculture Project (UpPOA)

ADRA Mongolia

Content:

Acronyms	2
A brief introduction to the UpPOA Project	3-4
The current situation of the organic sector in Mongolia	4-5
Challenges Faced by Organic Producers and Purpose of the Consultancy	5
Scope and purpose of the consultancy/workshop	5-6
Deliverables	6
Timeline	7
Expected Outcomes	7
Coordination and Collaboration	7
Required Skills and Expertise	7
How to apply	7

Acronyms

UpPOA	Upscaling Partnership for Organic Agriculture
Coops	Cooperatives
CU	Cooperative Union
MAP	Multi-actor partnership
MSP	Multistakeholder partnership
PGO	Participatory Guarantee Organization
PGS	Participatory Guarantee System
SC	Steering Committee
CSOs	Civil society organizations
FAO	Food and Agriculture Organization

1. Short introduction to the UpPOA project

Duration: From October 2023 to December 2026

Focus area: Selenge and Darkhan-Uul provinces in Mongolia

Beneficiary partners: 30 primary and 1 cooperative union of Selenge and 10 cooperatives of Darkhan-Uul provinces

Partners: Ministry of Food, Agriculture and Light Industry, Governor's Office of Selenge and Darkhan-Uul provinces, NAMAC, Mon-Vegi project FAO, National Consumer Protection Association and Selenge Consumer Protection Association Branch, Institute of Plant and Agriculture Sciences, certification organizations, organic producers

Impact: Improved livelihoods of smallholder organic farmers of Selenge and Darkhan-Uul provinces

Project outcome: 500 organic smallholder farmers in the provinces of Selenge and Darkhan-Uul have experienced a sustainable increase in income

Project sustainability: By the end of the project, strengthened coordination structures to develop impactful partnerships for organic agriculture at regional and national levels and the primary and union cooperatives of Selenge and Darkhan-Uul provinces will have established a cluster organic value chain management system from production to marketing to sale their organic and other agricultural and value-added regional products effectively.

Purpose of the project:

To support the implementation of the following aims related to the organic sector reflected in the long-term development policy of Mongolia "Vision - 2050".

- Article 9.2.3 "To create organic food value chains from local areas that ensure food security"
- Article 9.5.18 "To scale-up Mongolian brand sale networks with organic products supplied from local areas".
- Article 2.5.20. "To support the production and diversification of organically enriched, functional, and innovative products".

Project outputs:

1. High-quality organic food production has increased in the Selenge and Darkhan-Uul provinces.
2. Improved access to the sales market in Ulaanbaatar for organic agricultural products from certified organic farmers in Selenge and Darkhan.
3. Coordination structures at local, regional, and national levels are strengthened to support and promote sustainable organic agriculture.

Project activities:

1. Upscaling Certified Organic Production
 - Organize **farmer field schools**, comprehensive training (theoretical and practical), and professional field counseling on organic agriculture, Participatory Guarantee System (PGS), and bee farming.
 - Provide support with **organic vegetable seeds, soil fertilizers, tools**, and labor-saving **gardening materials** to facilitate organic farming.
 - Assist in establishing **Participatory Guarantee Organizations (PGOs)**, including record-keeping for traceability, peer reviews, and obtaining legal rights to use organic logos and claims.
 - Develop and distribute **training handouts** and **handbooks** for farmers.

- Organize **experience-sharing trips** for organic producers and PGOs at regional and national levels.
- Promote **preschool and school organic gardening** initiatives.
- Conduct studies comparing **organic vs. non-organic food nutrition** and changes in soil fertility to raise **evidence-based consumer awareness**.

2. Developing Organic Cluster Value Chain and Improving Market Access

- Develop and disseminate **organic awareness materials** to the public.
- Formalize **business partnerships** along the organic cluster value chain.
- Establish **common quality management, transportation, logistics, and marketing systems** to ensure food security and efficiency.
- Support the development and market penetration of **value-added organic products**.
- Facilitate the **supply and marketing** of organic products through participation in fairs, exhibitions, and consumer awareness campaigns.
- Provide training on **cooperative management, governance, business, marketing, cluster development, and local brand development**; assist in developing business and marketing plans.
- Promote **off-season value-added products** under a common production and marketing policy to diversify farmers' income.

