

Terms of reference (ToRs) for the procurement of services below the EU threshold

**TERMS OF REFERENCE FOR A BASELINE SURVEY FOR
RESTORATION OF PEACE, LIVELIHOODS AND ECONOMIC
CYCLES IN ANBAR (RePLECA) PROGRAMME, GIZ IRAQ**

**Project number/
cost centre:**

2019.1859.8-001.00

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0. List of abbreviations

AVB	General Terms and Conditions of Contract (AVB) for supplying services and work 2018
BMZ	German Federal Ministry for Economic Cooperation and Development
CCPC	Community Coexistence and Peace Committee
CDSP	Committee for Dialogue and Societal Peace
DoA	Directorate of Agriculture
GAP	Good Agricultural Practice
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH
IS	Islamic State
LPCs	Local Peace Committees
MPCA	Multi-Purpose Cash Assistance
NRC	Norwegian Refugee Council
RePLECA	The Restoration of Peace, Livelihoods and Economic Cycles in Anbar
ToRs	Terms of reference

1. Context

The province of Anbar in western Iraq is the country's largest province in terms of area. Anbar has historically been Iraq's bread basket, due to good, cultivatable land and a sufficient water supply from the river Euphrates and surrounding lakes. Agriculture has been the main provider of jobs and livelihoods for the (semi-) rural population, especially for Anbar's women, of whom more than 40 per cent earn their income in agriculture. However, the Anbar Governorate still suffers from security threats by remnants of the so-called "Islamic State" (IS). The occupation and the fight against the terrorist group has led to wide-spread destruction of infrastructure and large-scale internal displacement of the population. The productive and social infrastructure in rural areas and in semi-urban and urban centers has been severely damaged or destroyed, and important prerequisites for peaceful social coexistence, livelihoods and income generation for a large part of the population have been weakened.

Background of the Commission

The Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH is an enterprise owned by the German Federal Government that provides services in the field of international cooperation for sustainable development and international education work. GIZ has been active in Iraq since 2014 and implements projects on behalf of the German Federal Government and other donors. The Restoration of Peace, Livelihoods and Economic Cycles in Anbar (RePLECA) Programme is implemented by the Iraqi Ministry of Planning and local partners with the support of GIZ, acting on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ). The current program phase is from December 2019 to June 2023.

RePLECA's Objective and Intervention Fields

RePLECA focuses on stabilizing and improving rural livelihoods for the most vulnerable groups in Anbar Governorate by rehabilitating productive infrastructure, providing agricultural inputs, engaging in capacity development, facilitating access to public services and supporting local peace processes. The project's goal is to improve livelihood perspectives in the agricultural sector along the whole value chain from seed to consumption and to contribute to peaceful coexistence between and within communities. The project follows three main objectives:

- Increasing the yield of smallholder households
- Promotion of employment prospects in the broader agricultural sector and in the food industry
- Fostering peaceful local participation and decision-making processes with a focus on increasing the economic, social and political participation.

RePLECA's Partners and Cooperations

RePLECA is partnering with international and local partners to deliver context-sensitive and tailored services. In cooperation with the Iraqi Ministry of Planning, RePLECA is working at the governmental level with the Directorate of Agriculture, Directorate of Water Resources as well as the Anbar provincial government.

RePLECA's Main Activities

The project will support the Directorate of Agriculture by rehabilitating a training centre with a capacity for 120 students in four seminar rooms and by constructing an office building for 35 extension workers serving 2000 farmers. In its initial program phase, RePLECA in cooperation with the Norwegian Refugee Council (NRC) will rehabilitate water and irrigation systems, provide agricultural inputs and greenhouses, and build capacity among smallholders. This will improve the irrigation on up to 280 hectares of land benefitting the

food security and income situation for 2.700 smallholder households. Additional agricultural inputs include 600 families receiving greenhouses. In response to the pandemic, RePLECA will provide temporary employment opportunities and financial support for 900 households.

