



**Terms of Reference**  
**IDH Sustainable Trade Initiative**  
**Farmfit**  
**Program Impact Evaluation**  
**December 17, 2020**

## 1. Introduction & Background

IDH Sustainable Trade Initiative (“IDH”) accelerates and up-scales sustainable trade by building impact-oriented coalitions of front running companies, civil society, governments, knowledge institutions and other stakeholders in several commodity sectors. We convene the interests, strengths and knowledge of public and private partners in sustainability commodity programs that aim to mainstream international and domestic commodity markets. We jointly formulate strategic intervention plans with public and private partners, and we co-invest with partners in activities that generate public goods.

Globally there are 500 million smallholder farmers who lack reliable, adequate, and affordable access to essential services to properly develop their farming systems and increase household incomes. In Africa, regional food security for the rapidly growing population crucially depends on the successful integration of smallholder production in regional value chains. This requires companies, civil society and governments to innovate together, develop business models and forge new supply chain collaborations. IDH Farmfit drives this transformation by supporting companies and financial institutions to analyze, innovate, and scale up their smallholder business models.

IDH Farmfit consists of three pillars: Farmfit Business Support, Farmfit Intelligence and the Farmfit Fund. Using IDH’s Service Delivery Model (SDM) methodology, Farmfit Business Support analyzes the business models of companies providing services to smallholder farmers. Using the insights of the analyses, we design and co-invest in innovation projects to further improve or scale the farmer engagement model of the companies. IDH Farmfit Intelligence gathers data from our business support activities in the form of indicators and seeks to develop and share data-driven insights to broaden the impact of our SDM work. IDH Farmfit Fund makes investments in smallholder farmers attractive through de-risking investments in smallholder farming to help drive sustainable impact by lowering costs and risks for both farmers and investments.

The Farmfit Africa program is a FCDO and BMGF funded initiative to drive agricultural market transformation in sub-Saharan Africa. The activities of Farmfit Africa include SDM analyses and Technical Assistance (TA) projects carried out by Farmfit Business Support in addition to knowledge production by Farmfit Intelligence. **IDH Farmfit seeks to hire a consultant to conduct an evaluation of the Farmfit Africa program, with deliverables including an evaluation framework as well as both a mid- and end-line evaluation using the criteria as described in this TOR.**

## 2. Objectives

The overall objective of this assignment is an evaluation of the impact of the Farmfit Africa program, with a specific focus on the work of Farmfit Business Support and Farmfit Intelligence. This evaluation



shall consist of the development of an evaluation framework, a mid- and end-term evaluation to measure the outcome and (where applicable) impact-level achievements of the Farmfit program as well as an analysis of IDH's contribution to the observed changes. The scope of this evaluation does not cover project-level evaluations.

The specific objectives of this project are:

- Evaluation of the Farmfit approach using a mixed methods approach. This shall include a review of the knowledge and evidence product creation approach against its intended outcomes and impact statements. Key elements of the Farmfit approach:
  - o Use of business model analysis to assess the TA and finance needs of the company in relation to its service delivery model (SDM) to ensure the efficient and effective use of public and private funds for maximise return on impact.
  - o Co-funding of TA projects to create investable smallholder-inclusive business models that generate impact for both companies and farmers and create the conditions for match-making companies to financial institutions to provide access to capital.
  - o Use of a standardized (data collection) methodology for aggregate insights creation to share intelligence with the wider sector beyond Farmfit's beneficiaries.
- Evaluation of the outcomes of the Farmfit program. This shall include the assessment of project related evidence at company and farm level against its intended outcomes and impact statements (see annex on available data sources).

The assignment will ultimately lead to an assessment and clear formulation of IDH contributions to outcome and (where applicable) impact changes at the program level.

