

Terms of Reference (TOR)
Value chain digital transformation tool – methodology development
July 15, 2019

1. Background

In 2050 there will be 3 billion more mouths to feed demanding to produce 50% more food. These global trends emphasize the urgency to increase the value of agricultural resources in a sustainable way to feed current and future generations. Advances in technology such as Artificial Intelligence, Big data, Internet of Things, Remote sensing, Robotics, and Mobile phones are changing many industries, yet they've only scratched the surface to induce a much-needed farmer friendly technological revolution. The main challenges are lack of 1) Investments 2) Research and 3) an Enabling environment.

IDH promotes the use of technology in achieving value chain sustainability. By advising and convening stakeholders on technology use cases, IDH reduces sourcing cost, improves farmer engagement, reduces operational risk and achieves profitable scale in smallholder inclusive business models.

Large scale technological interventions targeted at the sector level and at the business level have the potential to rapidly lift farmers out of poverty in Africa, Asia, and Latin America.

Creating tools that are useful to our stakeholder network and throughout the broader agricultural sector will be key to driving the most sustainable smallholder engagement models and ensuring this work achieves transformative scale. We are therefore looking for companies/consultants to engage in creation of knowledge products.

This TOR will include the objectives, approach, scope, deliverables, timeline, selection criteria, and procedure for contracting this work.

2. Project information

2.1 Objective

The overall objective of this assignment is to develop a practical, easy to use, a standard methodology to identify opportunities for service providers to digitalize their businesses and take advantage of already existing high potential tech use-cases. IDH Farmfit business support staff and some program staff will be equipped with this methodology in order to advise IDH's partners. The specific objectives are:

- To create a high-level database of the current tech use-cases that exist in agriculture value chains;
- To create a methodology (including user guide) that can easily identify the suitable tech use-cases for service providers to invest in.

2.2 Approach & Scope of Study

IDH envisions that the work will be completed using the following 5-stepped approach for the development of the tool:

- Step 1: Conduct desk research to identify all significant tech use cases in the agriculture value chains, specifically in developing countries. Where there is a future potential for advanced tech use cases to be adapted to agriculture value chains, those to be considered. These tech use cases are arranged in a framework/HTML database, with data points such as part of the value-chain, stakeholders in use case, enabling environment and actors, for easy access. Expecting to be 40 to 60 different tech use-cases and each use case can be delivered by one or more tech companies in one or more countries.
- Step 2: Build a standard questionnaire/data points to identify the tech opportunities for the service provider (such as buyers, agro-processors, financiers and other service providers) in the agriculture value-chains. The data includes both service provider specific and enabling environment information. Selected data points are tested with 2 service providers to validate the methodology.
- Step 3: Develop a framework/methodology/user guide to match the use-cases in the database to the tech opportunities identified through step 2. The expected outcome of this step is to come up with 8-12 tech use cases.
- Step 4: Create cost-benefit analysis guidelines/methodology to rank the tech use-cases identified through step 3 for their impact and ease of implementation.
- Step 5: Test the entire methodology on 2 service providers in orders to standardize the above steps.

2.3 Project deliverables

This assignment will be expected to produce the following deliverables:

Document	Description	Form	Approx. Length
Environmental Scan	Capturing the state of tech use-cases in agriculture value chains and integrating this within our Farmfit business intelligence unit	HTML database	40-60 use-cases with 250 or more companies involved.
Service provider(SP) tech questionnaire	Utilizes approximately 20-30 data points to identify tech opportunities in a cheap, easy, broadly applicable manner.	Document	2-4 pages
Use-case identification tool	A methodology to match the SP questionnaire with database	Document or Powerpoint	2-4 pages or 10 slides max
Tech use-case ranking tool	A methodology to rank the use-cases identified.	Document or Powerpoint	2-4 pages or 10 slides max
User guide	The user guide is developed while practically testing on 2 real cases.	Document or Powerpoint	User guide 6-10 pages or 20 slides max and practical cases as annexes

2.4 Project Timelines

A draft indication of the assignment timeline and corresponding activities for the completion of this project is below. The actual dates of the working sessions and deadlines will be decided later with IDH. After each step a working session with IDH tech lead is planned to get feedback.

