

**Request for Qualifications**  
**Expert Advisor for**  
***Phyigital extension pilot project management & advisory to farmer pilot***

TechnoServe invites you to participate in this competitive solicitation for qualifications related to the position of digital extension pilot project management for support to DeHaat. The work will be conducted closely with the DeHaat and CASA Technical Assistance Facility teams.

**Position Location:** The support will be provided in Delhi and Uttar Pradesh, India

**Anticipated start date:** 20 February 2022

**Estimated Duration & LOE:** The timing of the project is February-August 2022 with an anticipated Level of Effort (LOE) of 100 days over the 7 months.

**Budget:** Maximum £40,000.

## **I. About TechnoServe**

TechnoServe is managing the UK government's Foreign, Commonwealth, & Development Office (FCDO) funded five-year programme – Commercial Agriculture for Smallholders and Agribusinesses (CASA) – focused on driving catalytic change in how investors view and invest in agribusinesses operating in supply chains with significant numbers of smallholder producers. CASA is focused on increasing economic opportunities for smallholder farmers (SHF) by:

- Enabling more smallholder farmers to engage with and trade into commercial markets;
- Demonstrating the commercial viability of agribusinesses with significant smallholder supply chains and attracting more investment into these businesses;
- Deepening the smallholder impact of investments made by development finance institutions and impact investors.

TechnoServe's role on CASA is to establish and operate a £8 million Technical Assistance Facility (TAF)<sup>1</sup> to support agribusinesses that have received development finance institution (DFI) or impact investor financing to extend and deepen their smallholder impact. CASA TAF's aim is to increase the development impact of individual deals and help build an evidence base of the potential development returns from agribusiness investments that can be used to raise expectations of investors from future deals. CASA TAF has the potential to re-define the role private investments in agriculture can play towards driving development impact for millions of smallholder producers across the globe. Over five years, our objective is to increase sales and productivity of over 100,000 smallholders, and increase jobs and rural income generation opportunities on farms and in invested agribusinesses.

## **II. Background**

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<sup>1</sup> <https://www.casaprogramme.com/technical-assistance/>

To meet our objectives, we are working with at least 35 agribusinesses to design and implement commercially viable, high-impact and sustainable inclusive business plans.

One of the businesses supported, DeHaat, is an agri-tech company operating in Eastern India; offering farmer services via technology and its network of micro-entrepreneurs. The company has grown rapidly since starting operations in 2016 with a comprehensive service offering including input sales, agronomy advisory and output purchase which distinguishes it from competitors offering a narrower range of products. The company currently reaches approx. 700,000 farmers and offers advisory via the technology platform, its call-center, and in-person via its field officers. To deepen smallholder impact and ultimately grow input and output sales, the company is exploring opportunities to optimise provision of advisory services via a combination of technology and in-person advisory. DeHaat has faced challenges in delivering timely and appropriate crop advisory and scientific information (according to the crop calendar) to farmers during the Covid-19 pandemic due to 1) restrictions on farmer gathering/meetings for in-person extension advisory and knowledge sharing in the community, and 2) low smartphone penetration/uptake rates prevent uptake of crop and weather advisory. The company is looking for support to define an optimal configuration and a farmer advisory model that is practical, financially feasible and scalable over time.

Over the current Season (November 2021 until August 2022), the company plans to test out a training-of-trainers (TOT) model, develop and deliver customised advisory to farmers leveraging in-person and digital-enabled channels, across multiple crops in Uttar Pradesh, East India. The outputs of this pilot will be to optimise the operational framework for the extension programme, and to develop a playbook (guide to content customization, delivery channel mix, and farmer selection) for expanding into new states/geographical areas within DeHaat's network.

To achieve these outputs, the company needs hands-on upfront and ongoing phygital extension advisory and field-level project management and execution support. This advisory and execution support is the focus of this scope of work.

### **III. Duties and Responsibilities**

The TA provider will be providing advisory and execution support to the DeHaat team on-the-ground in India (Delhi HQ and Uttar Pradesh pilot locations) with guidance/directional support from the Digital Extension Associate Vice President and the CASA TAF team.

In developing the extension programme playbook and operational framework to support optimisation of content customization, delivery channel mix, and farmer selection for scale-up to new geographies in DeHaat's ambit, the following technical assistance (TA) is required.

#### **Deliverable 1: Operational Framework for a Phygital Extension Programme**

- Activity 1.1: Review DeHaat's existing key performance indicators and define new indicators relevant to digital extension systems
- Activity 1.2: Business process mapping to identify areas for data exchanges and feedback loops across existing extension delivery channels (e.g., farmer visits, Kisan app (mobile application) and call centre)

- Activity 1.3: Define farmer and Lead Farmer experience of DeHaat’s digital extension model
- Activity 1.4: Update business processes combining physical and digital extension delivery channels and identified feedback loops

**Deliverable 2: Phygital Extension Programme Playbook**

- Activity 2.1: Determine level of content customisation and identify channels which can be leveraged for automation
- Activity 2.2: Define data needed for content customisation and delivery channels specific to areas of expansion (if appropriate)
- Activity 2.3: Define content architecture and which channels will be used for different types of content, and categorisation of farmers to optimize content & delivery channels
- Activity 2.4: Identify content partners, technology providers and sub-contractors for content development
- Activity 2.5: Incorporate business process maps developed under deliverable 1