Baseline Survey Purpose and Objectives

GIZ seeks to hire a contractor to lead a baseline survey that will generate disaggregated data on a number of RePLECA key programme indicators as listed in the results matrix (Annex 1) that is provided in the annex. Where possible district-specific baseline values and overall average baseline figures for the governorate will be generated. Baseline survey findings will be used to inform programming for vulnerable people in Anbar governorate, Iraq. The timing of the baseline survey was affected by the COVID-19 pandemic and modifications to the project design in 2020.

The main objectives of the survey are to;

- Generate baseline values for key indicators that will be used to determine the extent to which the programme contributed to improving income opportunities of vulnerable people in the Anbar and peaceful coexistence between and within communities at end line
- Provide recommendations for developing, refining, and prioritizing programme interventions based on specific needs/gaps identified

2. Tasks to be performed by the contractor

The contractor will plan and implement a mixed methods study including conducting a sample survey and key informant interviews in Anbar with respondents among others from Directorate of Agriculture (DoA), farmer organizations, Local Peace Committees (LPCs) or similar entities, Committee for Dialogue and Societal Peace (CDSP) formerly called Community Coexistence and Peace Committee (CCPC) among others. A comprehensive desk review exercise will also be conducted focusing on GIZ, implementing partner, DoA, farmer organizations, LPC and CCPC documents available at organization, governorate and district level. The contractor is also expected to conduct data analysis involving both statistical and content analysis methods using appropriate packages as deemed fit. The analysis should as much as possible be disaggregated by gender, age and district. The survey will cover Fallujah and Ramadi districts. A more detailed study approach and methodology will be developed by the selected contractor as part of the inception report.

The specific tasks will include;

- Participation in an assignment clarification meeting with responsible GIZ experts at the beginning of the assignment
- Designing a baseline survey including a detailed methodology, data collection tools and incorporate feedback from GIZ
- Providing an inception report outlining the baseline design, methodology and data collection tools
- Organizing regular meetings with GIZ to ensure alignment of the assignment tasks and deliverables with the commissioner's expectations
- Undertaking a detailed desk review of available documents as elaborated in the inception report
- Hiring and training enumerators and leading, organizing and accomplishing field data collection according to agreed timelines
- Compilation, cleaning, and analysis of data according to described requirements and management of the whole survey process

- Written English report and submission of drafts for review. The report should include an executive summary, background, survey methodology and limitations, findings, conclusions, recommendations and relevant annexes
- Preparing a presentation to GIZ and possibly its partners for their input into key findings and recommendations
- Incorporating feedback from GIZ reviewers and submitting a final report

The contractor will need to achieve certain milestones by set dates, as laid out in the table below:

Milestones	Deadline
A detailed English inception report and data collection tools after signing the contract	April 05, 2021
An English first draft report for review by GIZ containing the analysis of data based on the desk study and the field survey	May 20, 2021
An English PowerPoint presentation covering the study background, objectives, methodology, key findings and recommendations	June 15, 2021
An English final report after incorporating comments from GIZ	June 15, 2021
A clean survey dataset and key informant interview notes	June 15, 2021

Period of assignment: From April 01, 2021 until June 20, 2021.

The milestones are to be achieved latest by the indicated deadlines above. Bidders, however, can propose an implementation concept in the technical proposal with shorter implementation timelines. Bidders with a convincing and shorter implementation strategy will be awarded additional points during assessment of technical proposals.

3. Concept

In the bid, the bidder is required to show how the baseline objectives defined in section 1 are to be achieved, if applicable under consideration of further specific method-related requirements (technical-methodological concept). In addition, the bidder must describe the project management system for service provision.

Technical-methodological concept

Strategy: The bidder is required to prepare a technical proposal providing a detailed description of how they intend to achieve the tasks mentioned in section 2 with reference to the objectives of the services put out to tender (see section 1). Following this, the bidder presents and justifies the strategy with which it intends to provide the services for which it is responsible (see section 2).