### **3. The IDH Farmfit Africa program**

#### **3.1. About the program**

Over the last decade IDH – the Sustainable Trade Initiative (IDH) has successfully developed a strong market-based approach to smallholder value chain development, mostly focused on commodities that are internationally traded like cotton, coffee, tea, cocoa, flowers, fruits and vegetables. With the support of multiple governments (Dutch, Swiss and Danish) and the Bill and Melinda Gates Foundation (BMGF), IDH has been able to advance a sophisticated, data-driven and well-tested methodology to analyse smallholder engagement strategies across value chains, sectors and geographies. This methodology, to which we refer as “Service Delivery Models” (SDMs), analyses supply chain structures for providing services that improve the productivity and profitability of smallholder farmers. In 2019, The Bill and Melinda Gates Foundation (BMGF) and the UK Foreign, Commonwealth and Development Office (FCDO) have partnered with IDH to scale this approach and initiated the IDH Farmfit Africa program.

The Farmfit Africa program is implemented in different countries at different geographical scales. The program's theory of changes involves interventions at the company, country and regional level across Sub-Saharan Africa with a predominant focus on food crops. In the period of 2019-2023, Farmfit Africa will work with 60 partners to analyse their service delivery models and provide tailored-made technical assistance for improvements, increasing the incomes of a total of 1,1 million smallholder farmers by 30%. While activities within the Farmfit Africa program often engage with individual businesses and coalitions of companies, the approach is seen as a mechanism to driving agricultural market transformation in Sub-Saharan Africa and having an impact at regional food trade. The role of Farmfit Intelligence is key to this in its ability to test, document and disseminate insights from the



program to market and government actors beyond the direct reach of Farmfit Business Support’s activities.

### 3.2. The Program’s Theory of Change and intended outcomes

#### Updated version of the BS&I ToC

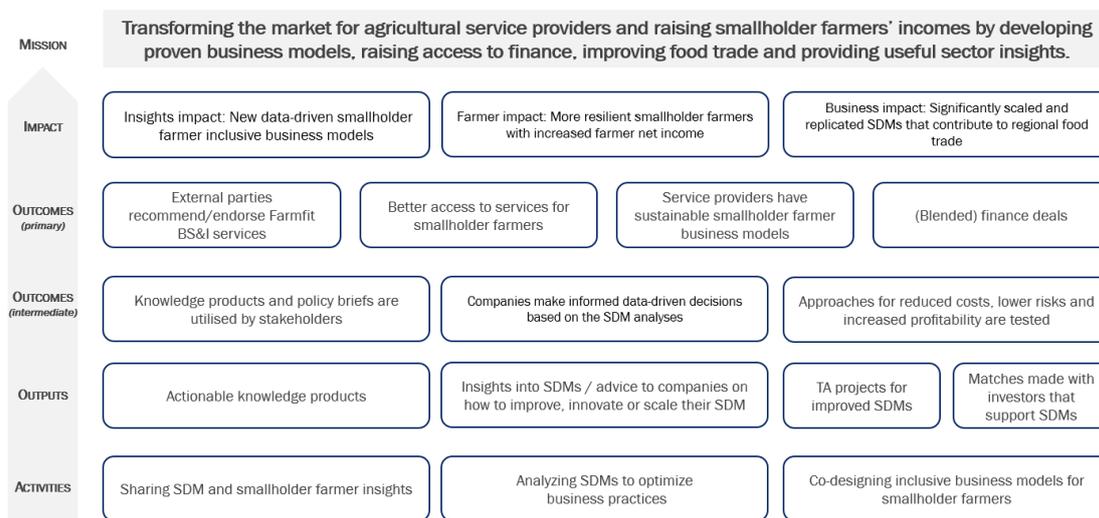


Figure 1 Farmfit Business Support and Intelligence Theory of Change, 2020

**Farmfit Business Support** provides businesses and financial institutions the tools they need to optimise cost-efficiency, run a commercially viable business model and maximise the impact of their engagement with smallholder farmers. It helps identify areas ripe for innovation and matches them with the most suitable finance to bring them to scale. The main tool used by the Business Support pillar is the Service Delivery Model (SDM) analysis. An SDM analysis is a business model assessment conducted by IDH on the agri-business/tech company/financial institutions working with smallholder farmers that provides insights into how the company can improve its contributions to the incomes of smallholders while maintaining, or increasing, profitability, running a commercially viable business model and access financing for scaling the business model. Based on the insights from an SDM analysis, Farmfit Business Support works with (agri-)businesses to design and implement TA projects to improve and/or innovate their SDM to reach long-term financial sustainability as well as increase the impact for smallholder farmers. Through the portfolio of TA projects, the Farmfit Africa program aims to reach its impact claims as outlined in the previous section, as well as contribute to a more competitive ecosystem of service providers to smallholder farmers.

