

Terms of Reference (TOR)
IDH Sustainable Trade Initiative
Farmfit
Brand Strategy
November 23, 2020

Introduction & Background

IDH (www.idhtrade.org), the Sustainable Trade Initiative, is a highly innovative not for profit organization, continually adapting its strategy to engage and mobilize businesses to achieve the Sustainable Development Goals. IDH focuses on developing innovative business models for sustainable production and trade, convene partnerships with governments, banks, civil society organizations and businesses to scale these models. Key commodity markets IDH engages with include apparel, aquaculture, cocoa, coffee, tea, cotton, fruits, spices, vegetables, soy and palm oil in producing countries in Asia, Latin-America and Africa. The last 12 years, IDH has shaped and fundamentally transformed these global markets and has a mandate from its donors to do so until 2030. With a yearly budget of around Euro 50 million from the Dutch, Swiss, Danish, UK and Norwegian governments, private foundations and business partners. In many of the supply chains where IDH operates, there are smallholder farmers produce the commodities, but lack reliable, adequate, and affordable access to essential services. The lack of access to services prevents them from developing their farming systems and increasing household incomes. To improve access to services, companies, civil society and governments need to innovate together, developing new business models and forging new supply chain collaborations. IDH set up an arm of its business operations, IDH Farmfit to drive this transformation. IDH Farmfit supports companies and financial institutions to analyze, innovate, and scale up their smallholder business models, improving the services provision to smallholder farmers.

As IDH Farmfit innovates business models, it gathers data on what works well for businesses and smallholders. It then packages and disseminates these insights to target audiences. While Farmfit has overtime built a solid reputation with and understanding of our key audiences, we recognize that far more can be done to understand and tailor the insights we are able to provide to partners.

As such, IDH Farmfit seeks to hire a consultant to develop an internal and external brand strategy that will maximize the effectiveness of IDH Farmfit and enable IDH to meet (and to push) its goals. Deliverables including brand strategy as well as executional plan and narrative proposal using the criteria as described in this TOR.

Objectives

The overall objective of this assignment is to build upon market research to help IDH Farmfit create a clear brand proposition that positions IDH as a leader of knowledge and insights and pulls in / influences our key stakeholders.

The specific objectives of this project are:

- Engaged Management team (MT) of IDH Farmfit in refining purpose and product
- Gather and filter insight from internal and external inspiration
- A clear brand proposition for IDH Farmfit and revised brand strategy
- Clear guidance for operational and executional delivery of brand

The assignment will ultimately lead to clear formulation of IDH Farmfit brand strategy to support the brand in achieving its goals and (where applicable) impact changes at the program level.

The IDH Farmfit Program

About

Over the last decade IDH – the Sustainable Trade Initiative 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 Farmfit program.

