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1. General information

1.1 Background

Rikolto is an international network organisation with over 40 years of experience in partnering with food chain stakeholders in Africa, Asia, Europe and Latin America. We build bridges of trust and trade between the food industry, governments, research institutions, financial institutions and farmers’ organisations around one central question: ‘What will we eat tomorrow?’

Rikolto’s global strategy is directed towards structural changes in the agri-food system and upscaling of well-functioning practices and policies that unlock the farming potential of a critical mass of smallholder farmers. Clear structural change/up-scaling agendas are agreed upon for which specific strategies and actions are developed. This is followed by the design of concrete interventions in pilot chains in order to experiment, learn and build evidence to influence the agreed changes.

Rikolto in East Africa secured funding for a 4-year horticultural programme in Tanzania, which aims to improve and increase market competitiveness in the sector supplying both domestic and international markets. This will run from 2020 to 2023 covering southern highland regions of Tanzania especially covering Iringa, Katavi, Njombe, Mbeya and Songwe.

As in the case of other programmes implemented by Rikolto in Tanzania, Rikolto will partner with governments (and their institutions) in service provision by working on some key issues and piloting a private-public service delivery mechanism. This includes working on issues like quality control and food safety, facilitating public-private sector dialogues and piloting new innovations, among others. Rikolto builds the capacity of the member business organisations (apex private sector business organizations, apex, secondary and primary farmer organisations) to engage the government to increase efficiency and effectiveness of service delivery in areas regarded as public goods (road, large irrigation schemes, electricity etc.) and to draft policies to create conducive business environment. NGO roles largely revolve around support to the civil society and private sector and not to facilitate or build the capacity of governments to deliver services which largely fall under bilateral donor programmes.

We are currently looking for a consultant(s) to conduct an assessment of the existing business development services (BDS) to set the basis for the project’s implementation in Tanzania. The consultant will work under supervision of the Rikolto programme team to collect data from farmers and other stakeholders in the market system through desk reviews, individuals’ interviews, focus group discussions and some key informants in each region, such as extension officers, traders, other value chain actors and District Authorities.

1.2 Project Summary

Impact: To improve the performance of Tanzania’s horticulture sector, the inclusion of smallholder farmers in it, and its contribution to job creation and nutrition security

Outcomes:

1. To increase the profitability of the horticultural sector for smallholders and traders in Iringa, Njombe, Mbeya, Songwe and Katavi Regions; and
2. To increase competitiveness of the horticulture sector in 16 districts in Tanzania: Iringa (Mufindi, Kilolo and Iringa Rural), Njombe (Njombe, Ludewa and Wanging’ombe), Mbeya (Rungwe, Busokelo and Mbeya Rural), Songwe (Mbozi, Songwe Rural, Ileje and Momba) and Katavi (Mpanda, Taganyika and Mlele).

Outputs:
1. Increased access to sustainable Business Development Services (BDS) for farmers engaged in horticulture production.
2. Increased profit margins for members of the farmers organisations and other value chain actors through improved trading relationships and efficiency within the horticulture value chain;
3. Improved sector governance and coordination mechanisms through strengthened horticulture platforms and member-based organisations;
4. Increased consumption of high nutritious diets through women and youth participation in sustainable nutritional sensitive horticulture value chain in the targeted region.

1.3 Target Group
The European Aid project will be implemented as a Horticulture project in Southern Highland regions namely Iringa, Katavi, Njombe, Mbeya and Songwe aiming at improving and increasing market competitiveness in the horticultural sector. It is targeting more than 30,000 fresh fruits and vegetable smallholder farmers in 68 FBOs 500 traders (local and export), 1million consumers and Business support services i.e machinery, input, financial institutions.

1.4 Vision and Approach of Rikolto on BDS
For smallholder farmers to build more resilient farming enterprises, it is necessary not only to identify and support the development of agricultural business opportunities but also to foster support services that enable them to flourish.

Rikolto adopted following three main approaches:
1. **The value chain approach**, which focuses on increasing the efficiency and effectiveness of service delivery within the chain. The offering of services is shifted either up, down or sideways by bringing other service providers into the chains. Policies and regulations are looked at as an externality to the chain and handled as policy advice issues to be dealt with by their associations in their interactions (occasionally) with the government.
2. **Market system development approach**, which is anchored on the alignment of key market functions, actors and service providers to enable them to work more efficiently and inclusively in the future, based on the incentives and capacities of market players. The approach focuses on stimulating a change in the behaviour of market players – public and private, formal and informal – so that they are better able and motivated to perform important market functions effectively.
3. **Sustainable sector transformation approach**, which focuses on promoting sector collaboration to address critical constraints in the sector such as the availability of quality BDS. BDS innovation arises from an evolutionary approach through continuous interaction between the market actors which leads to the co-development of new services which meet the critical needs of the sector.

