

## Terms of Reference

### IDH Sustainable Trade Initiative

#### Baseline study: Developing inclusive grains supply chains in northern Ghana

October 1, 2021

## Contents

<b>1. Introduction</b> .....	2
<b>2. Background</b> .....	2
2.1. General overview and context of the Program .....	2
2.2. Goal and outcomes of the Program .....	3
<b>3. Assignment</b> .....	5
3.1. Objectives .....	5
3.2. Methodology .....	7
3.3. Scope of the service .....	7
3.4. Expected Deliverables .....	8
<b>4. Application</b> .....	9
4.1. Proposal requirements.....	9
4.2. Service provider profile .....	10
<b>5. Selection Procedure</b> .....	10
<b>6. Awarding process</b> .....	11
<b>7. Communication and Confidentiality</b> .....	13
<b>8. Disclaimer</b> .....	14
<b>9. Annexes</b> .....	14
Annex I: Theory of Change and logframe .....	15

## 1. Introduction

IDH - The Sustainable Trade Initiative (IDH) is a leading organization that works with the private sector, governments, and civil society organizations, to support sustainable and inclusive agricultural production at scale in global agricultural supply chains. Our approaches are designed to drive sustainability from niche to norm in mainstream markets, delivering impact on the Sustainable Development Goals. Headquartered in the Netherlands and funded by multiple European governments and private philanthropic donors, including our institutional donors: BUZA, SECO and DANIDA, IDH works in partnerships with over 600 private sector companies, including global brands and retailers, in over 50 countries.

**IDH is starting a three-and-a-half-year market-led grains value chain development program in Ghana, to contribute to the development of the grains sector, support the inclusion of local SMEs and smallholder farmers, and create jobs, with a central focus on women and youth empowerment. The program will be implemented until March 2025.**

On basis of these Terms of Reference (“**ToR**”), IDH aims to select a party **to conduct a baseline evaluation study.**

## 2. Background

### 2.1. General overview and context of the Program

Through a market-driven approach, IDH will work closely with 12 SMEs in maize, rice, and millet supply chains in Northern Ghana (hereafter referred to as ‘prioritized value chains’) to improve business operations, build technical and management capacity, structure sourcing of high-quality grains from smallholder farmers, and to support these SMEs in meeting the buying requirements of large multinational off-takers (such as Nestlé). IDH will provide technical assistance and strategic support to these SMEs through project contracts, to support these businesses in realizing business opportunities in grains supply chains, leading to impact through job creation (focus on women and youth empowerment) and the inclusion of smallholder farmers. Establishing a digital platform approach to provide advisory support to farmers and facilitate market linkages will be a central program component.

The Program has the following specific objectives:

- Through a market-led approach, provide close support to 12 SMEs to enable these SMEs to supply to high-value off-takers and into premium markets. These SMEs will in-turn source from 20,000 smallholder grain farmers in Northern Nigeria.
- Through working with these 12 SMEs, off-takers, and supply chain partners, the Program has the target to create 3,000 direct, permanent jobs across the supply chain, with 60% of these jobs being for women and youth. These direct permanent jobs will predominantly be in off-farm handling, SME processing, transport and logistics, the operations of service providers, and off-taker factories in Ghana.

The Program **will target 12 SMEs** and the out-grower smallholder farmers that they source from that are not currently able to meet the requirements to supply to large-scale premium off-takers. These farmers and SMEs typically lack the managerial capabilities and the technical and market development support to become commercially viable and to scale operationally. This Program will enable them to close the gap between regular operations and scalable growth by providing access to inputs, agri-business management support, agricultural technical assistance, and operational capacity building. The Program will support farmers with access to affordable, high-quality training, tools, and inputs. The Program will work with local input companies and other technical service providers, including transport companies, digital service providers, and extension workers to build sustainable models for long-term service delivery.

Many **smallholder farmers in Ghana** have limited options in building secure livelihoods and face food security constraints. Smallholder farmers also face challenges relating to low productivity, low market prices, lack of technical expertise and experience in the consistent production of high-value crops at scale for large off-takers, and limited access to affordable financing. By providing direct support to smallholder farmers and supporting SMEs to include increased numbers of smallholder farmers into their supply chains, the Program will help to establish more secure livelihoods for smallholder farmers through increased revenue flows, and through this, help to reduce food security pressures.

