

## **Terms of Reference (TOR) Farmfit Knowledge Products**

### **1. Background**

Worldwide over 500 million smallholders, representing seventy percent of the rural poor in developing economies, rely on agriculture as a main source of income. The vast majority of them are living in Africa. Smallholder agriculture is an important generator of rural jobs and incomes and plays a vital role in providing food security in Africa and beyond. Yet, millions of smallholder farmers struggle to live above the poverty line and lack opportunities to invest in their livelihoods. To improve their incomes from farming, they will need to increase their productivity and profitability. That requires investments in their agricultural and business skills, access to inputs, markets and finance. But most farmers do not have sufficient access to these services, as private nor public stakeholders are in the position to deliver those to them.

This is caused by private sector players' lack of proven business models to efficiently and effectively organize profitable last-mile delivery of training, agro-inputs and financial services to smallholder farmers. It is also caused by an absence of facilitating public ecosystems (infrastructure, legislation, extensionists etc.) to support market-led smallholder engagement strategies. Orchestrating cost-effective, profitable and inclusive business models for smallholder engagement will help to create a market-led system to improve smallholder farmers' productivity, profitability and livelihoods.

Over the last four years, the Sustainable Trade Initiative (IDH) has successfully developed a sophisticated, data-driven and well-tested methodology to analyze smallholder engagement strategies across value chains, sectors and geographies. This methodology, to which we refer as "Service Delivery Models" (SDMs), analyzes supply chain structures for providing services that improve the productivity and profitability of smallholder farmers. To this date, 50 different organizations, including large brands, traders, local processors, farmer organizations and social enterprises are using the insights from SDM analyses to understand the performance of their smallholder engagement strategies over time and test potential innovations and improvements.

With the support of the Bill and Melinda Gates Foundation (BMGF) and the UK Department for International Development (DFID), we have established [Farmfit](#) to scale this model and put it to work for the private sector. Farmfit will catalyze inclusive agricultural market transformation to make food and cash crop value chains more profitable and inclusive for both smallholder farmers and companies alike.

Sharing key learnings of this work with our stakeholder network and throughout the broader agricultural sector will be key to driving the most sustainable smallholder engagement models and ensuring this work achieves transformative scale. We are therefore looking for the assistance of an individual or firm to translate key learnings of this work into dynamic, comprehensive, engaging knowledge products for broad distribution.

This TOR will include the objective, deliverables, approach, scope, sources of information currently available and expected, timeline, selection criteria, and procedure for contracting this work.

## 2. Objective

The overall objective of this assignment is to create compelling knowledge products that highlight IDH’s work on Farmfit, to be shared with our stakeholders and a broad public.

## 3. Deliverables

The deliverables of this project are knowledge products of varying depth and breadth. The individual or firm contracted for this assignment will be expected to lead the writing of some knowledge products and support or co-write other knowledge products, according to this preliminary approach:

Document	Description	Role	Approx. Length
<b>Overarching aggregate insights report</b>	Captures the key themes and corresponding learnings of our engagement with value chain partners within Farmfit	Lead writer	50 pages
<b>Overarching aggregate insights report executive summary</b>	Extracts and presents highlights of the overarching aggregate insights report	Lead writer	8 pages or slides*
<b>2-3 thematic insights notes (one per topic)</b>	Details the key learnings of innovations and engagements with value chain partners on particular topics, including: <ul style="list-style-type: none"> <li>• gender equality, empowerment</li> <li>• technology</li> <li>• best practices</li> </ul>	Co-writer	8-10 pages or slides each*

\* The actual format is to be determined.

*Note: While the corresponding contract for this assignment will include one knowledge product per topic, the aforementioned insights notes are likely to be produced in yearly editions going forward, and therefore, based on the satisfactory completion of the deliverables, IDH may choose to follow the initial contract with a multi-year contract for future knowledge product production.*

## 4. Approach & Scope of Study

The individual or firm contracted for this assignment will be expected to:

- work collaboratively with the Utrecht- and Nairobi-based IDH Farmfit teams in order to gain a comprehensive understanding of the expectations of the knowledge products;
- attend or lead multiple in-person working sessions (for example with the whole team for the overarching aggregate report or with individual team members for thematic reports);
- work independently, utilizing both the working sessions and existing documentation provided by IDH in order to draft the individual knowledge products on a timeline agreed upon with the Farmfit team;
- contact (directly or facilitated by a member of the Farmfit team) value chain partners to seek additional information (as appropriate and required) to corroborate findings and gain approval of the draft text and illustrations where individual partner data is explicitly highlighted.
- produce knowledge products that are:
  - capturing the key learnings or insights in a dynamic way
  - written in clear, accessible English
  - formatted into IDH template word document

- referenced explicitly where necessary
- submitted in final draft ready for proof-reading and minor editing by IDH internal editor

## 5. Sources of Information

The individual or firm contracted for this assignment will be expected to collect and utilize some or all of the following sources of information:

- Outputs from working sessions with IDH Farmfit staff and additional relevant colleagues, teams
- Previous IDH aggregate insights reports from prior years of study
- Individual SDM case analyses
- Additional relevant IDH or partner publications
- Relevant open access data and resources
- Interviews with value chain partners and other relevant stakeholders (e.g. representatives from BMGF and DFID)

## 6. Assignment Timelines

The timeline for knowledge product creation and delivery is variable for the individual products, however the overarching aggregate insights report has a fixed deadline of October 2019. An indication of the corresponding timeline for the completion of this knowledge product is below. The individual or firm contracted for this assignment will be requested to share a planning document (including budget) with IDH for assessment and approval. The timelines for the additional aforementioned knowledge products are yet to be determined.

<i>Knowledge Product: Overarching Aggregate Insights Report</i>	
Activity	Timeline
First working session (Utrecht, NL)	May 6, 2019
Second working session (Utrecht, NL or Nairobi, Kenya)	June 3, 2019
Two-day validation workshop (Utrecht, NL)	July 17-18, 2019
Presentation draft report to IDH	September 2, 2019
Presentation draft (v2) report to IDH	September 16, 2019
Presentation final report and Executive Summary to IDH	October 7, 2019

## 7. Selection Criteria

Individual or firm applicants are expected to submit a complete proposal for this assignment meeting the following requirements:

- description of the organization
- explicit examples of the experience, knowledge, skills, and characteristics required for this assignment (see table below)
- approach you will take to this assignment
- one CV per consultant and at least two references per consultant
- proposed budget (including hourly or daily rate and number of working days)

- proposed detailed planning timeline
- eight pages maximum (not including consultant CVs)

Requirements	
<b>Content</b>	<ul style="list-style-type: none"> <li>• Expertise in financing, smallholder farming, agri-food supply chains and multinational corporate agribusiness</li> </ul>
<b>Experience and Knowledge</b>	<ul style="list-style-type: none"> <li>• Business consultant deeply familiar with the relevant commodity sectors, countries, and thematic topics</li> <li>• Global knowledge network rooted locally</li> <li>• Ability to analyse, structure and communicate findings in an executive manner</li> <li>• Track record of similar studies and previous working experience</li> </ul>
<b>Skills</b>	<ul style="list-style-type: none"> <li>• Well-developed analytical skills</li> <li>• Well-developed communication skills to contact different type of stakeholders</li> <li>• Visualization skills</li> <li>• Writing skills for concrete, clear and structured reporting</li> </ul>
<b>Characteristics</b>	<ul style="list-style-type: none"> <li>• Punctual</li> <li>• Result-oriented</li> <li>• Critical on quality of information</li> <li>• Dedicated adherence to deadlines</li> <li>• Sensitivity how to treat confidential information</li> </ul>

## 8. Selection Procedure and Timeline

The procedure and timeline for selecting the winning individual or firm to be contracted for this assignment will be as follows:

<i>Consultant Selection</i>	
Activity	Timeline
Terms of Reference published	March 15, 2019
Deadline for project proposals	April 12, 2019
Review and assessment of applications by IDH Assessment Committee	April 15 – 18, 2019
Notification to applicants of shortlisting	April 19, 2019
Interviews of shortlisted applicants (in person at IDH Utrecht office or remotely)	April 26, 2019
Selection of consultancy	April 26, 2019
Inception meeting (Utrecht, NL)	May 6, 2019

***Proposals must be complete and received by 23.59 CET on Friday, April 12, 2019***

## 9. Contact Information

Bernd Isenberg  
 Manager, IDH Farmfit  
[Isenberg@idhtrade.org](mailto:Isenberg@idhtrade.org)