Theory of Change and intended outcomes

Updated version of the BS&I ToC

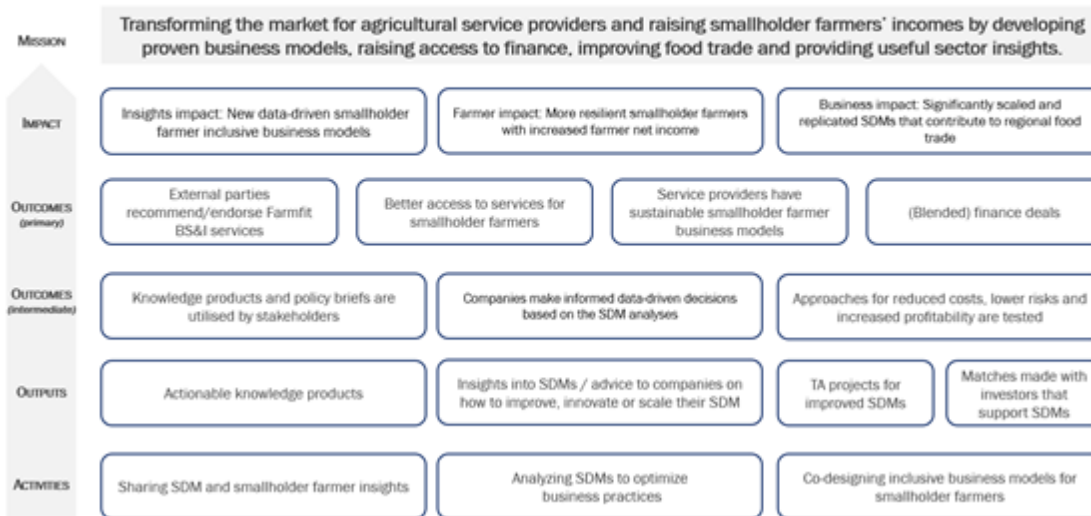


Figure 1 Farmfit Business Support and Intelligence Theory of Change, 2020

Farmfit Business Support provides businesses and financial institutions the tools they need to optimize cost-efficiency, run a commercially viable business model and maximize 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. technology and gender inclusion. 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 reports and findings 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).

Assignment

Approach

Phase One - a month-long period of development, research and analysis in order to offer a presentation to the IDH Farmfit management team that brings to life a draft strategy.

- desk research
- interviews + commissioning of hot-takes from experts* (across a wide range of disciplines).
- depth interviews with staff and stakeholders
- analysis of IDH Farmfit, competitive organizations, and other players in and out of category to explore the Dos and Don'ts affecting the communication of organizational vision, fundraising etc
- regular check-ins with the communication lead and colleagues at IDH, working through and integrating feedback and the leading of group discussions with a view to understanding as much about the workings of IDH as possible and guiding the communications staff toward best practice.

Phase Two - synthesize and iterate the outcome of phase one into a clear and cogent creative strategy document

Phase Three - craft a clear production plan alongside creative briefs for all the moving parts of IDH Farmfit's communications outputs and write a progressive media strategy in order to execute the new communications vision across all channels.

Expected Outcomes

- A clear new narrative for the IDH Farmfit intelligence which is capable of creating fame and desirability within (and around) our target audiences
- Concepts/initiatives which catalyze our existing activity and act as a force multiplier to enable and to push our goals (impact, fundraising, program, partnership, recruitment).
- New opportunities for business growth.

Expected Deliverables

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

Expected Deliverables	Deadline
Pitch of strategy	March 2021
Clear and cogent creative strategy document	April 2021
An operational and executional plan for delivery	May 2021
Proposal for revised narrative	May 2021

Duration

- The assignment is expected to take place between January 2021 and June 2021
- All deliverables must be received by June 30, 2021

Procedure

The assignment will be awarded to the Consultant with the tender that provides the best return on investment. This is determined on the basis of the evaluation criteria of price and quality.

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	November 27, 2020
Deadline for submission of questions	December 1, 2020
Response to questions	December 3, 2020
Deadline for submission of proposals*	December 9, 2020
Selection of consultancy	December 11, 2020

Start of assignment	March, 2021
Close of assignment	June, 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.

Proposal Guidelines

IDH is requesting applicants submit 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 should include the following content:

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 person 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:

- **Research goal:** Explanation of the understanding of this TOR, the main objectives, and the expected results of the research.
- **Provisional approach:** Clear description of the proposed approach to the research.
- **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 studies, explaining how that experience can help successfully approach this assignment.
- **Budget estimation:** We estimate the budget proposal to be no more than 60,000 EUR excluding VAT.

Selection criteria & evaluation procedure

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).

Consultant/Consultancy profile

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

Relevant experience	<ul style="list-style-type: none">• Experience in completing similar assignment;
Relevant sector and content experience	<ul style="list-style-type: none">• Understanding of farming systems, farm and company economics, expertise on themes of gender empowerment, climate resilience, food security and regional trade desirable;• Strong understanding of supply chains and agribusinesses, experience in food crop value chains is desirable;• Understanding of the agribusiness investment landscape.
Team and organization capacity	<ul style="list-style-type: none">• The ability to structure and communicate findings in a SMART & executive manner;• A track record of similar work and proof of previous working experience;• Excellent writing skills in the English language.

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

Evaluation of the Proposal

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

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

Submission of the proposal

Proposals in English, together with all necessary accompanying documents, must be submitted by 17.00 CET Friday, December 9, 2020, to:

Julia Bolton, Knowledge Products and Insights Manager, Farmfit Intelligence (Bolton@idhtrade.com)

For any clarifying questions regarding this Terms of Reference or on the submission of your proposal, kindly send an email to Julia Bolton - (Bolton@idhtrade.com)

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 Julia Bolton via bolton@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.

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.

Contact information

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