- **About the Program**

Title of the Program:	Developing inclusive grains supply chains in northern Ghana
Location(s) of the project:	Northern Ghana
Duration of the project:	42 months (three and a half years)
Sector of the intervention	Agriculture: maize, rice, and millet supply chains
Beneficiaries	SMEs Smallholder farmers, especially women and youth. Service Providers

## 2.2. Goal and outcomes of the Program

The overall goal of the program is to develop sustainable, inclusive, and economically viable supply chains of maize, rice, and millet; increasing **income of smallholder farmers; employment** and entrepreneurship opportunities, especially among women and youth; and contributing to the improved livelihoods of beneficiaries.

To achieve this goal the specific **outcomes** of the project are:

1. End-buyers have long-term buying commitments based on inclusive sourcing
2. SMEs are commercially viable and sustainable (social and environmentally) based on inclusive sourcing
3. SHFs are commercially viable, and can produce grains (maize, rice, or millet) that meet the buying standards of multinational off-takers (for example, Nestlé).

4. Markets are formalized and support increased intra-African trade.

The project will work to achieve this through the following workstreams:

- (i) Market linkages: identifying end-buyers who have clear quality standards, higher demand and offer a premium price and engaging them in inclusive local sourcing (buying from local SMEs & smallholder farmers)
- (ii) Support in building technical and management capacity of SMEs and Service Providers.
- (iii) Support to SMEs to aggregate and include smallholder farmers in their supply chains by providing them with access to quality inputs (seeds, fertilizer), services (including trainings and mechanisation) and technology.
- (iv) Access to affordable financing to finance the purchasing of high-quality inputs, services, mechanization, and technology.

**Cross-cutting strategies** include: (i) Providing targeted support to women and youth to enable access to jobs created through increased demand from off-takers. As a result of the increased revenue generated through higher and more stable selling prices, the SMEs will additionally be able to afford higher wage and salary payments to women and youth. (ii) Promoting Information and Communication Technology (ICT) to provide technological solutions to facilitate access to services and inputs, leading to improved production, as well as to facilitate training and engaging women and youth. (iii) Assessing projected climate change impacts and integrating adaptation strategies into training on good agricultural practices and in the adoption of tech-based solutions at farm-level.

By committing to these actions, the program has the following **key deliverables**:

- **20,000 smallholder farmers**, (one third young men and women), trained with the right skills to participate productively in premium agricultural supply chains.
- **20,000 smallholder farmers** in groups provided with inputs and small-scale mechanization support to improve yields and quality, labor productivity, and harvest and post-harvest handling.
- **20,000 smallholder** farmers supported with the right technical assistance and inputs enabling them to adopt good agricultural practices and meet the requirements of large off-takers.
  - 20,000 smallholders have access to digital service platforms, increasing income with at least 20%.
  - Of which at least 8,000 smallholders double their income.
- **12 SMEs** with the required technical and management capacity to establish and scale business operations based on sourcing from smallholder farmers.
  - As a result, **3,000 new permanent employment** or entrepreneurship opportunities created, of which > 60% for women and youth.
  - 80,000 family members positively impacted directly through improved livelihoods (assuming 4 family members per farmer).
  - **40,000 farmer family jobs created** (assuming lead farmer plus one family farmhand), **60,000 indirect on farm seasonal jobs created** (assuming 3 seasonal workers per Ha).
  - Combined, this amounts to a total **job creation target of 103,000 new jobs**, and an impact on 80,000 farmer household members.

- **One comprehensive IT package** is developed<sup>1</sup>, tested and implemented together with an agricultural technology service provider, and has a sound business model to continue service provision after program period.

Annex I presents the Theory of Change (ToC) diagram for the Program, along with the full list of Program impact, outcome and output indicators.

### 3. Assignment

To successfully implement this program, measure progress and extract learnings, IDH is looking to contract a **service provider to do a baseline study**. The baseline study will be led by an external consultant who will be supported by the Program management team.

#### 3.1. Objectives

The aim of this baseline study is to provide an information base against which to monitor and assess progress and effectiveness of the intended actions during implementation and at program-completion.