**Farmfit Intelligence** shares publicly key insights on how to make smallholder value chains more efficient and effective. Its benchmarking database contains insights from 70+ smallholder farmer engagement models, helping partners innovate on various topics, e.g. digital innovation and gender empowerment. The robust data set helps financiers and donor organizations to make better investment decisions. This pillar is the main outlet for the programme to generate and disseminate evidence-based insights from Farmfit’s work.



While the two pillars of the Farmfit Africa program are unique, they are closely linked. The work on SDM analyses and TA projects within Farmfit Business Supports feeds into Farmfit Intelligence for learning and creation of insights. At the same time, Farmfit Intelligence provides Business Support with useful insights that help guide their SDM analyses and provide data-driven support to companies working with smallholder farmers. Farmfit Business Support & Intelligence (BS&I) are tied together in the Farmfit Africa program and share a single Theory of Change (see figure 1).

#### 4. **Specific questions:**

Farmfit BS&I envisions to conduct two independent evaluations in its funding period, both executed by third parties. The first evaluation will be a mid-point evaluation and takes place after 36 months (December 2021). This evaluation will have a major focus on learning and be focused on integrating lessons in the remainder of the programme. The second evaluation will be a final evaluation that takes place after 60 months, at the end of the investment period in September 2023. This evaluation will be more extensive than the mid-point evaluation, and more geared toward accountability to donors. It should establish the extent to which the intended BS&I results have been achieved and identify why this has (not) been the case.

The BS&I evaluation will analyse the performance along the lines of the Theory of Change and the available data collected through the Farmfit program. It shall address the two main objectives of this evaluation: 1) assessing the Farmfit approach and 2) the outcomes of the program. Specific focus should be paid to following questions

#### **Approach**

1. **Additionality:** If and how does the Farmfit program perform according to the criteria of “additionality” of Donor Committee on Enterprise Development (DCEd)? What has been the (perceived) added value of an SDM analysis to companies that do and do not continue in the Farmfit program?<sup>1</sup> How has the analysis influenced the smallholder business models of these companies?
2. **Change in the sector:** What has been the added value of learnings that Farmfit has generated and shared with a wider community of practice, in with particular the private sector?
3. **Investment strategy and selection:** Was the strategy relevant and clear and were targets adequately and realistically set for both Business Support and Intelligence? And has it been successful in selecting partners that fit its development impact objectives and purpose?
4. **Programme synergies:** How have the Farmfit pillars strengthened each other? What have been the realised synergies with the Fund and with other investors?

#### **Outcomes**

5. **Contribution to development impact:** Were the outcome and impact level results outlined in the Farmfit Theory of Change realized or are expected to be realized, and to what extent? Is the Program’s Theory of Change confirmed by program results or not? Is there an alternative

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<sup>1</sup> During the kick-off phase of this project, we like to explore an impact measurement approach to follow-up with SDM clients that do not continue working with Farmfit.

hypothesis in question? A special focus should be given to gender empowerment: If and how have activities by Farmfit Business Support (SDM analysis and TA) influenced the business practices with regard to their gender scoring (intentional, transformative)? What changes could be observed? Other important impact areas to focus on are digital innovation, climate resilience, food security and nutrition and regional trade.

6. **Learning objectives:** To what extent has the program been able to test the hypotheses within its Learning Framework and how far have these learnings contributed to addressing knowledge gaps?
7. **Performance:** What is the performance of Business Support and Intelligence and what are the main factors leading to this performance?
  - Effectiveness: Is the Program structure effectively designed to achieve its objectives?
  - Efficiency: Are the Program expenditures proportional with results at output and outcome level, i.e. does the Program offer value for money?
  - Relevance: Is the program meeting the key needs and priorities of its clients and partners?
8. **Sustainability:** To what extent are the activities (and Farmfit approach), outcomes and impact of IDH's interventions expected to continue after project completion?