The bidder is required to describe the key **processes** for the services for which they are responsible and create a detailed schedule that describes when the services according to section 2 are to be provided. In particular, the bidder is required to describe the necessary work steps and, if applicable, take account of the milestones and contributions of other actors in accordance with section 2.

Project management of the contractor

The bidder is required to explain their approach for coordination with RePLECA

The bidder is required to draw up a **personnel assignment plan** with explanatory notes that lists all the experts proposed in the bid; the plan includes information on assignment dates (duration and expert days) and locations of the individual members of the team complete with the allocation of work steps as set out in the schedule.

4. Personnel concept

The bidder is required to provide personnel who are suited to filling the positions described, on the basis of their CVs (section 6), the range of tasks involved and the required qualifications.

The below specified qualifications represent the requirements to reach the maximum number of points.

Evaluation Team Leader

Tasks of the team leader

- Overall responsibility for executing the contract while ensuring submission of high-quality deliverables within set deadlines
- Providing quality assurance for the whole evaluation process from inception to dissemination of findings
- In collaboration with the Evaluation Expert, preparing and submitting high quality deliverables including the inception report, data collection tools, the draft report and final version with an accompanying clean dataset
- Coordinating and ensuring communication with GIZ, partners and others involved in the evaluation
- Personnel management, identifying the need for short-term assignments within the available budget, as well as planning and steering assignments
- Managing costs and expenditures, accounting processes and invoicing in line with the requirements of GIZ.

Qualifications of the team leader

- Education/training (1.1.1): A master's degree or PhD in monitoring and evaluation, rural development, agriculture, humanitarian programming, peacebuilding/conflict studies, social sector planning or a development related field
- Language (1.1.2): Good business language skills in English
- Specific professional experience (1.1.3): 10 years' work experience in conducting quantitative and qualitative evaluations in relevant sectors including rural development, agriculture, humanitarian programming, peacebuilding, conflict studies, social sector planning or a development related field at regional, national and sub-national levels
- Leadership/management experience (1.1.4): 6 years of management/leadership experience as evaluation team leader or manager
- Regional experience (1.1.5): 3 years' experience in leading evaluations in Iraq or any other post conflict/fragile contexts

Evaluation Expert 1

Tasks of the Evaluation Expert

- Designing and pretesting quantitative and qualitative survey data collection tools
- Developing a detailed survey methodology including a clear sampling strategy
- Recruitment and training of enumerators
- Supervision of the entire data collection process
- Desk review of relevant documents
- Data analysis and report writing

Qualifications of the Evaluation Expert

- Education/training (2.1.1): A master's degree in statistics, monitoring and evaluation, rural development, agriculture, humanitarian programming, peacebuilding/conflict studies, social sector planning or a development related field
- Language (2.1.2): Good business language skills in English and fluency in Arabic
- Specific professional experience (2.1.3): 7 years' work experience in conducting quantitative and qualitative evaluations in relevant sectors, developing data collection tools, conducting analysis and report writing
- Regional experience (2.1.4): 3 years' experience in leading evaluations in Iraq or any other post conflict/fragile contexts

Short-term expert pool

Tasks of the short-term expert pool (enumerators)

- Identifying and contacting respondents and key informants based on the approved sampling strategy
- Administering survey questionnaires to respondents based on the sample design
- Interviewing key informants and compiling very clear and detailed interview notes
- Reviewing data collection tools to ensure that all questions have been asked and responses recorded before leaving the field

Qualifications of the short-term expert pool

- Education/training (3.1.1): Experts with a bachelor in any development related field
- Language (3.1.2): Experts fluent in Arabic and with a good command of English
- Professional experience (3.1.3): 3 years' experience in conducting key informant interviews and administering survey questionnaires

The bidder must provide a clear overview of all proposed short-term experts and their individual qualifications.