#### Specific objectives

- To establish current figures/values that will enable to track progress and monitor outcome and impact indicators listed in Annex I, and where possible, compare these to national averages (e.g minimum, living wage for the sector, living income or poverty line, if available).
- To assess employment in targeted SHFs, SPs and SMEs in the program area prior to implementation of the program.
- To assess income, productivity, and profitability for SHFs in the targeted value chains and key barriers to improved practices adoption.
- To assess production practices, the production system of SHFs, key crops and additional livelihoods, including gaps to meet market standards required from potential end-buyers. Include a description of access to production inputs, land, technology, mechanization, and finance. Describe key barriers and threats to the production system. (\*)
- Assess market dynamics and formalization of commercial relation among value chain actors (\*).
- To assess the differentiated roles of women and youth within the value chain, differentiated barriers and constraints, and identify differences in access to jobs, productivity, income generation, access to services -inputs, finance, mechanizations, technology, land-, among others.
- To assess business performance: technical, managerial, commercial, and business capacities of SMEs. Operational performance: assess aggregation, processing, and value addition along with key barriers and constraints for improvement. Assess economic, financial, and overall business performance. (\*)
- To assess pricing regime in the commercial relation of end-buyer, SMEs and SHFs (\*).

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<sup>1</sup> The program will include the following topics: At farm level: Advisory services (GAP, weather, and agronomy) and monitoring; Digital/mobile payments  
Input distribution / credit; Traceability; Market linkages; Farmer digital identities; Farm equipment finance or equipment renting service; Credit scoring. At SME level: Operation efficiency – digitization of records, inventory and transactions, logistics support; Quality control; Traceability of inventory; Digital payments; Market linkages

- To assess the current local financial services targeting SMEs and SHFs by local commercial financial institutions and the key barriers from the supply and demand side. Assess gaps to address SMEs and SHFs needs (\*).
- To assess key additional stakeholders involvement and participation in the entire value chain, including private sector operators, financial service providers and public institutions (\*).
- To assess the policy and legislative environment and supporting functions of the targeted value chains (\*).
- To assess the ability of the targeted value chains to create jobs for women and youth (\*).
- Identify drivers and levers that could be use by the Program to foster the desired changes in the targeted groups (SMEs, SHFs, SPs, women and youth) (\*).
- To contribute to target setting for the indicators that have not yet set a target due to lack of baseline data.

Note that in parallel to the baseline study, IDH is conducting diagnostic analysis and more in-depth service delivery models studies for the targeted 12 SMEs. Thus, the scope of this baseline study is focused on complementing the information that will be captured through these additional studies. The service provider will have to review the work conducted with those assessments and build on this to ensure complementarity and avoid duplication of efforts. Objectives marked with (\*) will also be included in the SMEs diagnostic analysis; the service provider is expected to build this into the baseline study and ensure data collection efforts are not duplicated.

The baseline study is expected to contribute to:

- **Effective program management:** having a clear overview of the starting point of SMEs, smallholder farmers, youth and women in the targeted value chains, which serves of input for strategic decisions for program staff and implementing partners.
- **Accountability:** the baseline measurement forms the basis for follow-up during the End Term Evaluation.
- **Learning:** With the information gathered at the baseline, further information on key assumptions and weaker evidence-based causal links can be further assessed and monitored during program implementation and at program completion. Additionally, the consultant should focus on identifying key baseline elements that allow to track progress and contribute to answer the following learning questions of the Program:

**Assumption:** technology is key to delivering services to farmers at scale.

Key learning question:

- In smallholder inclusive business models, how and to what extent technology
  - Lowers sourcing/service costing?
  - Improves service delivery and effectiveness?
  - Promotes commercial viability?
  - Enhances scale and replication?
  - Reduces risk?

### 3.2. Methodology

A suitable and detailed methodology in line with the objectives of the study is expected to be provided and further refined by the service provider during the inception phase. Nonetheless, the service provider is expected to use a mixed method evaluation design, including quantitative and qualitative data collection and analysis.