2. Objective of the BDS Diagnostic Study
The purpose of the study is to carry out BDS supply and demand mapping aiming to identify the services required to achieve better performance and existing gaps in service provision for the horticulture sector in the five regions of the southern highlands of Tanzania. The study will include the analysis of the current quality of services, type of service, availability, affordability, access and financial sustainability of service delivery models.

The specific objectives of the baselines are the following:

i. Assess the capacity of local service providers to develop and implement new and improved services, based on the diagnostic study results.
ii. Identify the type of service/bundle of services and value chain/market systems involved, and whether the service is financially viable and sustainable in the short to medium term.
iii. Review of BDS providers background and financial information (incorporation history, shareholder information, operational track record, governance structure, management team and technical competency and financial history, etc.) with the view of determining its suitability for commercial funding. Assess the overall socio-economic environment of the area, including its degree of market orientation, communications and transport infrastructure, and civil society development among other factors.

iv. Map who in the sector can deliver which service sustainably at the right level of quality. Whether the service is a public good and therefore justifies subsidies from sustainable institutions e.g. government.

v. Dive deeply to assess different approaches and innovations of service delivery such as digital solutions to be adopted by different service providers. Develop financial models (projected income statement, balance sheet, cashflow and project analysis over the period) to assess the feasibility/viability of the approaches.

vi. Identify associations of different BDS service providers and platforms which can be a good avenue to upscale different best practices for BDS provisions.

vii. Examine the extent to which government supports BDS for farmer access to BDS service.

viii. Prioritise and recommend BDS providers and BDS services which are critical for the development of the horticulture sector in the Southern Highlands.

ix. Look also at the gender dimensions of the BDS services so that this information can be used by Rikolto to know how to position women and youth better on service delivery.

x. Assess whether these BDS service providers have any curriculum/training modules/guidelines that they use for capacity development. Have structured procedures to deliver services.

xi. The Consultant shall guide Rikolto on how does Information System on agro-technologies and techniques, pricing and market information could be provided to farmers and other stakeholders at district and regional levels.

xii. The study also can explore if there is ICT skills for agricultural extension workers and farmers and how it works at LGA.

xiii. Separate chapter presenting a scoping of the existence, viability, accessibility of different digital solutions to access to finance and marketing information including detailed assessment of its sustainability model. This includes a recommendation to Rikolto on suitable models and resource requirements.

3. Scope of Work

The consultant(s), with the support of Rikolto East Africa programme team, will lead the consultations in project operational areas. The study will use both quantitative and qualitative methods depending on the data requirement and Do No Harm principles.

This assignment is to be completed within a maximum of 40 days from inception.

4. Role and Responsibilities of Each Party

4.1 Consultant’s Role

During the delivery of the diagnosis study, the consultant(s) role will be:

• Share a proposal of appropriate study method, sample size of the BDS companies in the project target areas, sampling methodology with Rikolto programme team.

• Prepare inception report and hold inception meeting with Rikolto East Africa technical team and conduct a desk review to understand the project context and focus.

• The Desk review will include looking at the needs assessment report, Project proposal, Contextual analysis reports from operational areas, including prior surveys conducted by Rikolto East Africa, Tanzanian national statistics or policy documents for the Southern Highlands and specialised studies.

Funded by the European Union
• Develop a BDS diagnostic study matrix describing data collection tools, defining the data requirement, data sources and the methods of data collection for each information included in Rikolto BDS framework. Status of infrastructure: major and feeder roads (and potential agribusiness opportunities they link to); packhouses (and its status-private or public owned), collection centres/market, logistics hubs (existing potential), Airport, Railway, Electricity connectivity and communication network.

• Recruit and pay experienced enumerators to conduct data collection in five regions. The number of enumerators should be reviewed by Rikolto Evaluation team.

• Prepare data collection tools (i.e. Interview guides, Questionnaires, FGD) that will be used for farmers, farmer groups, extension officers, buyers, other value chain actors and LGA in the area – Swahili and English versions.