**Deliverable 3: Execution and project management support**

- Activity 3.1: Monitor KPIs of extension program
- Activity 3.2: Update work flows, standard operating procedures and business process maps based on feedback from farmers, Lead Farmers, DeHaat Extension Executives/Managers and Regional Extension Executives
- Activity 3.3 Consolidate extension programme scale-up plan with target geographies (disaggregated by state, region and nodal level) for expansion
- Activity 3.4: Develop rollout of extension programme into target geographies considering
  - DeHaat’s strategic priorities
  - Opportunities for deepening impact at the farmer level (eg. by considering level of establishment/plans for input finance and output market facilitation to farmers in those areas)
  - DeHaat team readiness/bandwidth to implement new/adjusted activities in the Lead Farmer approach considering the optimal mix of in-person and digital advisory
  - Other criteria deemed important to consider as advised by the TA Provider and DeHaat Scale-up plan
- Activity 3.5: Incorporate the target geographies and road-map for expansion into a consolidated scale-up plan for DeHaat Extension Programme outlining where it will take place, when it will take place, what is required to get it done from DeHaat extension team, and what the farmer reach targets and farmer touchpoints/KPI targets

**IV. Deliverables**

<b>Deliverable</b>	<b>Level of Effort</b>	<b>Anticipated due date</b>
● <b>DL1: Operational framework for Phygital Extension Programme</b>	35 days	31 March 2022
● <b>DL2: Digital Extension programme playbook</b>	25 days	31 May 2022

• <b>DL3: Phygital extension programme scale-up plan and road-map for expansion</b>	40 days	15 August 2022
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## V. Expected Impact:

### Smallholder Farmer (SHF) impact:

15,000 farmer outreach through extension services

- Over the next Season (November 2021 until August 2022), the company plans to test out a training-of-trainers (TOT) model, develop and deliver customised advisory to farmers leveraging in-person and digital-enabled channels, across multiple crops in Uttar Pradesh, East India.
- For the pilot the target number of Lead Farmers (LF) is 200 in total which is broken down as 20 LF per node or 2 LF per DeHaat Centre (DC) around which there are four villages. It is therefore forecasted that the Lead Farmers will each reach 75 farmers across two villages each by passing on extension and input advisory that they have benefited from. In total the pilot is targeting to reach of 15,000 farmers over the pilot period (until June 2022).

### Business impact:

- Based on the pilot's delivery model and learnings, the company aims to refine its in-person & digital Extension Programme scale up plan, farmer reach targets and ramp-up rate – confirming the optimal mix of technology-based and in-person advisory that should be provided, as well as how it should be provided to maximise farmer productivity and to drive farmer loyalty. The TA Provider will support DeHaat to articulate the scale-up plan in activity 3.3 and 3.4 (see this above under Project Scope).

## VI. Skills Required

- Proven track record in executing digital extension systems in various geographies.
- Has background in content creation and delivery through digital channels.
- Strong project management skills and detail-oriented.
- Willing to be based in Uttar Pradesh, India for at least 7 months.
- Experience working with private agribusiness companies around shared value initiatives preferred.
- Advanced degree in business management or other relevant field preferred.
- Prior management consulting experience will be reviewed favourably.
- Strong stakeholder engagement and communication skills required.
- Demonstrated leadership skills, teamwork and relationship building.
- Proven expert analytical and quantitative skills.
- Excellent written and verbal communication and interpersonal skills.
- Excellent English and Hindi written and spoken language skills.
- Strong computer skills, including MS Word, PowerPoint, and Excel.

- Ability to work independently, flexibly, and responsively.
- Ability to adapt to changing working conditions.
- Ability to prioritise and meet deadlines.

## **VII. Instructions**

Interested candidates should submit their CV, with cover letter, budget, a workplan and Memo which captures their approach to implementing the required assignment and deliverables outlined in this document.

TechnoServe reserves the right to award the contract to the submission that is deemed to be in the best interest of TechnoServe and the Donor. The winning submissions will be notified in writing. Those who were not selected may or may not be notified, at the sole discretion of TechnoServe.

**Submission deadline:** 8 February 2022

Questions regarding this request may be addressed to Tasmin Mulder ([tmulder@tns.org](mailto:tmulder@tns.org)) and must be received no later than 3 February 2022.

## **TERMS AND CONDITIONS**

1. The Request for Qualifications is not and shall not be considered an offer by TechnoServe.
2. All responses must be received on or before the date and time indicated on the RFQ. All late responses will be rejected.
3. All unresponsive responses will be rejected.
4. All awards will be subject to TNS contractual terms and conditions and contingent on the availability of donor funding.
5. TNS reserves the right to accept or reject any submission or cancel the solicitation process at any time, and shall have no liability to the proposing party submitting for such rejection or cancellation of the request for qualifications.
6. TNS reserves the right to accept all or part of the submission when award is provided.
7. All information provided by TNS in this RFQ is offered in good faith. Individual items are subject to change at any time, and all bidders will be provided with notification of any changes. TNS is not responsible or liable for any use of the information submitted by bidders or for any claims asserted therefrom.
8. TNS reserves the right to require any bidder to enter into a non-disclosure agreement.
9. The bidders are solely obligated to pay for any costs, of any kind whatsoever, which may be incurred by bidder or any third parties, in connection with the Response. All responses and supporting documentation shall become the property of TNS, subject to claims of confidentiality in respect of the response and supporting documentation, which have been clearly marked confidential by the bidder.