With these focus areas, the five DAC Criteria (relevance, effectiveness, efficiency, impact, sustainability) will be covered.

The evaluation activities will not attempt to establish direct attribution of Farmfit BS&I interventions to outcomes and impact programme-wide, although attribution will be established in selected impact research case studies (contracted separately). The evaluation will seek to provide robust information on the contribution intermediate outcomes are making towards outcomes, identify any unexpected outcomes resulting from Farmfit BS&I interventions that cannot be revealed through monitoring, and discuss what evidence there is for outcomes to contribute towards the intended impact. In addition, the evaluation should assess how BS&I results contributed to the Sustainable Development Goals.

## 5. Methodological requirements

The Farmfit program evaluation must be theory-of-change-based, considering the OECD-DAC better evaluation criteria questions. In designing and implementing the evaluation framework, the evaluator must take into consideration the subjects listed in this section.

### 5.1. Evaluation framework

As part of the Farmfit MEL framework, a preliminary evaluation approach has been developed. This approach features a tiered approach that dictates the minimum data collected for all Farmfit TA projects and list out with additional data (such as through impact research and additional primary research) to be collected on a smaller portion of the TA project portfolio. The evaluator should build on this approach and the knowledge and data generated by the Farmfit program when designing the evaluation framework. Furthermore, the evaluator should consider the subjects/issues listed in this section.

The evaluator must design a solid evaluation framework that meets programs goals, donor requirements, and that is agreed upon by both the evaluator and the steering committee<sup>2</sup> at IDH. Evaluators are encouraged to, if possible and relevant, incorporate the input of academic experts into the overall evaluation design to insure objectivity and soundness of methods.

#### **5.1.1. Representativeness of Results**

Due to the size of program—in terms of the total number of smallholder farmers reached and also in terms of its diverse goals, objectives and approaches of single projects that fall under the Farmfit program—it is essential for the evaluators to establish solid criteria to assess the representativeness of potential results in the backdrop of a given project; and the representativeness of this project in the backdrop of a given program. Because the core of this evaluation is to utilize result of effectiveness of individual project to extract insights of the program, it is particularly important for evaluator to gain an oversight of the structure and design of the programs before embarking on data collection.

It is therefore asked of the evaluators to state explicitly in the proposal how representativeness is integrated into the design of the evaluation. It is expected of the evaluator to start the work with construction of the projects overview that to be used as the foundation of the evaluation.

#### **5.1.2. Weighing, Comparing and Aggregating Project-Level Results**

The issue with representativeness is also related to results weighing and aggregation. Once a project is assessed based on whether current available evidence (of both primary and secondary data source) is sufficient to prove changes occurred at output, outcome, and impact level, the assessment results per projects are weighted (by its scale and scope) and aggregated with other projects to arrive at a conclusion that is applicable to the whole program.

It is therefore asked of the evaluators to state explicitly in the proposal how the weighing mechanism is designed to take account of data of different quality and validity while considering the scale and scope of the activities described in a given evidence piece in the backdrop of the program.

#### **5.1.3. Inclusion and Exclusion Criteria**

In principle all Farmfit projects that are active during 2019 – 2023 are included in this evaluation and to be assessed. However, the underlying assumption of this design is that all Farmfit Africa projects would share an implementation timeline that is roughly similar, with activities initiated in 2019/2020 and conclude in 2023.

Most Farmfit projects only started from 2020/2021 onwards. Projects that started in year 2022 would still be in inception phase when the evaluation starts, so to avoid programs being assessed by its achievement at the outcome and impact level, the final evaluation excludes projects that are still in inception phase or in the period of the first year of implementation.

#### **5.1.4. Independent Data Source for Verification and Triangulation**

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<sup>2</sup> The steering committee will consist of senior IDH staff and external members to steer on the scope and strategic direction of the evaluation.



To reduce the potential positive bias arises from data sourced from parties of program interests, the evaluator is expected to proportionate the ratio of data from different sources taking into account the strength and sources of the evidence provided. This may mean i.e. reducing the weight and portion of evidence provided by Farmfit and increasing weight and the amount of independently sourced data, which can be primary data from field level data collection and key informants or secondary data from publicly sourced information or from literature.