Soft skills of team members

In addition to their specialist qualifications, the following qualifications are required of team members:

- Team skills
- Initiative
- Communication skills
- Sociocultural competence
- Efficient, partner- and client-focused working methods
- Interdisciplinary thinking

5. Costing requirements

Assignment of personnel

Team leader: On-site assignment for 30 expert days

Evaluation expert: On-site assignment for 25 expert days

Short-term expert pool: total 15 expert days for each

Travel

The bidder is required to calculate the travel by the specified experts and the experts it has proposed based on the places of performance stipulated in section 2 and list the expenses separately by daily allowance, accommodation expenses, flight costs and other travel expenses. Vehicles to provide transport for the evaluation team to the field will be hired locally in Baghdad or Ramadi cities.

6. Requirements on the format of the bid

The structure of the bid must correspond to the structure of the ToRs. In particular, the detailed structure of the concept (section 3) is to be organised in accordance with the positively weighted criteria in the assessment grid (not with zero). It must be legible (font size 11 or larger) and clearly formulated. The bid is drawn up in English.

The complete bid shall not exceed 15 pages (excluding CVs).

The CVs of the personnel proposed in accordance with section 4 of the ToRs must be submitted using the format specified in the terms and conditions for application. The CVs shall not exceed 4 pages. The CVs must clearly show the position and job the proposed person held in the reference project and for how long. The CVs should also be submitted in English.

If one of the maximum page lengths is exceeded, the content appearing after the cut-off point will not be included in the assessment.

Please calculate your price bid based exactly on the aforementioned costing requirements. In the contract, the contractor has no claim to fully exhaust the days/travel/ budgets. The number of days/travel/ and the budget amount shall be agreed in the contract as 'up to' amounts. The specifications for pricing are defined in the price schedule.

Annex A: Results matrix

Title of the transitional development assistance measure

Restoration of Peace, Livelihoods and Economic Cycles in Anbar, Iraq

Project number

2019.1859.8-001.00

Country

Iraq

Results matrix created on

02.12.2020

Summary	Indicators of success	Sources of verification	Key risks
Project objective (outcome) The income opportunities for vulnerable population members in the conflict region Anbar are improved.	Project objective indicator 1 The turnover of 1,000 of the 2000 small-scale farms and small farming households receiving assistance has increased by 20% (nominally) by the end of the project. Baseline value: 0 Target value: 20% increase in turnover Project objective indicator 2 200 individuals find employment (self-employment or employment) in downstream sectors of the agri-food industry. Baseline value: 0 (no valid data available on employment statistics) Target value: 200 individuals	Evaluation of the findings of a baseline study, and where appropriate a mid-term and endline survey (at the end of the project term in June 2023), of the businesses and households involved (by means of semi-structured interviews). Documentation and analysis of self-employment and employment contracts, broken down by gender, target group and age group; documentation and analysis of the findings of beneficiary tracking of the beneficiaries of employment contracts (3 months following completion of the measures).	

	<p>Project objective indicator 3</p> <p>60% of the 400 individuals who have participated in measures to promote economic participation cite examples to confirm that social interaction with those from other social groups on income-generating initiatives has improved.</p> <p>Baseline value: 0 (no measures yet implemented)</p> <p>Target value: 60% of 400 individuals</p> <p>The baseline value of project indicator 1 will be calculated and submitted as part of the next progress report.</p>	<p>Evaluation of a gender-balanced survey on the basis of structured interviews; evaluation of the survey on a scale from 1 to 5, where 1 is 'No improvement' and 5 is 'Significant improvement'.</p>	
<p>Output A</p> <p>The scope for boosting the yields achieved by small-scale farms and farming households has improved.</p>	<p>Output A, indicator A.1</p> <p>2,000 small-scale farms confirm improved access to productive infrastructure (e.g. irrigation, drainage systems, storage and greenhouses) and to 1 new agricultural information/advisory centre of the Directorate of Agriculture (DoA), and 1 DoA training centre.</p> <p>Baseline value: 0 (most infrastructure projects remain to be selected during the course of the project, so no figures are available)</p>	<p>Documentation of the rehabilitated productive infrastructure and of the catchment areas and user figures in cooperation with farming organisations;</p> <p>Baseline and endline survey of access to productive infrastructure in the relevant catchment areas;</p> <p>Documentation of the rehabilitated advisory body and training centre and baseline and endline surveys of user numbers.</p>	<p>The volatile security situation in Anbar may lead to delays or impede implementation of individual measures and make it impossible to access intervention regions or target groups in the long term. In the worst-case scenario, this could disrupt project activities and jeopardise the project's ability to achieve its objectives.</p> <p>The COVID-19 pandemic and a deterioration in the economic</p>