• Pre-test and reformat the data collection tools where necessary.

• Supervise data submissions by all enumerators and clean the data within Kobo Toolbox.

• Conduct in-depth interviews and FGDs to the sampled horticultural farmer organisations, village-based extension officers and other value chain actors.

• Identify and locate business support structures such as Banks (if they have specific service for agribusiness/horticulture), MFIs, Business Development Service Providers (BDSs), entrepreneurs on commercial seedlings and nutrition, Research and agriculture trainings, and status of extension services (private and public).

• Triangulate data from all sources and analysing both qualitative and quantitative data for a thorough and informative baseline report, which enables programme management at Rikolto to take informed decisions on the way forward in implementing the programme.

• Prepare a BDS diagnostic report and presentation during BDS conference.

4.2 Rikolto’s Role during the BDS Diagnostic Study

• Introduce the consultant and enumerators in our strategic area of work to LGAs and District level.

• Provide all the project documents required for the desk review and provide administrative support for the process to run smoothly.

• Review and approval of the questionnaires and data collection tools to be used for interviews, FGDs etc.

• Support in scheduling data collection process and mobilization of interviewees.

• Support the data collection activities by providing technical assistance whenever needed.

• Ensure logistical arrangements are in place for the survey team at all the Administrative levels.

• Provide comments on the draft report and supervise the entire diagnostic study process.

5. Expected Deliverables

The consultant(s) will be expected to ensure the following deliverables are in place as proof of their completion of the tasks.

• An inception presentation which shall be presented before the commencement of the diagnostic study in Iringa and Arusha to the Rikolto Technical team.

• Inception report clearly outlining the study design, data collection methodology and questions that address all agreed indicators and work schedule. This inception report will need to be approved by Rikolto East Africa before the start of the next step.

• Enumerator training, field testing of the survey and refining the tools.

• A comprehensive and well-organised draft BDS diagnostic report, both an electronic version and a hard copy.

• Summarised BDS database with all relevant information including BDS contacts and their specialization.
• A comprehensive and well-organised final BDS diagnostic study report both electronic version and signed hard copy by incorporating the feedbacks/comments with annexes which include the list of potential BDS service providers who will be invited to BDS Conference.

• Abstract and power point presentations to be used for the dissemination of results to stakeholders. Submit all the working files and final dataset (in all forms) including the raw data and analysis codes, complete English transcripts of all semi-structured interviews; a clean and complete dataset downloaded from Kobo Toolbox for the close-ended questions of the survey.

• Suggest the structure and list of invitees to the BDS conference and presentation of the findings during the BDS conference.

6. Proposed Implementation Schedule

<table>
<thead>
<tr>
<th>Phase</th>
<th>Deliverables</th>
<th>Payment Schedule</th>
<th># of days</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inception phase</td>
<td>Draft inception report and Presentation</td>
<td>TBD</td>
<td></td>
</tr>
<tr>
<td>Tools development and field work preparation phase</td>
<td>Final inception report including budget, Survey design/methodology, Quantitative and qualitative research tools, approved by Rikolto East Africa Technical Team.</td>
<td>50% of total budget</td>
<td>TBD</td>
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<tr>
<td></td>
<td>Translations of the tools into Kiswahili for the target population (Optional)</td>
<td>TBD</td>
<td></td>
</tr>
<tr>
<td>Data collection phase</td>
<td>Desk review, interviews, and field visits to Iringa, Katavi, Njombe, Mbeya and Songwe.</td>
<td>TBD</td>
<td></td>
</tr>
<tr>
<td>Data Processing and analyses phase</td>
<td>Presentation of initial findings and draft of the report.</td>
<td>TBD</td>
<td></td>
</tr>
<tr>
<td>BDS Diagnostic Report</td>
<td>Draft BDS diagnostic study Report, for comments from Rikolto East Africa Technical Team.</td>
<td>30% of total budget</td>
<td>TBD</td>
</tr>
<tr>
<td></td>
<td>Deliverable 3: Final BDS Diagnostic Report and presentation during BDS conference</td>
<td>20% of total budget</td>
<td>TBD</td>
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<tr>
<td>Total</td>
<td></td>
<td><strong>100%</strong></td>
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7. Qualifications and experience

• A master’s degree in social sciences, Agribusiness statistics, Business Administration, economics or equivalent.

• A minimum of 5 years of overall experience conducting assessment; evaluations, baseline studies and/or research projects.