## **5.2. Assessment of Available data sources:**

For all activities within the Farmfit program, IDH collects extensive data and information from various sources. These are outlined in more detail in the annex.

The evaluators must review, synthesize, and assess quality of evidence from the various sources and allocate them to the relevant result statement in the Farmfit theory of change and result measurement framework and required needs set out in the tiered evaluation approach. When applicable, this shall include the

- Development of a clear and solid methodology for “scoring” evidence pieces according to their quality and objectivity.
- Validation of findings from documents reviews or RMF data using independently sourced data such a public data or primary data collection through survey and stakeholder interviews as part of the evaluation.
- Identification of evidence gaps at impact and outcome level, to provide input to additional data collection plans for the end-evaluation.

## **5.3. Program staff engagement**

The evaluators are expected to conduct interviews with Farmfit program staff before the evidence review to contextualize the evidence available towards the Farmfit’s Theory of Change and gain a better understanding of Farmfit’s role and contribution in the changes observed. Similarly, the evaluators should conduct staff interviews after preliminary results are released to validate assumptions made and the interpretation of findings.

## **5.4. Conduct stakeholder interviews**

The evaluator is expected to conduct interviews with relevant external informants (IDH staff interview excluded) to validate the evidence provided by the Farmfit program and that obtained through other sources such as primary data collection. The interviewee list could include, if relevant and necessary, relevant academic experts in country to ensure independent parties are proportionally represented.

## **5.5. Additional data collection**

As part of this program evaluation, the data collector is expected to conduct stakeholder consultation, interviews of IDH staff and partners or other qualitative methods are envisioned as part of this program evaluation. If additional data collection is deemed necessary to answers any of the specific questions, this will be agreed upon in consultation with IDH. A third party will be selected to collect the necessary information either through existing framework agreements or a separate tender process. The evaluator is not expected to collect additional data at project level.

## 6. Expected Deliverables

The organization, consultant, or consultant group shall produce the following deliverables using the timeframes indicated below, consisting of:

- Workplan for the Farmfit Program Evaluation, including timelines and roles and responsibilities
- Evaluation methodology including but not limited to
  - o assessment of the evidence and data sources provided by IDH or other third-party data collectors
  - o methodology to assess the Farmfit approach as laid under [section 2](#)
  - o proposal for qualitative and quantitative methods and format to assess outcomes and impact statements of the Farmfit program during mid and end-term evaluation; this methodology shall include recommendation to measure the impact of Farmfit Intelligence Insight generation and a proposal for methodology to follow-up with companies that Farmfit did not continue to do a technical assistance project.
- Presentation of mid-term evaluation results and report (after 36 months) \*
- Presentation of end-term evaluation results and report (after 60 months) \*

\* Exact format of the mid and end-term evaluation to be determined during the inception phase with the consultant and IDH. An official sign-off the final approach and format will form part of the project timelines and contract.

## 7. Duration of assignment

- The assignment is expected to take place between January 2021 and December 2023.
- Preparation work will take place up until 01 March 2021 with workplan and design of the methodology reviewed and approved by donor and steering committee.
- Program evidence collection and review, together with program staff interview, starts in March 2021 and last till the mid of 2023.

Deliverables of project	Deadline <sup>3</sup>
Workplan	February 2021
Evaluation methodology	February 2021
Sign-off on the exact approach, format and estimated timelines for the mid and end-term evaluation.	March 2021
Mid-term evaluation presentation and report	December 2021
End-term evaluation presentation and report	September 2023

## 8. Procedure

The assignment will be awarded to the Consultant with the most economically advantageous tender. This is determined on the basis of the evaluation criteria of price and quality.

<sup>3</sup> The exact timeslines are to be agreed upon at the start of the assignment.

The procedure will be as follows:

1. Inviting Consultants to submit a proposal based on these Terms of Reference.
2. Evaluation of the proposals by the chair of the evaluation committee. The 3 proposals that receive the highest scores will be presented to the evaluation committee. The chair of the evaluation committee and the evaluation committee will evaluate the proposals based on the selection criteria as published in these Terms of Reference.
3. Decision on selection of the Consultant.
4. Inception meeting with the selected service provider.