	<p>Target value: 2,000 small-scale farms with improved access to productive infrastructure, a new advisory centre , and a new training centre</p>		<p>situation may in the long term lead both to reduced purchasing power on the part of the population and to lower incomes for small-scale farms and the beneficiaries of financing for self-employment in downstream sectors of the agri-food industry.</p>
	<p>Output A, indicator A.2</p> <p>15 of 30 members of staff of the agricultural advisory body confirm that supported internal training and organisational development processes and the upgraded infrastructure (administrative and training premises) have improved the quality and functionality of their service delivery.</p> <p>Baseline value: 0 (the project has not yet implemented any training and organisational development processes or conducted any qualitative interviews)</p> <p>Target value: 15 of 30 staff members</p> <p>Output A, indicator A.3</p> <p>400 individuals employed in agriculture, of whom at least 20% are women, confirm that broader extension services and practice-based learning from experience within the new farmer field schools have improved their knowledge of good agricultural practice (GAP).</p> <p>Baseline value: 0 (the project has not yet implemented any training courses</p>	<p>Documentation of the in-service training courses conducted to develop the skills of staff working for the state agricultural extension services; documentation of the rehabilitation measures carried out; documentation and content analysis of the qualitative interviews conducted, including whether and how in-service training courses and improved infrastructure have produced an improvement in the quality and functionality of service provision.</p> <p>Documentation and analysis of the findings of the survey of individuals employed in agriculture following completion of training courses; Documentation and content analysis of qualitative interviews conducted, including how the improved advisory provision has resulted in capacity development in the area of GAP.</p>	<p>A long-term deterioration in the economic situation may drive down demand for labour in the sectors identified.</p> <p>The commitment and reliability of implementation partners may be limited as a result of the current political situation and the volatile security situation.</p> <p>There is a risk that nepotism and political influence on implementation structures and individuals may occur in the public and private sector and within civil society.</p> <p>The low level of resourcing of subnational government (e.g. number of posts and salary payments) creates a risk that there will not be the required continuity and sustainability in implementation.</p>

	<p>or conducted any qualitative interviews)</p> <p>Target value: 400 individuals, of whom 20% are women, have improved knowledge of GAP</p> <p>Output A, indicator A.4.</p> <p>900 at-risk small-scale farming households (at least 20% of which are headed by women) confirm that there has been a temporary stabilisation in their precarious budget situation resulting from the COVID-19 pandemic following receipt of two months of financial support (multi-purpose cash assistance (MPCA)).</p> <p>Baseline value: 0 (selected small-scale farming households have not yet received any transitional finance)</p> <p>Target value: 900 at-risk small-scale farming households, of which at least 20% are headed by women</p>		<p>Growing tensions between individual population groups may jeopardise measures to promote peaceful and inclusive coexistence.</p>
<p>Output B</p> <p>Employment prospects in the upstream and downstream sectors of the agri-food industry are improved.</p>	<p>Output B, indicator B.1</p> <p>200 individuals, of whom 15% are women, have completed initial and continuing training courses in areas that are in demand in the private sector and that teach them vocational skills in the upstream and downstream sectors of the agri-food industry (e.g. training in maintenance, irrigation technology, repair of agricultural machinery, solar technology and business development training).</p>	<p>Documentation of the beneficiaries and value of transitional financial assistance, broken down by gender.</p>	
		<p>Documentation and analysis of the survey of private sector companies and relevant labour market actors on the required knowledge;</p> <p>Documentation and analysis of the initial and continuing training courses or modules developed and updated on this basis;</p>	

