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Terms of Reference

Consultancy for Developing a Business Plan for the International Potato Center Facilities in La Molina, Peru

Objective: The CIP-International Potato Center is seeking a qualified consultancy firm to play a crucial role in developing a comprehensive business plan for using CIP facilities (buildings and lands) in La Molina, Peru. The plan aims to explore various use cases for these facilities, considering different scenarios that ensure their usability for research and/or other objectives while increasing utilization rates to support their financial sustainability.

About CIP:

CIP, a member of One CGIAR, is a global research partnership for a food-secure future. One CGIAR science is dedicated to transforming food, land, and water systems in a climate crisis. It is carried out by 13 CGIAR Centers/Alliances in close collaboration with thousands of partners, including national and regional research institutes, civil society organizations, academia, development organizations, and the private sector.

CIP works with partners in over 20 countries to improve the diets and incomes of poor people in Africa, Asia, and Latin America through scientific research, innovation, and capacity strengthening. Focusing on potatoes and sweet potatoes as food system entry points, CIP's programs seek to strengthen broader agri-food systems to generate economic, social, and nutritional benefits for farmers, enterprises, and consumers, emphasizing the priorities of women and youth. The project in La Molina holds the potential to significantly impact the local community, and we are excited to have a consultancy firm on board that shares our vision and enthusiasm.

CIP Facilities in La Molina include an agricultural research campus comprised of agricultural fields, buildings including screenhouses, laboratories, offices, auditorium, climate controlled and basic storage areas, as well as water and electrical infrastructure to support the needs of the areas above.

A detailed report of CIP facilities by type, m2, availability, and condition, along with other services available, will be made available on request.

CIP Services includes services that CIP provides in labs, greenhouses, and fields, as well as hosting services for organizations that may need administrative and operations support to operate. This includes human resources, contracting, legal, financial, administrative, and logistics services.

A catalog of CIP research and operations services will be available upon request.

Value Added: As a global and national leader in agricultural research, organizations eligible to operate on the CIP campus can link into a network of governmental and non-governmental organizations, offering opportunities and synergies unavailable elsewhere in Peru.

In addition, the CIP campus includes many benefits for organizations working on campus, such as green spaces, sports fields, cafeteria, parking, security, etc.

Challenge: CIP needs to make complete use of its facilities to reduce overhead costs, ensure our ability to properly maintain infrastructure, and define priorities for investment in equipment, infrastructure, technology, and services.

Specific Objectives and Scope of Work:

Develop a comprehensive business plan to increase utilization of CIP facilities in La Molina, based on a market assessment of the cost for using the facilities and considering the restrictions on the kinds of organizations and activities that CIP can legally allow on its campus. This plan will include estimates on current and future capital investments needed, subsequent running costs, return on investment, potential clients, and the approach.

Internal Opportunities and Development:

- a. Assess/document the current condition and capabilities of facilities, detailing specific advantages of CIP in both tangible and non-tangible assets.
Engage with principal investigators and other leaders to assess current usage needs and develop plans for future needs.
- b. Assess investment priorities based on current and future internal needs.
- c. Consider funding models for how to fund infrastructure investments and ongoing maintenance activities.
- d. Consider separate opportunities and investment requirements for fields, laboratories, laboratory services, and office space.

External Revenue and Development Opportunities

Identify potential external clients (including businesses, non-governmental organizations, and government ministries), costed service, grants, partnerships, and other revenue streams to increase utilization and revenues within the restrictions listed in this document.

- a. Conduct a market study for potential uses and external users for CIP facilities.
- b. Consider separate opportunities and investment requirements for fields, laboratories, laboratory services, and office space.
- c. Benchmark with similar organizations for land and services that CIP can offer to develop a competitive costing structure for external users.
- d. Assess investment priorities based on what could have the best ROI for external clients in their use of CIP facilities. (what investments could make CIP more attractive/ competitive)
- e. Analyze and recommend the most viable scenarios for external users' facility utilization, including capital investments and estimated running costs.
- f. Provide a detailed implementation strategy and timeline for executing the recommended scenario.

Deliverables:

The consultancy firm will be expected to deliver the following:

- a) Inception report: outlining the proposed methodology, work plan, and timelines.
- b) Facility assessment report: describing the current condition, strengths, and limitations of the facilities in La Molina.

- c) Internal Use analysis report: This report presents an analysis of current and future utilization and capabilities, required investments by priority with costs, implementation timelines, and rationale.
- d) Market Study**
 Market Demand: Estimate current market demand for facilities and services like those offered by CIP and potential growth areas.
- Competition Analysis: Evaluate direct and indirect competitors, their offerings, and pricing for similar products/services recommended.
 - Target Audience: Identify potential customers or users for the facilities by demand size, including demographics, preferences, and needs.
- Value Proposition: Articulate the unique value that CIP facilities and services provide for competitors.
- e) **Potential Use Cases:** *Value Proposition: (list of potential clients, products, services, costs)*
- Revenue-Generating Activities: Propose specific activities or services that could effectively utilize the facilities and meet market demands. Potential options include hosting events, engaging in research collaborations, offering leasing opportunities, or services/products from our existing laboratories (or similar laboratories) and equipment.
 - Partnership Opportunities: Explore potential partnerships with businesses, educational institutions, or community organizations that could benefit from using the facilities.
 - Innovative Uses: Suggest innovative use cases that align with market trends, such as co-working spaces, incubation centers, or community engagement projects.
- Financial projections report providing comprehensive economic analysis, including cost estimates, revenue forecasts, and risk assessment.
- f) Funding strategy report: outlining potential funding sources, partnerships, and revenue streams to support facility operations without generating deficits for CIP.
- g) Implementation plan report: detailing the timeline, roles, and responsibilities, and resource requirements for executing the recommended scenarios considering short-, medium--, and long-term strategies for sustainable utilization.
- h) Business plan report: a comprehensive document combining all the above deliverables, including an executive summary and actionable recommendations.
- i) Management mechanisms and performance indicators should be recommended to support effective facility utilization and costing.

Restrictions:

- a) CIP lands and facilities should only be rented or leased for purposes related to agricultural, horticultural, and natural resource management systems, including their agroecological and socioeconomic environments, to maintain a strong connection/correlation with CIP's mission.
- b) Potential users could include:
 - 1) another university, public institution, NGO/ INGO.
 - 2) by a business; or
 - 3) diplomatic entities that are registered in Peru.
- c) CIP facilities are open to the public with prior coordination.
- d) This consultancy must be kept confidential unless otherwise agreed by CIP.

Timeline: The expected timeline for the consultancy is ninety days, starting from the contract signing date.

Qualifications and Proposal Submission

Interested consultancy firms should submit proposals, including a detailed methodology, team composition, relevant experience, and a proposed timeline, to [insert contact information] before [insert submission deadline].