• Good understanding of Market System Development (MSD) and M4P Approaches.

• Familiarity and understanding of agribusinesses and demonstrated knowledge and professional experience in developing agribusiness financial models, business and strategic plans.

• Experience in investment appraisal, project finance, and/or corporate finance.

• Experience of using Microsoft excel to an intermediate level.

• A proven track record of conducting quantitative and qualitative research in the market system.

• Relevant experience with digitalized data collection via Kobo Toolbox, ODK or similar.

• Demonstrated experience of working in donor funded projects under public sector and/or NGOs.
• Ability to engage private sector and policy makers both at national and local level.
• Ability to engage farmers and a wealth of practical experience in economic analysis of mixed farming systems and food systems.
• Excellent analytical, interpersonal, communication and reporting skills.
• Should have knowledge and experience in gender and women’s rights issues.
• Excellent command of written and spoken English and Swahili.
• An affinity with the objectives of the study.
• Ability to work independently.

8. Procedure to apply
Qualified candidates (either Individual Consultants or Consultants Firm) are invited to submit their Technical and Financial proposal with the following documents:

• Cover letter;
• CV of proposed consultant teams including reference details of previous clients.
• References with detailed contact address of at least 3 organizations in which the consulting firm provided similar services recently, and;
• Samples of 2-3 similar previous work pieces (assessment/survey/baseline survey/evaluation).

Send your proposal via email to eastafrica@rikolto.org by 15 December 2020 and indicate the source of advertisement and the title of the survey in the subject line.
9. Annexes:

I) ANNEX 1: REPORT FORMAT

The proposed format for the final BDS assessment report is as follows:

1. Cover page, Table of Contents, List of Acronyms.
2. Executive Summary should be a clear and concise stand-alone document that states the most salient findings, conclusions, and recommendations of the study and gives readers the essential contents of the BDS assessment report in two or three pages. The Executive Summary helps readers to build a mental framework for organizing and understanding the detailed information within the report.
3. Introduction and Background should include background, purpose, audience, and synopsis of task.
4. Methodology should describe sampling design, study methods, data collection techniques, constraints and limitations of the study process and rigor, and issues in carrying out the survey.
5. Overview of the Current socio-economic and political Situation: a brief overview of the current access to BDS situation in the country including other political economy aspects.
6. Tabular summary of results should present BDS diagnostic study findings in table form presenting viable financial models in the service delivery.
7. Findings and Interpretation should present findings in response to the study questions. BDS Services must be presented in quantitative format and complemented by descriptive analysis.
8. Conclusions and Recommendations should provide additional analysis of the data and results, drawing out programmatic and organizational recommendations for planning or modifying programme design. Recommendations must be relevant to programme and context and include concrete and realistic steps for implementing or applying the recommendation.
9. Annexes should document the study methods, scope of work, schedules, interview lists and tables and be succinct, pertinent, and readable.
   • References, including bibliographical documentation, meetings, interviews, and focus group discussions.
   • List of stakeholder groups with number, type, and date of interactions.
   • List of different types of BDS providers and their contact details in each district, region and ward.
   • Data collection instruments in English, including qualitative protocols developed and used.
   • Datasets in electronic format.
   • Data dictionary and programme files used to process the data in electronic format.
   • Baseline study SOW.
   • Other special documentation identified as necessary or useful.
II) ANNEX 2: OUTLINE OF TECHNICAL AND FINANCIAL PROPOSAL FORMAT

a) Proposed Outline of the Technical Proposal

It is mandatory that the proposal should maintain the following format:

1. Title of the study
2. Understanding of the Task
3. Technical aspect of the proposal
4. Methodology (sampling design and strategy, data collection methods, Data Processing & Analysis, Data quality control measures)
5. Operational plan Proposed team with names and curriculum vitae
6. Submitted by: (with contact details) Detailed consulting company/firm profile and CV’s of the team members must be included and submitted with technical proposal in the annexure of the technical proposal.

b) Outline of the Financial Proposal

The budget of the task should be broken down in detail like the following format:

1. Consultancy fees.
2. Questionnaire development cost.
3. Data collection cost.
4. Communication and transportation costs.
5. Data processing & analysing cost; Reporting cost.
6. Miscellaneous (stationeries, printing, etc);
7. Tax related costs.
8. All costs should be quoted in Tanzania shillings.
9. All the pages of the financial proposal should be signed by the respective person of the firm/bidder.