



IDH, THE SUSTAINABLE TRADE INITIATIVE

TERMS OF REFERENCE

FOR CONTRACT OF SERVICES

Horticulture Market-Led SMEs and Smallholder Farmer Business Development Support Program in Rwanda

Cooperatives Business Development and Monitoring Support

1. INTRODUCTION

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.

IDH will work closely with a group of Rwandan Cooperatives to improve production volumes and quality, build technical and management capacity, further professionalize operations, and to support these Cooperatives in meeting export market requirements for horticultural products. Selected through a thorough assessment, IDH will have projects with each of these Cooperatives in which capacity building. The objective is to work strategically across the production abilities of each of these selected Cooperatives, to establish and build the horticultural export sector in Rwanda.

IDH is looking for a **Cooperatives business development firm that will work with IDH Rwanda Project Team and provide daily hands-on support to selected Cooperatives to build their in-house technical, business and management capacity to be able professionalize their operations, scale up, and be commercially viable and supply SMEs that exports to premium markets in Europe etc.** The Consultant will lead the design and implementation of activities for the period of 1st June 2021 to 31st December 2022. This assignment is based in Rwanda.

IDH reserves the right to update, change, extend, postpone, withdraw or suspend the Terms of Reference, this tender, or any decision with regard to 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.

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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.

2. THE PROJECT OBJECTIVES

IDH is implementing a 18-month Market-led support project under the IDH value chain development program aimed at contributing to export growth and job-creation in Rwanda, **to be implemented until December 2022**. IDH will undertake a market-driven approach in the Horticultural value chain development by supporting the commercialization of Rwandan SMEs and farmers, and facilitating market linkages to local, regional, and international markets. The program will enable Rwandan SMEs and smallholder farmers to access premium regional and international export markets. To do so, IDH will provide tailored interventions that address critical supply chain constraints through building technical and management capacity of SMEs and cooperatives and facilitating market linkages.

Through supporting the inclusion of SMEs and smallholder farmers in premium horticultural supply chains, the Program will improve the livelihoods of smallholder farmers, create new jobs within the sector, with a focus on women and youth, and improve the resilience of the Rwandan horticultural sector through establishing commercially viable and sustainable supply chains that are based on product and market diversification.

The Project's overall objective is to develop and provide targeted interventions to Rwandan horticulture cooperatives to reach their full potential as farmer-led businesses, become competitive and meet market requirements. These interventions will provide Cooperatives with the needed technical, operational, business and managerial support they need to be capable of, producing high quality products consistently for export markets while creating on-farm jobs and off-farm jobs.

The specific objectives of the Project's include:

1. Identifying high potential Cooperatives and providing support for their technical, operational, business and managerial challenges and support needs.
2. Developing targeted interventions for each of the selected Cooperatives. For each selected Cooperative, create tailored intervention plans which indicate key areas of support, and the required expertise and resources needed to address these challenges. These plans will also include individual KPIs that the implementation team will use to measure progress towards supporting the Cooperatives.
3. Providing hands-on capacity-building support based on strategic intervention plans. This will include (1) operational, business and managerial support and (2) Technical and agronomical support.

The Firm will work to ensure coordination between exporters and cooperatives and that transmission of technical know-how of market requirements and specific customer requirements are conducted accordingly.

3. DELIVERABLES

This contract will be split across two phases:

Phase 1: Cooperatives Assessments and Design of Targeted intervention Plans (June-July 2021)

The contractor will undertake the following steps in Phase 1:

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1. **Assessment:** Each exporting SME will provide a list of Cooperatives to work with. The Horticulture cooperatives will then be assessed for 3 days, to get in-depth understanding of their business case, member commitment, reputation, financial management and governance. The assessments will result into cooperative assessment reports including an action plan to guide the collaboration of the selected cooperatives.
2. **Contracting of cooperatives:** Two cooperatives per exporting SMEs will be selected to join the program through a contract based on the action plan. These plan will should also include individual KPIs that the implementation team will use to measure progress towards supporting the Cooperatives.

At the completion of Phase 1, a contract and implementation capacity building plan will be established with all successful beneficiary Cooperatives and commence technical assistance for each Cooperative.

Phase 2: Cooperatives Capacity-building Support and Monitoring (August 2021)

The contractor will undertake the following steps in Phase 2:

1. **Business advisory services:** Based on market requirements and that of the exporters, the selected cooperatives, the Contractor will provide hands on support and business advisory services for the duration of the project. The advisory services will focus on the professionalization of the cooperatives, as well as the establishment of the partnership with the exporting SMEs. This support will be provided hand in hand with the IDH implementation Team.
 2. **Trainings:** The Contractor will organize trainings and workshops for the cooperatives, often in group settings. The trainings should cover female leadership, youth inclusion, good agricultural practices, managing an agricultural cooperative and financial management.
- 2.2 **Monitoring and Evaluation:** Support data collection for M&E purposes over the course of the project.