#### 1. Data-collection:

##### a. Primary data collection:

- i. **Farmer household survey.** IDH has a standard SDM library with questions and indicators that shall be considered for this process. The service provider is expected to review and integrate additional questions that might be needed for this particular program. A probability sample design<sup>2</sup> (random selection), including the sample size shall be included. A cleaned dataset shall be provided and made available to IDH team, following the instructions and requirements of IDH.
- ii. **Qualitative methods such as Focus group discussions (FGD) and Key Informant Interviews (KII):** with selected SMEs, leaders of farming cooperatives and additional identified key stakeholders. In the SME sessions it is important to cover the data collection of all relevant indicators (see Annex I). The program team can contribute to the mapping and identification of relevant stakeholders.

- b. **Secondary data review:** data collected from relevant literature (MCF library among others), and relevant documents produced for the project and IDH intervention.

**2. Data analysis and reporting** - As the requirement is to use a mixed-methods approach, it is expected that the service provider will include an integrated analysis of the baseline results from the different methods, including triangulation. The consultant is expected to include a description of how data will be analysed.

### 3.3. Scope of the service

**1. Inception phase** – During the inception phase sufficient time should be allocated to discuss the scope, methodology, tools, and practicalities of the assignment with the IDH teams at the headquarters and on the field. This phase is designed to ensure a good understanding and mapping of the information already available at IDH and to ensure alignment with additional diagnostic studies that will be conducted at the same time.

- a. Review of program documents and preparation of a brief baseline design document, which needs to include the methodology, and additional considerations related to the specific objectives, considering complementarity with the work that will be conducted with the diagnostic analysis and Service Delivery Model (SDM) analyses.
- b. Identify information gaps that still need to be filled with the baseline study

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<sup>2</sup> Sample considerations: Suggested confidence interval 95% and 5% margin error. Consider replacement of sampled units and add at least 25% additional units to account for participants drop-out and the inability to trace them for follow-up measurement.

- c. Develop the baseline workplan, including an evaluation matrix, the timeline/schedule
- d. Identify potential interview and focus group discussion participants.
- e. Co-design data collection tools (survey based on the SDM standard library question, interview guides for the different targeted stakeholders) for review, feedback, and possible translation into local language.
- f. Lead the survey and sampling design. The proposal shall include probability sampling to allow to make statistical inferences about the whole target group.

To this end, it is expected that evaluators facilitate a kick-off workshop and different sessions to discuss an action plan that further outlines the evaluation activities (see deliverables below).

**2. Data-collection phase – expected tasks**

- a. Lead training of data enumerators.
- b. Collect the primary and secondary data for quantitative and qualitative analysis and study
- c. Provide a cleaned dataset after survey implementation
- d. Select interviewees and focus group discussion participants.
- e. Undertake key informant interviews/ focus group discussions with relevant participants to gain valuable and relevant information

**3. Data analysis, reporting and learning – expected tasks**

- a. Analyse data, triangulate, and summarize key quantitative and qualitative findings.
- b. Conduct a detailed baseline assessment, assessing all the relevant components of the program and covering the objectives included in Section 3.
- c. Validate findings with stakeholders, including the IDH team locally and in the headquarters.
- d. Conduct a workshop /sensemaking session to discuss results and key findings with program team and relevant stakeholders.

**3.4. Expected Deliverables**

The baseline study is expected to have three distinct phases

Expected deliverables for this assignment will be:

Deliverables of assignment	Deadline
1. An <b>inception report</b> including the reviewed methodology, data collection tools, sampling design, evaluation matrix and fieldwork plan. Activities and a timeline with the expected deliverables shall also be included.	28 October, 2021
2. Submission of a <b>cleaned quantitative dataset</b>	30 November 2021
2. <b>Workshop / sensemaking session</b> to present key findings. <b>PowerPoint presentation</b> summarizing the main preliminary results.	13 December, 2021
3. <b>Final baseline report</b> should be maximum 50 pages, including at least the following: <ul style="list-style-type: none"> <li>• An executive summary</li> </ul>	14 January, 2021 (draft version), 29 January (final version)



<ul style="list-style-type: none"> <li>• An introduction and short methodological description which explains how evaluation method is designed to answer the evaluation questions.</li> <li>• Baseline report that addresses all relevant areas of the program, providing narrative and quantitative analysis</li> <li>• Conclusions and highlights of the study</li> <li>• In the Annex the quantitative data and underlying analyses: <ul style="list-style-type: none"> <li>○ The farm household survey data (cleaned dataset)</li> <li>○ The farm household survey analysis</li> <li>○ Quantitative baseline values for all relevant indicators of the logframe (annex I) that allow for progress tracking.</li> <li>○ Results of the analysis of the stakeholder interviews and FGD</li> </ul> </li> </ul>	
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The assignment is expected to take place between October and January 2021.