3. Strengthening Partnerships for the Development of the Organic Sector.

- **Determining, establishing, and formalizing policy and implementation structures** for the organic cluster value chain in Selenge and Darkhan-Uul provinces.
- **Developing a coordination mechanism and structure** with organic stakeholders to enable synergistic collaboration for sector growth.

2. The current situation of the Organic sector of Mongolia.

Mongolia adopted the Law on Organic Food in 2016 and its implementing regulations in 2018 to promote the development of the organic sector in Mongolia. In this regard, the legal environment for the production, processing, certification, registration, and traceability system of organic food, use of organic logos, in general, a legal environment for promoting organic agriculture and marketing of organic foods was created. Both third-party and PGS organic certifications are available in Mongolia. Mostly medium to big companies use third-party certification (total 2 certification companies).

Mostly small-scale farmers use PGS and they together establish participatory guarantee organizations (PGO) along with the consumer and inspector members to certify their products (a total of around 20 PGOs). In total, around 400 organic producers, including a limited number of big companies are registered in the state organic food registration and information system. Of them over 300 small-scale farmers are registered with the support of our organic project. There are 2-3 big organic compost, 2 berries processing (mostly wild berries and sea buckthorn), and 2 big dairy producer companies. 2-3 medium size meat producer companies. The rest are small-scale organic producers (vegetable farmers, beekeepers, wild collection, herders). In short, the sector is in its development stage now.

The state operates an integrated organic food registration and information system that transparently lists all organic producers, importers, and certification bodies and facilitates ensuring traceability by providing QR traceability code to organic products.

The main organic market is the Capital city Ulaanbaatar, which hosts almost half of the population of 1.7 million people (hosting most of the higher-income people). Generally, the capital is the political, financial, economic, manufacturing, and cultural center of the country, lacking decentralized and balanced development. All big and medium-sized companies are in the Capital UB. Mongolia has a vast territory with widely dispersed provinces. Most of the small-scale farmers produce/live in provinces that are located far from the capital, facing challenges in efficiently supplying their produce to the main market Ulaanbaatar.

3. Challenges Faced by Organic Producers and Purpose of the Consultancy

Organic producers face significant challenges due to the lack of multi-actor partnerships and **effective advocacy** for a more **efficient supply management system**:

Market-Related Challenges

- Limited number of organic producers with low capacity.
- Small production and sales volumes.
- Low competitiveness due to high production costs, minimal price premiums, and low consumer awareness of organic product value.
- Strong competition with non-organic products.

Partnership and Supply Chain Challenges

- Absence of organic supply and sales networks or specialized organic shops.
- Lack of collaboration among producers for supply chain management.
- Insufficient funding for developing commercial and physical structures for organic supply chains.

Advocacy and Coordination Challenges

- No coordinated advocacy or consumer awareness activities.
- Lack of collaboration mechanisms for advocacy and awareness.
- No coordination structure among producers, stakeholders, and public-private partnerships for sector development.

In 2023, stakeholders at the national organic forum agreed to establish an **efficient coordination mechanism** to improve advocacy, awareness, and supply management. This consultancy aims to provide Mongolian organic producers with **global best practices** for synergistic sector development, enabling them to create a collaborative, win-win approach for growth.

4. Scope and purpose of the consultancy/workshop

A Consultant or a consulting team shall organize a two-day training workshop for organic alliance/partnership development.

The consultancy aims to build the capacity of key stakeholders of the newly established National Association of Organic Producers of Mongolia (NAO) by facilitating knowledge exchange in **synergistic partnerships, business models, and organic association and alliance development**. Drawing on relevant international experiences, the consultancy will support the development of a cooperation model tailored to the Mongolian context. This model will help strengthen the organic agriculture sector by enabling stakeholders to effectively advocate for, promote, and sustain organic farming practices, while also improving market access and value chain integration.