Deliverables of project	Deadline
<p>The main deliverables from Phase 1:</p> <ul style="list-style-type: none"> • Cooperative’s assessment reports for each of the selected beneficiary Cooperatives. • Tailored and strategic contracts with detailed intervention plans for each of the beneficiary Cooperatives. • Key performance indicators for each of the beneficiary Cooperatives 	June 30 th 2021
<p>The main deliverables from Phase 2 will be:</p> <ul style="list-style-type: none"> • Monthly monitoring reports on each of the cooperatives, describing the activities undertaken and providing data based on the project’s results chain. 	December 31 st 2022

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<ul style="list-style-type: none">• A final project report on all projects, describing the activities undertaken and providing data based on the project's results chain (by December 2022).• A final report on the overall process of Cooperatives business development and support, identifying major challenges and lessons learned, with recommendations for IDH for future project management by December 2022.	
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4. QUALIFICATIONS AND EXPERIENCE

Consultant Profile

The Consultant needs to have the following experience knowledge, and expertise:

- At least 15 years' experience in working with Cooperatives to develop commercially viable fresh produce value chains in Africa that supply into premium export markets in Europe and the United States.
- At least 15 years' experience in providing advice and technical aid in entrepreneurship, business planning, financial management and day-to-day management of Cooperatives.
- An innovative and solutions-oriented approach to addressing challenges faced by Cooperatives in fresh produce supply chains.
- Extensive and up-to-date knowledge of European market dynamics for fresh produce.
- An extensive network of service providers that operate across Africa, and international traders with sourcing interests in Rwanda.
- Extensive knowledge of the agronomy and supply chain aspects of export-oriented fresh produce value chains.
- Proven track-record of development and implementation of successful farming operations in Africa.
- Knowledge of the relevant certification standards required to supply into premium export markets.

The Consultant must have the following skills:

- Forecasting agricultural production.
- Effective stakeholder management.
- Ability to effectively coordinate and run workshops and training sessions.
- Ability to collaborate and communicate with team members effectively.
- Agri-business management and efficient operational skills especially supporting Cooperatives

The Consultant needs to have the following characteristics:

- Business and operationally minded: Lead the selected Cooperatives into becoming sustainable and commercially viable export ready farm businesses
- Network with relevant experts, across Africa and internationally: inputs and services suppliers; suppliers of farm-level equipment suitable for farming in Rwanda.
- Widely connected in the agri-business space especially connection to European retailers, traders and other buyers
- Located Kigali
- Competent in English, both verbal and written and fluent in Kinyarwanda.

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5. PROPOSAL GUIDELINES:

In the proposal, please provide the following:

1. A succinct, well-documented approach that demonstrates the Consultant's understanding of each of the following components (**maximum of 5 pages**):
 - i. Understanding and knowledge of commercial agriculture development
 - ii. Agronomy – aspects that are crucial to building farmer production of high-quality produce for processing and packaging
 - iii. Positioning Cooperatives as agribusiness to enable them raise commercial financing to scale, particularly within a Rwandan context.
 - iv. The required technical and management capacity at the farm level to successfully supply produce to multiple off-takers in African, EU, ME and US
2. A budget with a break-down of man days/rate per consultant. This should include consulting time spent working directly with the supplier on a regular basis, and if applicable, an estimate of associated travel and accommodation expenses.
3. Statement of the Consultant's relevant experience, particularly regarding the knock-out criteria detailed below (**maximum of 1 page**)
4. A proposal outlining how the Consultant will communicate on project progress with IDH on a regular basis throughout the duration of the project (**maximum 1 page**).
5. Clear description of the project team and relevant experience of team members, CVs of team members, and time allocation per team member (**maximum of 4 pages**)
6. Description of contractors (**maximum of 1 page**)
7. Statement Grounds for exclusion (see section 6 below)

6. 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.

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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).

7. PROCEDURE

The procedure will be as follows:

- Inviting Consultants for presenting a full proposal based on these Terms of Reference
- Evaluation of the proposals by an evaluation committee. The evaluation committee will evaluate the proposals on the basis of the knock-out criteria and the selection criteria as published in these Terms of Reference.
- IDH might request the preferred consultant to pitch their proposal to the evaluation committee. This is optional and will not be a requirement for all Consultants handing in a proposal.
- Decision on selection of Consultant.
- Inception meeting with the selected Consultant.

8. SCHEDULE

Tender Process	Timeline
Terms of Reference published	23 rd of April 2021
Deadline for submission of Proposals	07 th of May 2021
Pitching of Proposal by Consultant	14 th of May 2021
Selection of Consultant	21 st of May 2021
Awarding of Contract to successful Consultant	28 th of May 2021

*Proposals submitted after the deadline will not be considered in the tender procedure.

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

Proposals that meet these criteria will then be evaluated through the following selection criteria:

Topic	Selection Criteria	Maximum Points	Weight
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Approach	<p>The extent to which the approach adequately addresses the objectives and expected deliverables of the assignment according to the following components:</p> <ul style="list-style-type: none"> • Agronomy • Commercialization of Cooperatives • Agri-business development • Raising commercial financing. • Knowledge of the required technical and management capacity at farm level. 		
Experience	The extent to which the Consultant demonstrates the 10 4 required experience detailed in the Consultant profile.	10	4
Communication	The extent to which the Consultant's communication proposal will keep IDH sufficiently informed on project progress.	10	1
Budget	The proposal with the highest quality reasonable budget including VAT and applicable taxes will receive 10 points, followed by 8, 5 and 3 points for the following higher budgets.	10	2
Total Maximum Points			100

9. SELECTION CRITERIA

Proposals will first be short-listed based on the following knock-out criteria:

- Demonstrated experience developing successful Cooperatives as commercial business that can be competitive within the agricultural value chains in Rwanda.
- Demonstrated experience in supporting local Cooperatives in Rwanda to become commercial suppliers of horticultural products to premium European export markets.

10. CONFIDENTIALITY

The Consultant 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 Betty Tushabe via tushabe@idhtrade.org. The Consultant is thus explicitly prohibited, to prevent discrimination of the other Consultants 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 Consultant will also impose a duty of confidentiality on any parties that it engages. Any breach

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of the duty of confidentiality by the Consultant or its engaged third parties will give IDH grounds for exclusion of the Consultant, without requiring any prior written or verbal warning.

All information, documents and other requested or provided data submitted by the Consultant 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 Consultant.

10. Contact information

Name: Betty Tushabe

Email: tushabe@idhtrade.org