Activities of project	Proposed timeline
Contracting of the consultant	18 October, 2021
Inception report & tools	28 October 2021
Finalized data collection and submission of a cleaned quantitative dataset	30 November 2021
Finalizing data analysis and presentation of preliminary findings	13 December 2021
Draft baseline report	14 January, 2021
Final baseline report	29 January, 2021

## 4. Application

### 4.1. Proposal requirements

IDH is requesting the service providers 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.

The proposal must at least include:

#### Content:

- a) A succinct, well-documented approach. This includes a description of research methodology against each objective of the baseline study, as well as the risks and limitations.
- b) A section specifically focused on how service provider will deliver both the household survey and the baseline study.
- c) Detailed activities and expected deliverables and timeline.
- d) A contingency plan on the limitations faced due to the COVID-19 crisis.

- e) Inclusion of a budget in Euros (ex. VAT) with a break-down of many days/rates per consultant and other costs.
- f) Clear description of the project team, relevant experience of team members and time allocation per team member.
- g) Statement of experience (only experience from the suggested team members is relevant) and two references.
- h) Maximum of three client references and a sample of previous work relevant to the deliverables in this ToR.
- i) Statement on Ground for exclusion (see section 7 below).

#### Administrative:

- a. Copy of most recent (audited) financial accounts

The proposal must be submitted to David Black (black@idhtrade.org) before **13<sup>th</sup> October, 2021, 17:00 CEST**.

#### 4.2. Service provider profile

The selected service provider will be composed of experts with following skills:

- Expertise on designing (baseline) evaluations and a proven track record on conducting evaluations.
- Experience with quantitative data-collection (farm household survey), preferably in Ghana.
- Experience with facilitating focus group discussions and key informant interviews.
- Expertise on quantitative and qualitative data-analysis.
- Staff available in Ghana or the ability to quickly find reliable enumerators that understand the context and sensitivities in both countries.
- Experience in working with smallholders.
- Experience in doing both income and SME business performance assessments or willingness to work with a partner in data gathering and analysis to ensure one overall outcome.
- Neutral and trusted.
- Ability and experience in presenting research findings in an accessible manner.

#### 5. Selection Procedure

The procedure will be as follows:

1. Publishing the tender and inviting services providers to submit a proposal based on this ToR.
2. Evaluation of the proposals by the evaluation committee. The evaluation committee will evaluate the proposals based on the selection criteria as published in this ToR.
3. If deemed necessary, the service providers of the best proposals can be invited to do a pitch for the Evaluation Committee. This ranking will be made according to the scoring on the selection criteria.

4. Decision on selection of the service provider.
5. Inception meeting with the selected service provider.

Tender process	Timeline
ToR published	29 September 2021
Q&A of terms or reference calls*	6 October 2021
Deadline for submission of proposals**	13 October 2021 17.00 CEST
Selection of Service provider	15 October, 2021
Expected awarding of contract	18 October, 2021

\* There will be 1 call open to all interested parties where questions can be asked. These will be recorded and made available on the website until the deadline for submission. Unfortunately, due to time constraints, calls or emails outside of these time slots will not be possible.

\*\* The proposal with all accompanying documents must be sent to [black@idhtrade.org](mailto:black@idhtrade.org). Proposals submitted after the deadline will be returned and will not be considered in the tender procedure.

After the deadline to submit a proposal has passed, the evaluation committee will evaluate the proposals.

The proposals will first be tested for completeness:

- The absence of the documents referred to in Section 4 of this document can lead to exclusion from further participation in the tender procedure. This is also the case when minimum requirements listed in this ToR are not met.
- If the proposal is complete, the selection committee will evaluate the proposal based on the criterion as mentioned in section 6.

The assignment will be awarded to the service provider with the most economically advantageous tender. This is determined based on the evaluation criteria price and quality.

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

## 6. Awarding process

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

### Grounds for exclusion

1. Service providers shall be excluded from participation in this tender 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 of 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.

