TERMS OF REFERENCE

Pro Bono Consultant

Implementation Strategic Framework 2025-2035: “CFC 2.0”

ABOUT CFC

The Common Fund for Commodities (CFC) is an UN-affiliated intergovernmental financial institution mandated to support sustainable development in commodity-dependent developing countries by strengthening the income-generating capacity of smallholder producers and small and medium-sized enterprises (SMEs).

The CFC is the only UN-affiliated institution exclusively dedicated to addressing the challenges of commodity dependence in the Global South. Through its investments and technical assistance, the organization promotes inclusive and sustainable commodity value chains with a focus on improving livelihoods, enhancing resilience, localizing development, and advancing equitable economic growth.

Headquartered in the Netherlands, the CFC also serves as a bridge between the Global North and the Global South by helping channel innovation, technology, expertise, partnerships, and ideas toward commodity-dependent developing countries. In doing so, the organization seeks to bring countries, institutions, and people closer together in pursuit of a more inclusive and equitable global economy rooted in the shared interests of one humanity.

Working directly with SMEs, cooperatives, producer organizations, and smallholder-linked enterprises, the CFC seeks to ensure that commodity value chains work not only for markets, but also for people — particularly those at the beginning of the value chain who too often receive the smallest share of value despite carrying the greatest risks.

BACKGROUND INFORMATION

The CFC Governing Council recently adopted the *Strategic Framework 2025–2035*, setting out the transformation of the organization into **“CFC 2.0”** — a **bigger, better, and bolder** institution positioned to deliver more inclusive, resilient, and equitable commodity value chains.

The Strategic Framework reflects the collective ambition of CFC Member States to strengthen the organization’s catalytic role in development finance while responding to the rapidly growing demand for financing and technical support from commodity-dependent developing countries.

Guided by the principle of ***“Capacitate, Capitalize, and Incentivize”***, CFC 2.0 seeks to scale up the organization’s operational and institutional capacity through strengthened financing mechanisms, enhanced technical assistance, strategic partnerships, and innovative delivery models. This includes the expansion and operationalization of blended finance instruments, technical assistance facilities, systemic partnerships, and innovative approaches such as outcomes-based financing.

The Framework also recognizes that many of the structural concerns that originally inspired the Integrated Programme for Commodities (IPC) remain highly relevant today, including unequal value distribution within commodity chains, vulnerability to external shocks, persistent poverty amidst resource abundance, and insufficient financing reaching producers at origin.

In this regard, CFC 2.0 seeks not only to strengthen institutional delivery, but also to contribute to a broader collaborative dialogue on a post-SDG development landscape that places smallholders, SMEs, food security, local value addition, and human-centered commodity economies at the center of development thinking.

To support the transition from strategic ambition to operational delivery, the CFC is seeking the support of a highly experienced Pro Bono Consultant to assist in translating the Strategic Framework 2025–2035 into an actionable implementation roadmap and institutional delivery framework for CFC 2.0.

The decision to seek pro bono strategic expertise reflects the CFC's commitment to responsible stewardship, frugality, catalytic collaboration, and directing as many resources as possible toward development impact on the ground. It also reflects the organization's belief that addressing global poverty, hunger, inequality, and commodity dependence requires not only financial resources, but also solidarity through ideas, expertise, and shared purpose.

OBJECTIVE OF THE ASSIGNMENT

The objective of this assignment is to support the CFC in translating the Strategic Framework 2025–2035 into an actionable implementation plan, including the operational, institutional, financing, partnership, and policy dimensions required for the realization of CFC 2.0.

SCOPE OF WORK

The purpose of this consultancy is to support the operationalization of the CFC Strategic Framework 2025–2035 through the development of an implementation roadmap and related strategic, institutional, and technical inputs.

The consultant is expected to work under the guidance of the Managing Director and in coordination with relevant CFC units. Depending on priorities agreed with the CFC, the consultant may contribute to one or more of the following areas:

1. Operationalization of CFC 2.0

The Consultant will support the translation of the Strategic Framework into implementable workstreams and operational priorities. This will include identifying sequencing, timelines, and resource implications for the transition to CFC 2.0. Specific support may include:

- translating strategic priorities into implementable workstreams and timelines;
- developing a phased implementation roadmap aligned with institutional capacity and funding availability;
- and identifying quick wins, flagship initiatives, and priority actions for early execution

2. Financing architecture and instruments

The Consultant will provide advice on the operationalization and scaling of CFC's financing architecture, with a view to strengthening its catalytic role in commodity-dependent developing countries. Specific support may include:

- advising on the operationalization and scaling of CFC's core funding, ACT Fund, and Graduation Fund;
- contributing to the development of instruments such as a Fund-of-Funds and an Outcomes Facility;
- identifying opportunities for blended finance, co-investment, and catalytic capital mobilization;
- and supporting the structuring of innovative financing mechanisms, including payment for ecosystem services (PES) and impact-linked finance instruments such as development impact bonds

3. Institutional capacity and organizational development

The Consultant will advise on the institutional reforms and organizational capabilities required to implement CFC 2.0 effectively. Specific support may include:

