

TERMS OF REFERENCE
Engagement of a Training Provider for AGRIFIACO – MBC's Adopt-a-Cooperative Program

I. Background

The Makati Business Club (MBC), through its Adopt-a-Cooperative Program, supports selected cooperatives in strengthening their organizational and business capabilities and preparing them for sustainable growth and potential partnerships with larger businesses.

One of the program's pilot cooperatives is the AGOS FARMERS IRRIGATORS AGRICULTURE COOPERATIVE, or AGRIFIACO, a rice cooperative based in Infanta, Quezon. To support its organizational development, AGRIFIACO requires assistance in establishing a clear strategic direction, developing a practical cooperative development plan, and expanding its farmer membership base.

As such, MBC seeks to engage a qualified training provider or consultant to facilitate AGRIFIACO's planning and capacity-building activities and develop actionable outputs that the cooperative can use to guide its growth and development.

II. Objectives

The engagement aims to strengthen AGRIFIACO's organizational capacity through:

- Developing a Strategic Plan that defines the cooperative's goals, priorities, strategies, and targets;
- Developing a Cooperative Development Plan with specific programs, activities, timelines, responsibilities, and targets;
- Developing a Membership Expansion Strategy to increase farmer membership and strengthen member participation; and
- Establishing a 6-12 month action plan to guide implementation of the identified priorities.

III. Scope of Work

The selected training provider shall undertake the following:

A. Organizational and Membership Assessment

- Conduct an initial assessment of AGRIFIACO's organizational structure, operations, membership base, and development priorities;
- Review relevant documents and information provided by AGRIFIACO and MBC; and
- Identify key organizational strengths, challenges, opportunities, and areas for development.

B. Strategic Planning



- Facilitate a strategic planning workshop with AGRIFIACO's Board and management;
- Review the cooperative's vision, mission, goals, and current direction;
- Identify strategic priorities, growth opportunities, and key strategies;
- Establish measurable objectives and targets; and
- Develop an implementation and monitoring framework.

C. Cooperative Development Planning

- Facilitate the development of a practical Cooperative Development Plan;
- Identify priority programs and activities;
- Define expected outputs, timelines, responsibilities, and resource requirements;
- Identify potential partners and support requirements; and
- Establish appropriate monitoring indicators and milestones.

D. Membership Expansion

- Assess AGRIFIACO's existing membership base and participation;
- Identify potential farmer-member segments and recruitment opportunities;
- Develop strategies for member recruitment, engagement, and retention;
- Establish membership expansion targets; and
- Develop a practical membership expansion action plan.

E. Action Planning and Validation

- Facilitate a 6–12 month action-planning session;
- Identify immediate priorities and implementation milestones;
- Clarify roles and responsibilities of the Board and management;
- Present draft outputs to AGRIFIACO and MBC for validation; and
- Incorporate agreed feedback into the final deliverables.

IV. Expected Deliverables

The training provider shall submit the following by March 2027:

Deliverable	Description
Organizational & Membership Assessment	Summary of AGRIFIACO's current situation, challenges, opportunities, and development priorities
Strategic Plan	Strategic direction, goals, priorities, strategies, targets, and monitoring framework
Cooperative Development Plan	Priority programs, activities, timelines, responsibilities, resource requirements, and indicators



Membership Expansion Strategy	Target membership segments, recruitment approaches, engagement and retention strategies, and membership targets
6-12 Month Action Plan / Business Plan	Priority actions, timelines, responsibilities, and implementation milestones
Final Presentation	Presentation and validation of completed outputs with AGRIFIACO and MBC



V. Target Participants

The engagement will primarily involve:

- AGRIFIACO Board of Directors;
- Management and key officers;
- Relevant committee members; and
- Other representatives identified by AGRIFIACO and MBC.

VI. Methodology

The provider shall use a participatory and practical approach combining:

- Initial consultations and document review;
- Organizational and membership assessment;
- Facilitated workshops;
- Group exercises and planning sessions;
- Membership mapping and analysis;
- Action planning; and
- Validation and refinement of outputs.

The methodology should be appropriate to AGRIFIACO's current organizational capacity and ensure that the resulting plans are realistic, measurable, and actionable.

VII. Duration and Location

The engagement will be conducted within an agreed timeline between MBC, AGRIFIACO, and the selected provider:

Location: Infanta, Quezon
Mode: Primarily on-site, with virtual sessions as may be mutually agreed upon.

The provider shall submit a proposed work plan indicating the number of preparation, workshop, consultation, and post-engagement days required.

VIII. Qualifications

The training provider or consultant should have:

- Bachelor's degree or higher in Cooperative Management, Business Administration, Organizational Development, Strategic Planning, Agriculture, or a related field;
- At least five (5) years of relevant experience in cooperative development, organizational planning, strategic planning, or capacity building;
- Demonstrated experience facilitating strategic planning and organizational development engagements;
- Experience in membership development, recruitment, engagement, or expansion;
- Experience working with agricultural, farmer, or rural-based cooperatives is an advantage;
- Strong facilitation, communication, coaching, and stakeholder engagement skills; and



- Ability to translate consultations and workshops into practical and actionable plans.

IX. Proposal Requirements

Interested training providers or consultants shall submit:

- Company/Consultant Profile;
- Cover Letter and understanding of the engagement;
- Proposed methodology and work plan;
- CV/profile of the proposed trainer/s or consultant/s;
- Portfolio or list of relevant previous engagements;
- Sample relevant outputs, if available; and
- Financial proposal, including professional fees and applicable expenses.

X. Selection Criteria

Proposals will be evaluated based on:

- Relevant experience and expertise;
- Proposed methodology and approach;
- Qualifications of the proposed trainer/s;
- Quality and practicality of proposed deliverables; and
- Cost-effectiveness of the proposal.

XI. Coordination and Reporting

The selected provider shall work closely with MBC and AGRIFIACO throughout the engagement and shall:

- Coordinate the schedule and requirements of all activities;
- Submit draft outputs for review and validation;
- Incorporate agreed revisions;
- Maintain confidentiality of information shared by AGRIFIACO; and
- Submit all final deliverables within the agreed timeline.

XII. Ownership of Output

All materials and outputs developed specifically for AGRIFIACO under this engagement, including the Strategic Plan, Cooperative Development Plan, Membership Expansion Strategy, and Action Plan, shall be provided to MBC and AGRIFIACO for their use in implementing and monitoring the cooperative's development activities.

XIII. Budget and Payment Terms

The proposed budget shall include professional fees, preparation and facilitation costs, development of deliverables, and applicable travel or other expenses.

Payment terms shall be agreed upon with the selected provider and shall be subject to satisfactory completion and acceptance of the agreed deliverables.