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

2. Service providers 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).

### Scoring and weighing

The evaluation criteria are compared and weighed according to the procedure below. This concerns a general outline of the scoring methodology and an explanation how the service provider can demonstrate compliance with the requirements.

#### *Step 1 - Criterion Quality*

Evaluation scores will be awarded for each of the components. The evaluation committee will score each component unanimously.

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

Component		Criteria	Max. Grading
1	<b>Proposal overall</b>	The extent to which the proposal meets the requirements set out in Section 3 above, in annex 1 and throughout this document. Can the Service provider deliver the required deliverables? Will the Service provider be able to deliver a comprehensive solution?	5
2	<b>Design and Development process</b>	The extent to which the Service provider demonstrates that a clear design and development process will be followed and IDH is adequately consulted for input during the design and development.	5

		The extent to which it is clear what is required of IDH in terms of human resources, digital assets and other input to deliver the project without being too onerous on our staff.	
3	<b>Service provider profile</b>	<p>The extent to which the Service provider presents the required level of expertise and knowledge to fulfil the requirements both at team member and company level.</p> <p>To extent to which the Service providers gives a clear description of the project team, relevant (delivering similar projects) experience of team members and time allocation per team member.</p>	5

The evaluation committee will unanimously score each component by assigning scores from 1 to 5, with 5 representing optimal performance on the component and 1 representing extremely poor performance on the respective component.

#### *Step 2 - Criterion price*

A combined price in Euros (ex VAT) is to be presented. This is to be broken down by team member rate and hours.

The criterion of assessment is “the best price for the proposed level of quality” with a maximum grading of 5.

#### *Step 3 - Weighting*

The final score will be weighted 70% on Quality and 30% on Price.

If scores of service providers are equal, priority will be based on the total scores that were given for the Criterion Quality. The assignment will be awarded to the service provider that has received the highest score for the Criterion Quality. If the evaluation of the Criterion Quality does not lead to a distinction, the score for the component “Proposal overall” will be decisive. If this does not lead to a distinction, the ranking will be determined by the drawing of lots.

#### Award

Once IDH has decided to which Service provider it intends to award the assignment, a written notification thereof is sent to all Service providers participating in the tender procedure.

The Service provider is contracted via a letter of assignment, following IDH’s template (Annex 3).

### **7. Communication and Confidentiality**

The participant will ensure that all its contacts with IDH with regards to the Tender, during the tender procedure take place exclusively via 1 open zoom call scheduled 6 October 2021, between 15:30 and 17:30 CEST (please contact [black@idhtrade.org](mailto:black@idhtrade.org) for details). The Service provider is thus explicitly prohibited, to prevent discrimination of the other Service providers 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 confidentiality. The Service provider will also impose a duty of confidentiality on any parties that it engages. Any breach of the duty of confidentiality by the Service provider or its engaged third parties will give IDH grounds for exclusion of the Service provider, without requiring any prior written or verbal warning.

All information, documents and other requested or provided data submitted by the Service providers 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 Service provider.

#### **8. Disclaimer**

IDH reserves the right to update, change, extend, postpone, withdraw, or suspend the ToR, this tender procedure, 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.