Objectives:

- Build the capacity of key stakeholders in advocacy, lobbying, and partnership development to support the organic agriculture sector.
- Facilitate dialogue and collaboration among stakeholders to strengthen partnerships and alliances for the organic agriculture sector.
- Develop concrete advocacy and lobbying strategies to support the growth of the organic agriculture sector.

Expected Outcomes

By the end of the training, participants will have:

1. Gained the knowledge and skills to build the capacity of key stakeholders in advocacy, lobbying, and partnership development, effectively supporting the organic agriculture sector.
2. Understood how to facilitate meaningful dialogue and collaboration among stakeholders to strengthen partnerships and alliances within the sector.
3. Equipped to develop and implement actionable advocacy and lobbying strategies that support the growth and sustainability of the organic agriculture sector.
4. Developed leadership skills that empower stakeholders to take ownership of advocacy efforts, ensuring the ongoing sustainability and growth of the sector.

Participants

30 representatives of the project target primary cooperatives and Cooperative Union including:

- Organic producers and farmers.
- Members of the Participatory Guarantee Organizations (PGO).
- Leaders from the “Selenge Tavan Khaikhan” Cooperative Union (CU).

Training Content:

- Developing principles and strategies for effective advocacy, partnership building, and creating sustainable alliances and organic associations.
- Developing cooperation strategies along the organic value chain to strengthen collaboration.
- Case studies and best practices from successful advocacy and partnership initiatives.
- Identifying opportunities for synergistic partnerships and advocacy.
- Facilitating the development of actionable, win-win strategies for organic alliance growth across levels and sectors to address sector challenges.
- Establishing sustainable governance mechanisms and management structures for efficient coordination and ongoing communication.

Methodology:

- Participatory approaches including interactive sessions, group discussions, and role-playing exercises, etc.
- Practical tools and templates for advocacy and partnership building.

5. Deliverables

The consultancy will deliver the following:

1. A comprehensive **training curriculum** and agenda for the 2-day workshop in Ulaanbaatar.
2. Facilitation of the 2-day training workshop.
3. A **final report** summarizing the outcomes of the training, including:
 - Key recommendations for advocacy and partnership development.
 - Action plans for stakeholders to implement in their respective roles.
4. An **advocacy toolkit** for participants, including templates, guidelines, and best practices.

4.5 Coordination and Collaboration

- Work closely with the **UpPOA project team** to ensure alignment with project objectives.
- Engage with stakeholders to gather input and feedback throughout the consultancy.
- Ensure all activities are culturally appropriate and relevant to the Mongolian context.

5. Timeline

- **Tender Issuance:** 26 June - 21 July 2025
- **Consultant Selection:** 21- 25 July 2025
- **Assignment Duration:** August 2025 (including preparation and documentation)
- **Training Dates:** 2 days of training, ideally scheduled for the **last week of September 2025** in Ulaanbaatar, Mongolia.

6. Required qualifications and expertise

- Proven expertise in Multi-Stakeholder Partnership projects
- Be an expert in partnership, collaboration, and communication at the international level.
- Experience as a facilitator including the ability to enable group processes through participatory methods, high social competence, and storytelling skills
- Excellent and proven report writing and verbal communication and presentation skills in English
- Provide a **holistic view** of these models to help Mongolian stakeholders make informed, balanced decisions tailored to Mongolia's context.
- Commitment to adhering to the **ADRA's Child Protection Policy** and **Safeguarding Policy**, ensuring that all parties engaged in the project follow these guidelines.
- Familiarity with organizational safeguarding, protection, or ethics policies. Understanding of ADRA's **Safeguarding Policy**, **Code of Conduct**, and **Core Values** is an advantage.

7. How to apply

A qualified consultant or team (a team of 2-3 evaluators) should submit their application as a single PDF file, which should include the following:

- CVs (in English) of the proposed consultant(s)
- A brief training curriculum and agenda
- A financial proposal

The application should be sent to procurement@adra.org.mn by the deadline date at 6 PM (GMT +8 or Beijing time zone) **on July 21, 2025**.

Only shortlisted candidates will be contacted and invited to proceed to the next stage of the selection process.

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