	<p>Baseline value: 0 (the project has not yet run training courses, there is no valid data on skills development measures implemented by vocational training centres)</p> <p>Target value: 200 individuals, of whom 15% are women</p> <p>Output B, indicator B.2</p> <p>140 of the 200 individuals receiving continuing training report that their employability has improved by at least one point on a 5-point scale as a result of participating in measures to develop skills in demand from the private sector in the upstream and downstream sectors of the agri-food industry.</p> <p>Baseline value: 0 (the project has not yet implemented any skills development measures or conducted any qualitative interviews)</p> <p>Target value: 140 of 200 individuals have improved their employability</p> <p>Output B, indicator B.3</p> <p>100 of 150 individuals, of whom 50% are women and 50% are young</p>	<p>Documentation of participants, broken down by gender, age and target group; documentation of participants in and completion of initial and continuing training courses or modules broken down by gender, age and target group; Documentation and analysis of initial and continuing vocational training courses for their relevance in providing training in areas relevant to the market and enhancing employability; Documentation and content analysis of semi-structured interviews on enhanced employability; Evaluation of the survey, on the basis of a scale from 1 to 5, where 1 is 'No improvement' and 5 is 'Significant improvement';</p> <p>Documentation of the capacity development implemented; documentation of the selected business proposals;</p>	
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	<p>people, have received financial support and participated in capacity development measures (business development training) to equip them to embark on a self-employed income-generating job in the downstream sector of either the processing or the marketing of agricultural produce.</p> <p>Baseline value: 0 (the project has not yet implemented any activities to promote self-employment)</p> <p>Target value: 100 individuals, 50% of them women and 50% of them young people</p>	<p>Documentation of the feasibility studies conducted;</p> <p>Documentation and analysis of the selection process; documentation of the beneficiaries of financial support, broken down by gender, age and target group.</p> <p>Young people are defined here as those aged between 18 and 24. Young men and young women aged between 18 and 24 are included in the 'Young people' category. Women of all age groups are included in the 'Women' category.</p>	
<p>Output C</p> <p>The organisational basis for peaceful participation and decision-making processes with a view to increasing the economic, social and political involvement of the population is improved in selected municipalities.</p>	<p>Output C, indicator C.1</p> <p>50 staff members of the Local Peace Committees (LPCs) and similar peacebuilding structures cite specific examples to confirm that, 6 months after completing the capacity development measures (e.g. on non-violent conflict resolution mechanisms, mediation and facilitation), dialogue and negotiation processes in municipalities are running more smoothly.</p> <p>Baseline value: 0 (staff with inadequate knowledge of non-violent conflict resolution, no training courses yet organised)</p> <p>Target value: 50 staff members confirm that dialogue and negotiation processes have improved</p>	<p>Implementation of a capacity needs assessment; documentation of the capacity development measures carried out;</p> <p>Documentation of the negotiation and dialogue processes on the basis of which the knowledge has been acquired;</p> <p>Documentation and content analysis of qualitative interviews conducted, including the issue of whether, and how, negotiation and dialogue processes have improved;</p>	