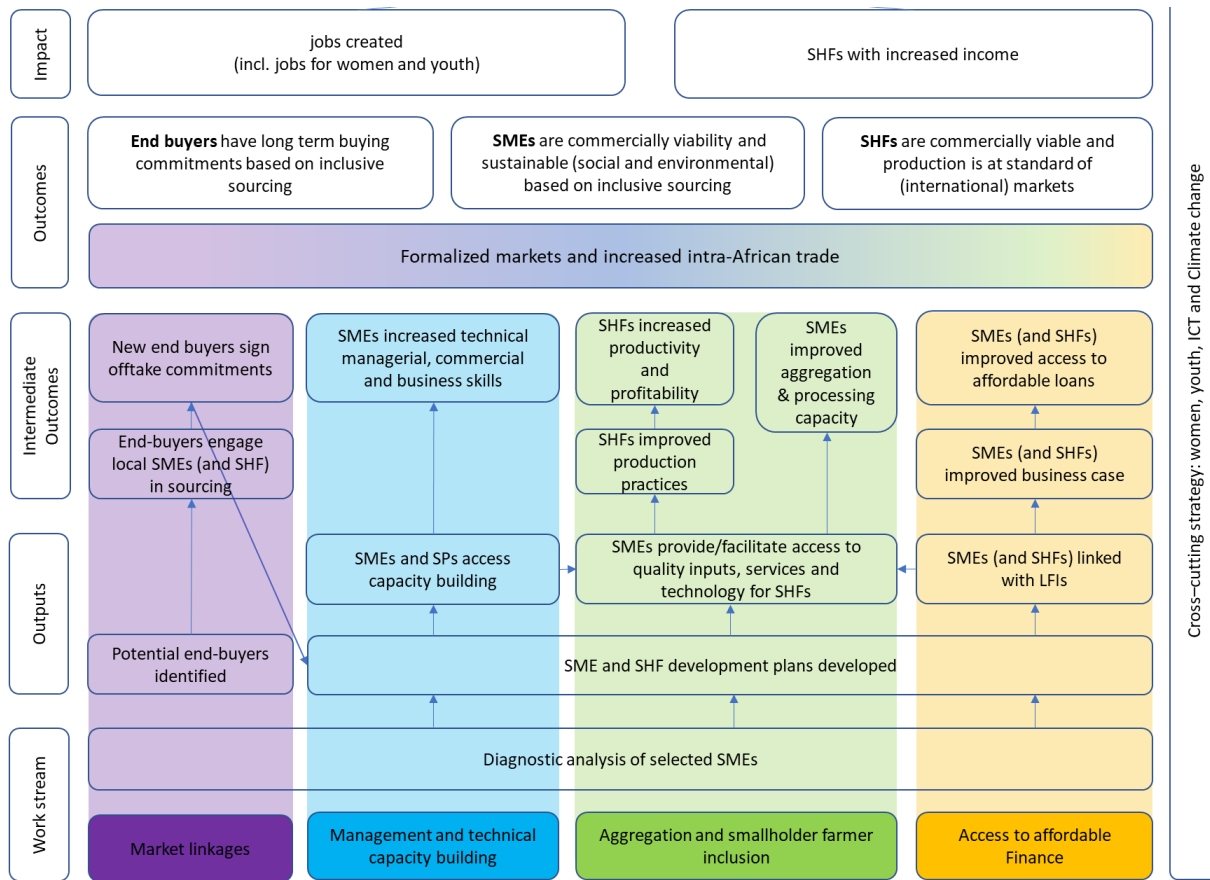
Participants in the tender procedure cannot claim compensation from IDH, any affiliated persons or entities, in any way, in case any of the afore-mentioned situations occur.

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

#### **9. Annexes**

Annex I: Theory of change and logframe

### Annex I: Theory of Change and logframe



### List of indicators aligned with the ToC

Indicators with \*, need to set targets based on baseline study results.

Project Description		Indicators	Unit of measure
Impact	Increase income of smallholder farmers; increased jobs created, especially among women and youth; and improved livelihoods of beneficiaries	Number of family members positively impacted with improved livelihoods, disaggregated by age and gender	Family members
		Number of SHFs with income increase, disaggregated by age and gender, of which:	SHF
		Number of SHFs with 100% income increase, disaggregated by <i>young women (15- 35 years old)</i> <i>young men (15-35 years old)</i> <i>women (older than 35)</i> <i>men (older than 35)</i>	