• assessing required institutional reforms and staffing evolution; • supporting the design of operational workflows, governance enhancements, and internal coordination mechanisms; and • contributing to the strengthening of policy, strategy, and impact functions within the organization.
4. Partnerships and resource mobilization
The Consultant will support the CFC in identifying and developing strategic partnerships and strengthening its resource mobilization approach. Specific support may include: • identifying and advising on strategic partnerships with development finance institutions (DFIs), impact investors, climate funds, and private sector actors; • supporting the development of resource mobilization strategies; and • contributing to the positioning of CFC as a trusted intermediary and fund manager.
5. Monitoring, evaluation, and impact
The Consultant will support the development of a results and performance framework to track implementation progress and outcomes under CFC 2.0. Specific support may include: • developing KPIs and performance tracking frameworks; • aligning implementation metrics with IRIS+ and SDG-linked indicators; and • ensuring measurable outcomes related to smallholder income, climate resilience, and inclusive value chains.
6. Strategic positioning and policy engagement
The Consultant will provide advice on CFC's strategic positioning within the evolving international development and financial architecture. Specific support may include: • advising on the positioning of the CFC within the evolving international financial architecture; • supporting initiatives related to Humanizing Value Chains (HVC), post-2030 development dialogue, and global advocacy on commodity sector transformation; and • contributing to CFC's thought leadership and policy engagement agenda.

EXPECTED DELIVERABLES

Depending on the agreed scope of engagement and priorities identified by the CFC, the consultant will contribute to the following outputs, as applicable:

- CFC 2.0 Implementation Roadmap, phased and prioritized;
- Operationalization Plan for key financing facilities;
- Institutional strengthening recommendations;
- Partnership and Resource Mobilization strategy;
- Monitoring and Impact Framework, including KPIs; and
- Advisory notes and strategic inputs as requested by the Managing Director.

Task	Deliverable	Tentative timeline
Inception and work planning	**Inception note and assignment work plan**, including proposed methodology, priority areas of work, consultation plan, and approach for translating the Strategic Framework 2025–2035 into an operational action plan.	
	Diagnostic and implementation readiness assessment, including review of the Strategic Framework, current institutional	

	capacities, operating model, and key bottlenecks to implementation.	
CFC 2.0 action plan	**CFC 2.0 Action Plan / Implementation Roadmap**, including: (i) priority workstreams, (ii) sequencing of actions over short-, medium-, and longer-term horizons, (iii) milestones and dependencies, (iv) responsible units / focal points, and (v) resource implications.	
	Detailed workplans for priority implementation streams, including concrete actions, deliverables, accountabilities, decision points, and internal coordination arrangements for selected priority areas.	
Advisory support	**Management presentations, briefing notes, and ad hoc advisory inputs** to support internal decision-making, consultations, and refinement of the action plan.	
	Final consolidated CFC 2.0 implementation package, incorporating all agreed revisions and including the action plan, priority workplans, accountability framework, and recommended next steps for execution.	

DURATION OF THE ASSIGNMENT

The assignment is expected to span up to 12 months, on a flexible, intermittent, and demand-driven basis, as agreed with the CFC.

INSTITUTIONAL ARRANGEMENT

The consultant will work under the overall guidance of the Managing Director of the CFC and in close collaboration with relevant internal teams.

The assignment will be home-based, with possible travel as required and as agreed with the CFC.

REQUIRED QUALIFICATIONS

Education:

- Advanced university degrees in economics, finance, development studies, public policy, or another relevant field.

Experience:

- Demonstrated professional experience in areas such as development finance, impact investing, blended finance, strategy implementation, institutional development, grassroots enterprise development, or advisory support to international organizations.
- Proven track record of delivering tangible development impact at the grassroots level, particularly through work with smallholder farmers, cooperatives, SMEs, producer organizations, or commodity-dependent communities.
- Demonstrated experience in translating high-level strategic frameworks into practical operational plans, implementation roadmaps, or institution-building processes with measurable outcomes.

- Proven understanding of the realities and challenges faced by smallholder producers and SMEs in developing countries, including barriers relating to finance, market access, technology, climate resilience, and value addition.

- Experience in designing, structuring, operationalizing, or supporting financing instruments and facilities, including blended finance structures, catalytic capital, co-investment platforms, impact-linked finance, or community-centered financing approaches.

- Strong understanding of sustainable development, inclusive economic growth, and the evolving global development agenda, including the Sustainable Development Goals (SDGs) and post-2030 development discussions.

- Familiarity with commodity value chains and practical approaches to strengthening local value addition, resilience, income generation, and inclusive participation within those chains.

- Experience working with multilateral institutions, international financial institutions, development finance institutions, civil society organizations, social enterprises, cooperatives, or grassroots development initiatives is highly desirable.

- Demonstrated ability to engage constructively with a broad range of stakeholders, including smallholder communities, SMEs, investors, development partners, governments, private sector actors, and technical experts.

Competencies:

- Proven analytical, drafting, and communication skills, with the ability to produce clear strategic and operational recommendations for senior management.
- Fluency in written and spoken English is required

REMUNERATION

This is a pro bono assignment. Only pre-approved travel and related expenses will be reimbursed in accordance with CFC policies.

APPLICATION PROCESS

Interested candidates should submit the following by 31 August 2026 to managing.director@common-fund.org:

• A capability statement outlining relevant qualifications and experience.

• Detailed CV(s) of key staff.

• A technical proposal with a detailed approach and indicative timeline.