	<p>Target value: 5 needs-oriented micro-measures have been implemented by organisations receiving support</p> <p>Output C, indicator C.4</p> <p>3 project proposals developed on a participatory basis and aimed at increasing productivity (e.g. cost reductions through joint procurement of agricultural equipment and inputs, joint marketing, joint warehousing, joint operation and maintenance of upgraded production infrastructure) have been implemented in 3 farming organisations (cooperatives, producer groups).</p> <p>Baseline value: 0 (no project proposals yet developed, no projects yet implemented)</p> <p>Target value: 3 participatory concepts in 3 agricultural organisations</p>	<p>Documentation of meetings held and participants in these meetings, broken down by target group (remainees and returnees), age group and gender;</p> <p>documentation of concepts developed;</p> <p>Documentation and analysis of concepts implemented;</p> <p>Evaluation and documentation of measures with regard to (1) targeted efficiency gains and (2) impact on peaceful and inclusive coexistence in municipalities.</p>	
<p>(Key) activities</p> <p>Output A</p> <ul style="list-style-type: none"> • Compiling value chain analysis • Rehabilitating infrastructure that boosts productivity or yields (irrigation, drainage, greenhouses, possibly storage) and infrastructure to support central state services in the agricultural industry (training centre, Directorate) 	<i>Not to be filled in!</i>	<i>Not to be filled in!</i>	<p>Because of the volatile security situation, there are personal security risks for GIZ staff and the staff of the partner organisation involved in project activities.</p> <p>The volatile security situation and the implications of the COVID-19 pandemic may disrupt some or all project activities in the long term,</p>

<ul style="list-style-type: none"> • Support for agricultural organisation in strengthening their organisational capacity and functionality • Further training for employees of the state agricultural extension office (training of trainers) • Establishment of farmer field schools and training of 'lead farmers' • Introduction of good agricultural practice and climate-resilient and environmental protection measures (GAP training, climate smart agriculture) • Provision of agricultural inputs <p>Output B:</p> <ul style="list-style-type: none"> • Compiling of labour market analyses • The design and rehabilitation of initial and continuing training formats in the upstream and downstream sectors of the agri-food industry • Advisory services relating to implementing short- and long-term vocational skills courses in in-demand occupations in the upstream and downstream sectors of the agri-food industry (e.g. agricultural machinery technology, irrigation technology, warehousing technology, food technology) • Business development support to promote self-employment in the agri-food industry (e.g. foodstuff processing) 			<p>e.g. DoA capacity development measures or initial and continuing training measures in the downstream sectors of the agri-food industry.</p> <p>The volatile security situation and the implications of the COVID-19 pandemic may result in restricted access to markets, which could substantially impact on the revenue of small-scale farms.</p> <p>Extreme weather events and acute pressures resulting from pests and plant disease may significantly reduce crop yields and marketable quantities.</p> <p>With regard to planned construction measures, there is a risk that the procurement of construction materials is delayed and that transport routes become unusable on security grounds or under the influence of extreme weather events, leading to delays in the progress of construction. Extreme weather events may also cause a temporary halt to construction activities and, in extreme cases, cause damage to rehabilitation work already carried out. These risks may restrict GIZ's mandate-holder and supervisory function or even disrupt it.</p>
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- Award of support financing to MSMEs in downstream sectors of the agri-food industry

Output C:

- Capacity development measures for members of LPCs and comparable structures and the CCPC at governorate level
- Promotion of the organisation of meetings between LPCs, their sub-committees and the CCPC at municipal level to strengthen the organisational capacity and functionality of the CCPC and of LPCs
- Capacity development measures for civil society organisations targeting peacebuilding
- Implementation of micro-measures to strengthen economic, social and political participation at municipal level
- Capacity development of farming organisations in the participatory development of concepts to boost productivity

There is also a risk that the partners do not contribute the promised maintenance and operating costs for upgraded infrastructure, placing sustainable use of infrastructure at risk.

There are also considerable corruption risks inherent in the system as a result, for example, of (1) nepotism and political influence on project activities and (2) local subsidies and local construction measures.

There is a risk that small-scale farms and small farming households delay implementing GAP techniques and climate-resilient and environmental protection practices.

Job-seekers may be largely or wholly unable to benefit from continuing training provision to boost their employability.

Insufficient numbers of DoA staff are released from their duties to take part in the planned training measures.

There is a risk that a non-transparent selection of beneficiaries that is not conflict- and context-sensitive may produce unintended negative

			<p>impact on the social structure of communities and exacerbate conflicts between different population groups.</p>
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