		Number of youth in dignified and fulfilling work <sup>3</sup> (*)	
		Living wage gap of staff per SME	
		Living income gap of SHF (comparing income of SHF with living income benchmark) disaggregated by gender and age group	
		<p>Number of employed or self-employed/entrepreneur</p> <p><b>Employed (*)</b></p> <p>On farm (SHFs included), out of which:</p> <p style="padding-left: 40px;"><i>young women (15- 35 years old)</i></p> <p style="padding-left: 40px;"><i>young men (15-35 years old)</i></p> <p style="padding-left: 40px;"><i>women (older than 35 )</i></p> <p style="padding-left: 40px;"><i>men (older than 35)</i></p> <p>Other (SME-SPs), out of which:</p> <p style="padding-left: 40px;"><i>young women (15- 35 years old)</i></p> <p style="padding-left: 40px;"><i>young men (15-35 years old)</i></p> <p style="padding-left: 40px;"><i>women (older than 35 )</i></p> <p style="padding-left: 40px;"><i>men (older than 35)</i></p> <p><b>Self-employed (*)</b></p> <p>On farm (SHFs included), out of which:</p> <p style="padding-left: 40px;"><i>young women (15- 35 years old)</i></p> <p style="padding-left: 40px;"><i>young men (15-35 years old)</i></p> <p style="padding-left: 40px;"><i>women (older than 35 )</i></p> <p style="padding-left: 40px;"><i>men (older than 35)</i></p> <p>Other (SME-SPs), out of which:</p> <p style="padding-left: 40px;"><i>young women (15- 35 years old)</i></p> <p style="padding-left: 40px;"><i>young men (15-35 years old)</i></p> <p style="padding-left: 40px;"><i>women (older than 35 )</i></p> <p style="padding-left: 40px;"><i>men (older than 35)</i></p>	
<b>Outcomes</b>	1) End buyers have long term buying commitments based on inclusive sourcing	Number of end-buyers with long-term buying commitments with beneficiaries SMEs	End-buyers
		Increase in percent share of grains locally sourced by multinational FMCG off-takers, of which:	%
		Millet Rice Maize	
		Volume of quality targeted grains secured through commercial agreements between SME and end-buyers	MT

<sup>3</sup> The number of youth in dignified and fulfilling work is defined by the MCF considering the following: whether the work: 1) Provides adequate income 2) Is reputable in society 3) Is respectful to the worker 4) Is personally satisfying.



	Percentage increase in the premium price paid to SHFs (price at farm gate)	%
	Changes in inter-enterprise trade among value chain actors	
2) SMEs' commercial viability and sustainability (social and environmental) based on inclusive sourcing	Number of proven business cases for SMEs	Business case
	Number of sustainable service delivery models	SDM analysis
<i>SMEs embedding social &amp; environmental sustainability</i>	Number of SMEs adopting sustainable aggregation, processing and/or storage practices and social standards as per end-buyer or international required standards	SME
<i>SMEs are commercially viable: increased scale</i>	Number of SMEs with  <i>increased aggregated volume</i> <i>increased processed volume</i> <i>increased stored volume</i>	SME
	Increased USD value added to production (USD per year)	Million USD
	Increased total annual sales (USD per year)	Million USD
<i>increased profitability</i>	Percentage increase in SMEs net profit margin	%
<i>Sustainable inclusive sourcing</i>	Number of SMEs' commercial agreements with SHFs sustained after 3 years of operation	Commercial agreements
<i>Increased aggregation, processing, storage capacity</i>	Percentage increase in volume capacity of aggregation / processing / storage, of which:  <i>Aggregation capacity</i> <i>Processing capacity</i> <i>Storage capacity</i>	MT
<i>SMEs with increased management, business and commercial skills</i>	Number of SMEs adopting key recommendations in management, business operation and supply chain included in the SME plan	SME
3) SHFs commercial viability and improved production at standard of (international) markets	Percentage increase in net profit margin	%
	Volume of cereal (focus crops) annually produced, complying with the required quality, environmental and social standards required by international standards/ end-buyers	MT

		Number of farmers adopt at least three good practices in business management promoted by the project	SHFs
		Number of SHF adopting all good agriculture practices determined by the project as key practices to comply with the required quality, environmental standards (disaggregated by sex and youth)	SHFs
		Number of hectares under improved agricultural practices	Ha
		Percentage increased productivity (Yields per hectare)	%
		Percentage annual post-harvest losses	%
		Number of farmers participating in farmers association or cooperatives	SHFs
		Number of SHFs access to loans disaggregated by gender and age	SHFs
		Average size of loan per SHF disaggregated by gender and age	Thousand USD
	4) SMEs, SHFs and end-buyers with formalized markets and increased intra-African trade	Number of SMEs integrated into premium supply chains comply with the inclusive sourcing commitments annually	SMEs
		Number of SHFs integrated into premium supply chains through inclusive commercial agreements with SMEs	SHFs
		Number of commercial agreements between SMEs and end-buyers	Commercial agreements
		Number of service providers integrated in the value chain supplying quality services, inputs and technology	SPs