Tender process	Timeline
Terms of Reference published	15 <sup>th</sup> of December 2020
Updated timelines published	17 <sup>th</sup> of December 2020
Deadline for submission of questions	3 <sup>rd</sup> of January 2021
Deadline for submission of proposals*	11 <sup>th</sup> of January 2021
Selection of consultancy	15 <sup>th</sup> of January 2021
Start of assignment	18 <sup>th</sup> of January 2021

*\* Proposals submitted after the deadline will be returned and will not be considered in the tender procedure unless the deadline for submission of proposals is extended and communicated as such by IDH in writing. The other dates are indicative and not binding.*

IDH will reject offers if any illegal or corrupt practices have taken place in connection with the award or the tender procedure.

## 9. Proposal guidelines

IDH is requesting the Consultants to hand in a proposal of maximum 10 pages (excluding company biographies, CVs, sample work and references). The proposal must be handed in a MS Word or PowerPoint version next to a PDF submission to facilitate any copy-and-pasting of content that we may need during evaluation.

1. A succinct, well-documented narrative addressing the requirements set out this TOR.
2. Minimum of two client references and a sample of previous work relevant to the deliverables in this TOR.
3. Statement detailing any requirements in this TOR that cannot be met.
4. An overview of the project team, including the CVs of the project team members.
5. Budget presented in Euros (ex VAT) with a break-down of man days/rate per project team member.
6. Statement on Ground for exclusion (see below).
7. Information about the legal form and ownership structure of the company (extract from chamber of commerce).
8. Copy of most recent (audited) financial accounts.

The purpose of the narrative is to demonstrate the qualifications and capability of the applicant seeking to undertake this assignment in conformity with the scope and technical requirements set forth herein. This narrative should include:

- **Evaluation goal:** Explanation of the understanding of this TOR, the main objectives, and the expected results of the program evaluation
- **Provisional methodology approach:** Clear description of methodology and assessment framework addressing all elements described in [Section 5](#). Proof that the evaluator has knowledge on or has read and understood the references mentioned in this proposal.
- **Provisional work plan:** Planning of activities and deliverables of the assignment including responsible staff, CVs of team members involved and the expected staff-time investment
- **Reference work:** Outputs or samples of similar evaluations, explaining how that experience can help successfully approach the present one.
- **Budget estimation:** We estimate the budget proposal to be below 214,000 EUR excluding VAT. Factors determining the estimated budget range are the fact that no primary farmer data collection is required and international travel is most likely not (yet) possible. It is however a multi-country evaluation that requires country-specific expertise as well as the ability to review a significant amount of program documentation and evidence.

**Important:** Taking into account the continuing impact of the COVID-19 pandemic on travel restrictions (and safety considerations), Additionally, the evaluator is strongly encouraged to work with, or sub-contract, evaluation researchers based the locations of interest to ensure evidence available in the local language is being taken into consideration. Both issues must be considered and incorporated into the methodological approach and work plan described in the proposal.

## 10. Selection criteria & evaluation procedure

### 10.1. Grounds for exclusion

1. Tenderers shall be excluded from participation in a procurement procedure if:
  - a) they are bankrupt or being wound up, are having their affairs administered by the courts, have entered into an arrangement with creditors, have suspended business activities, are subject of proceedings concerning those matters, or are in any analogous situation arising from a similar procedure provided for in national legislation or regulations;
  - b) they or persons having powers of representation, decision-making or control over them have been convicted of an offence concerning their professional conduct by a judgment which has the force of res judicata;
  - c) they have been guilty of grave professional misconduct proven by any means which the IDH can justify;
  - d) they have not fulfilled obligations relating to the payment of social security contributions or the payment of taxes in accordance with the legal provisions of the country in which they are established, or with those of the Netherlands or those of the country where the contract is to be performed;
  - e) they or persons having powers of representation, decision making or control over them have been the subject of a judgment which has the force of res judicata for fraud, corruption, involvement in a criminal organization, money laundering or any other illegal activity, where such illegal activity is detrimental to the MFA's financial interests.

Tenderers must confirm in writing that they are not in one of the situations as listed above.



