
Terms of Reference



Assessment of successful models of business networks/associations to be established to promote sustainable food systems in Vietnam

1. Background

Joining a business network/ association where like-minded entrepreneurs connect and share, will provide MSMEs and start-ups with access to a vast source of invaluable knowledge and experience around running a business that entrepreneurs especially young entrepreneurs can learn from. As part of such a professional business network/ association, members will be provided with advice and tools needed to grow their business and be exposed to new business opportunities, enhanced visibility, and more. The benefits that a business network can bring for its member depend, however, very much on the effectiveness of its operation including its organizational set-up, its governance, business model, membership, and socio-political environment where a business is embedded.

Promoting sustainable operation of business network/association to support the growth of SME/MSME/start-up, active in the field of production and distribution of healthy, nutritious, and affordable agri-food products is among the entry points of Rikolto's Food Smart City program, aiming at transforming the urban food systems towards inclusive and sustainable food systems where healthy and nutritious food is available and affordable for all citizens.

Rikolto¹ in Vietnam is looking for a consultant to conduct a study to assess the successful models of business association/network (formal and informal) in Vietnam and abroad and draw recommendations on how to successfully establish and flourish a self-sustaining business network/association in the agri-food sector, taking into consideration the socio-economic and development context of Vietnam.

2. Objective and the scope of the study

This TOR is designated to a qualified consultant with practical experiences in agri-business and business networks to conduct a study assessing the existing networks/associations: their status (operation, capacities, and needs); the success factors and failures in running a business network/association. Based on the assessment results, the consultant is expected to recommend a practical, context-specific, and feasible business network model which can run on its own, connecting MSMEs, start-ups working in the fields of production, processing and distribution and services delivery of healthy, nutritious but affordable food.

Among all other aspects, the consultant is expected to focus his/her assessment on:

¹ Rikolto (formerly VECO/Vredeseilanden) is an international NGO with more than 40 years of experience in partnering with farmer organizations and food chain actors across Africa, Asia, Europe and Latin America. Rikolto runs programmes in 15 countries worldwide through 8 regional offices. Rikolto envisions a world with production and consumption systems that allow poverty and hunger to be eradicated and that do not burden our planet more than it can bear.

- The driver for network/association formation (member-driven or facilitated by external intervention)
- The institutional set-up of the organization with its management structure, leadership, and governance, charter, social capital etc.
- A business model that can sustain and flourish the operation of the network for the long run.
- Membership: What are the criteria to select members with all modalities, membership benefits, motivation, commitment, and contribution of members.

3. Methodology

The Consultant is expected to assess by using some methodologies that include, but are not limited to desk research, surveys, and assessments, workshops etc.

4. Deliverables

- A comprehensive and precise report in English detailing the methodologies used, the assessment results and sound recommendations for a self-sustaining business network model in the agri-food sector.
- Present the findings at a workshop in case necessary.

5. Time frame

Stage	Activity	Deadline
1	Applicants prepare and submit the proposal	26 July 2021
3	Informing the applicants about the evaluation results	30 July 2021
4	Contract arrangement	30 July – 5 August 2021
5	Implementation and present the findings	5 August- 5 Sept. 2021

6. How to apply

The applicants need to prepare a short proposal (in English) in response to this TOR detailing the methodology to be used, activities to be implemented with the timeframe and budget required and send it together with the CV to Rikolto before 26th July 2021 by email to: Ms. Do Thi Tiep

Email: tiiep.do@rikolto.org and cc to lua.hoang@rikolto.org