Step	Duration	Associated Activity and Working Sessions	Timeline
1	10 weeks	<i>Environmental Scan</i> Working session 1 (Utrecht, NL) – 3 hrs	Sep 13 – Nov 22, 2019
2	6 weeks	<i>Service provider(SP) tech questionnaire</i> Working session 2 (Utrecht, NL) – 3 hrs	Nov 25 – Jan 03, 2019
3	4 weeks	<i>Use-case identification tool</i> Working session 3 (Utrecht, NL) – 3 hrs	Jan 06 – Jan 31, 2020
4	6 weeks	<i>Tech use-case ranking tool</i> Working session 4 (Utrecht, NL) – 3 hrs	Feb 03 – Mar 13, 2020
5	10 weeks	<i>Testing the methodology (2 cases) & User guide prepared</i> Working session 5 (Utrecht, NL) – 3 hrs	Mar 16 – May 22, 2020
	2 weeks	Presentation final package	May 25- June 5, 2020

3. Tender process

All consultants are invited to submit a proposal. Proposals must be submitted in accordance with the provisions of this chapter. The contract will be awarded on the basis of the criterion “most economically advantageous tender”. This means that in addition to the price, also the quality weighs in the selection of the consultant.

3.1 Planning

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

<i>Consultant Selection</i>	
Activity	Timeline
Terms of Reference published	July 15, 2019
Deadline for proposal submission	August 18, 2019
Review and assessment of applications by IDH Assessment Committee	August 19-23, 2019
Notification to applicants of shortlisting	August 26, 2019
Discussions with shortlisted applicants (in person at IDH Utrecht office or remotely)	August 29, 2019
Selection of consultancy and notification to applicants	Sep 2, 2019
Inception meeting (Utrecht, NL)	Sep 13, 2019

Tenders must be submitted to Jayadeep Akkireddy, Senior Manager, Learning and Innovation - Smallholder Inclusion, via email to Akireddy@idhtrade.org before **August 18, 2019, 23.59 CET**.

Only proposals received by 23.59 CET on Sunday, August 18, 2019, will be considered

3.2 Proposal requirements

Individual or firm applicants are expected to submit a complete proposal not more than ten pages in the PDF format for this assignment including the following elements: Description of the organization and team structure for this particular project

- Explicit examples of the experience, knowledge, skills, and characteristics required for this assignment (see table below)
- Methodology to be used in undertaking the assignment
- Curriculum Vitae for consultant/consultants and at least two work references per consultant. The CVs of the consultants has to be a separate PDF document and there is no length restriction.
- The proposed budget in Euros: including a breakdown indicating daily rates for each of the proposed experts, time input and all applicable expenses (international and/or local transport, accommodation as applicable), including VAT. **The amount cannot exceed € 220,000 excluding VAT.**
- Proposed detailed planning timeline, if applicant envisions timeline other than the one mentioned in section 2.4

Additionally, the consultant must confirm in writing that he is not in one of the situations as listed below.

Grounds for exclusion

1. Consultants 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 offense 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.

2. Consultants 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).

3.3 Testing and weighing

3.3.1 Evaluation

After the deadline has passed, the evaluation committee will evaluate the proposals. The proposals will first be tested for completeness. The absence of documents or elements in the proposal will lead to exclusion of the consultant from participation in the procedure. If the proposal is complete, the evaluation committee will evaluate the proposal against the criteria set below.

3.2.2 Selection criteria

Component	Description	Max points
1	Consultant <i>The consultant(s) assigned to this project are assessed based on the criteria mentioned in the table below</i>	30
2	Methodology <i>The alignment of the proposed methodology with approach and scope mentioned in 2.2</i>	30
3	Company/Firm <i>The previous experience & ability in doing similar kind of work, networks in Ag-tech & fin-tech circles to gather required information, and examples of similar work that has been done in a clear and visually rich manner</i>	20
4	Budget <i>The planned man-days spent on this project</i>	20

The consultants assigned to this project must demonstrate the following requirements in the proposal:

Requirements	
Content Experience and Knowledge	<ul style="list-style-type: none"> • Expertise in ag-tech and fin-tech consulting OR general tech consulting with a focus on agriculture sector. • Expertise and network to evaluate tech use cases • Business consultant deeply familiar with the relevant commodity sectors, countries, and thematic topics • Global knowledge network rooted locally • Ability to analyze, structure and communicate findings in an executive manner • Track record of similar studies and previous working experience
Skills	<ul style="list-style-type: none"> • Well-developed research, data analysis, structuring and tool-building skills • Well-developed communication skills to contact different type of stakeholders • Visualization skills • Well-recognized tech consulting skills • Writing skills for concrete, clear and structured reporting
Characteristics	<ul style="list-style-type: none"> • Punctual • Result-oriented • Critical on quality of information • Dedicated adherence to deadlines • Sensitive to treat confidential information

4. 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 Jayadeep Akkireddy via Akkireddy@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 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 Consultants 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.

5. Contact Information

Jayadeep Akkireddy
Senior Manager, Learning and Innovation - Smallholder Inclusion
Akkireddy@idhtrade.org