2. Tenderers shall not make use of child labor or forced labor and/or practice discrimination and they shall respect the right to freedom of association and the right to organize and engage in collective bargaining, in accordance with the core conventions of the International Labor Organization (ILO).

## 10.2. Consultant/Consultancy profile

For this assignment, IDH is looking for a consultant with the following profile

Relevant regional experience	<ul style="list-style-type: none"> <li>• Experience in completing similar as assignments with a focus on sub-Saharan Africa</li> </ul>
Relevant sector and content experience	<ul style="list-style-type: none"> <li>• Strong understanding of smallholder farming systems, farm and company economics, expertise on themes of gender empowerment, climate resilience, food security and regional trade desirable</li> <li>• Strong understanding of supply chains and agribusinesses, experience in food crop value chains is desirable</li> <li>• Understanding of the agribusiness investment landscape</li> </ul>
Team and organization capacity	<ul style="list-style-type: none"> <li>• Experience in quantitative and statistical analysis in addition to qualitative research methods, ability to interpret large data sets are strongly desirable</li> <li>• Strong interviewing and research skills, incl. evaluation methodologies like outcome harvesting.</li> <li>• The ability to structure and communicate findings in a SMART &amp; executive manner;</li> <li>• A track record of similar work and proof of previous working experience (e.g. experience with large, multi-country program Evaluations, expertise in contribution or attribution research, and program impact evaluations)</li> <li>• Excellent writing skills in the English language</li> </ul>

The lead evaluator will be clearly identified in the proposal. She/he is responsible for:

- Coordination of the evaluation, including the final report
- Communication with the steering committee at IDH, making sure feedback on design and progress is correctly addressed
- Present key findings to internal stakeholders

### 10.3. Evaluation of the Proposal

The proposal will be assessed based on the following selection criteria:

Component		Criteria	Max. Grading
1	<b>Proposal</b>	<p>The extent to which the proposal meets the required quality of services, based on the requirements in Section 6 above using the following criteria:</p> <ul style="list-style-type: none"> <li>- The proposal is clear in terms of objectives and approach</li> <li>- The proposed approach and work plan are appropriate to achieve the expected results</li> <li>- Appropriate tools and methods for the assessment are proposed</li> <li>- The proposal is realistic in its approach and objectives</li> <li>- The proposed budget is clear, realistic, and affordable</li> <li>- The proposed timelines are realistic</li> <li>- The proposal takes sufficient account of the expected challenges</li> </ul>	<b>50</b>
2	<b>Track record</b>	<p>The extent to which the consultant presents the required level of expertise and knowledge, based on the requirements in Section 7:</p> <ul style="list-style-type: none"> <li>- The candidate understands the expected results of the study</li> <li>- The candidate is independent and recognized as credible</li> <li>- The candidate has proven knowledge and experience in conducting similar work</li> <li>- The candidate has already carried out a similar assessment within the last five years</li> <li>- The candidate proposes a strong team composition incl. evaluation lead to complete this assignment</li> </ul>	<b>15</b>
3	<b>Budget</b>	Best price for the proposed level of quality as per scenarios set out in <a href="#">section 9</a>	<b>35</b>

### 10.4. Submission of the proposal

Proposals in English, together with all necessary accompanying documents, must be submitted on **11<sup>th</sup> of January 2021** by closure of business, to:

Heidrun Kollenda, Senior Innovation Officer, Farmfit Intelligence ([Kollenda@idhtrade.com](mailto:Kollenda@idhtrade.com))

For any clarifying questions regarding this Terms of Reference or on the submission of your proposal, kindly send an email to Heidrun Kollenda, Senior Innovation Officer - ([Kollenda@idhtrade.com](mailto:Kollenda@idhtrade.com)) by



latest 3<sup>rd</sup> of January 2021. The answers will be shared with all parties that have indicated their interest in the tender on the 4<sup>th</sup> of January 2021.

### **11. Confidentiality**

The Tenderer will ensure that all its contacts with IDH, with regards to the Tender, during the tender procedure take place exclusively in writing by e-mail to Heidrun Kollenda via [kollenda@idhtrade.org](mailto:kollenda@idhtrade.org). The Tenderer is thus explicitly prohibited, to prevent discrimination of the other Tenderers and to ensure the diligence of the procedure, to have any contact whatsoever regarding the tender with any other persons of IDH than the person stated in the first sentence of this paragraph.

The documents provided by or on behalf of IDH will be handled with confidentiality. The Tenderer will also impose a duty of confidentiality on any parties that it engages. Any breach of the duty of confidentiality by the Tenderer or its engaged third parties will give IDH grounds for exclusion of the Tenderer, without requiring any prior written or verbal warning.

All information, documents and other requested or provided data submitted by the Tenderers will be handled with due care and confidentiality by IDH. The provided information will after evaluation by IDH be filed as confidential. The provided information will not be returned to the Tenderer.

### **12. Disclaimer**

IDH reserves the right to update, change, extend, postpone, withdraw or suspend the Terms of Reference, this tender, or any decision regarding the selection or contract award. IDH is not obliged in this tender procedure to make a contract award decision or to conclude a contract with a participant. IDH reserves the right to suspend or annul the Tender Procedure at any moment in time.

Participants cannot claim compensation from IDH, any affiliated persons or entities, in any way, in case any of the afore-mentioned situations occur.

By handing in a proposal, participants accept all terms and reservations made in these Terms of Reference, and subsequent information and documentation in this tender procedure.

### **13. Contact information**

Name : Heidrun Kollenda  
Position : Senior Innovation Officer, IDH Farmfit  
Email : [Kollenda@idhtrade.org](mailto:Kollenda@idhtrade.org)

## Appendix

### 1. Existing and proposed data sources

Monitoring, Evaluation and Learning within the Farmfit Program leverages off a wide range of data sources. These can be categorised on the stage at which they are collected:

- **Initial SDM engagement** – This information and the associated data points are collected when Farmfit Business Support carries out its initial SDM analysis to assess concrete opportunities for a technical assistance project:
  - **SDM case study and tool (1.0)** – A report that investigates the context, strategy and performance of an SDM and its farmers. This report is complemented by an excel tool that consisting of all calculation that are being performed as part of this analysis.
  - **SDM indicators (1.0)**– For each case study, there are a series of 200+ indicators collected and entered a database for aggregate analysis. The SDM indicators consists of a mix of numerical and categorical indicators using both measured and estimated data that is collected during the SDM analysis and/or from publicly available data sources (e.g. world bank data) by a team of consultants.
  - **Primary farmer data 1.0** – For the majority of Farmfit Africa cases, baseline data via 3<sup>rd</sup> party data collectors at farm level using standard survey covering key topics (and indicators) is collected and incorporate into the findings of a SDM case study (1.0).
    - The data collected provides insights on: Household and Farm characteristics, Farmer economics (incl. household income), Farmer resilience (incl. gender dynamics, climate resilience, food security), Farmer engagement (incl. farmer-company interaction)
    - The data collector applies power sampling methods to collect data on a representative (random) sample of the farmer clients of the company. Personal information of the respondents is recorded to allow for follow-up data collections at a later point. For a selected number of projects, a control group sample design may be applied.
    - The full methodology guidelines (incl. information on informed consent) will be shared at the start of the assignment.
- **During Technical Assistance projects** – This information is captured for SDM analyses that progress to technical assistance projects:
  - **Project KPIs** – All recipients of technical assistance funding will be required to report on a set of KPIs for monitoring and learning purpose. Additional qualitative information will be captured during progress report meetings and dedicated learning sessions with the company on core learning priorities.
  - **Farmer management information** – For some recipients of technical assistance, Farmfit will obtain access to time series farm-level and/or farmer group data
- **At the end of Technical Assistance projects** – For all recipients of technical assistance, a follow-up SDM analysis will be carried out
  - **Follow-up SDM case study and tool (2.0)** – A yet-to-be defined evaluation analysis of the performance of the SDM in the technical assistance period. The methodology and approach for this analysis is expected to validate by the evaluator as part of this assignment.



- **SDM 2.0 indicators** – A second round of indicators to be entered into the database to facilitate aggregate and panel data analysis based on the repeat data collection.
- **Primary farmer data 2.0** – An end-line farmer data collection to facilitate pre-post evaluations against the earlier baseline data collection.