

Request for Qualifications
Pilot Manager for launching decentralised smallholder piggery model

TechnoServe invites you to participate in this competitive solicitation for qualifications related to the position of Pilot Manager to provide operational support to Arohan to assist with a pilot launch and rural slaughterhouse (RSH) scheme roll-out. The work will be conducted closely with Arohan and the CASA Technical Assistance Facility teams.

Position Location: Dhemaji, Assam, India

Anticipated start date: 30 June 2022

Estimated Duration: 12 months, full-time

Budget: Maximum £16,000

I. About TechnoServe

TechnoServe (www.technoserve.org) is a non-profit, economic development organisation with sustained commitment to its 50-year old founding mission to work with enterprising men and women in the developing world to build competitive farms, businesses, and industries. We are business specialists assisting farmers and other entrepreneurs in 29 countries, increasing their access to information, capital, and markets. The increased income our clients derive enhances resilience and prosperity for their families and communities. In 2021, TechnoServe assisted 407,000 farmers and businesses resulting in \$250 million of new revenues and wages for participating farmers, businesses, and employees.

TechnoServe was competitively selected by the UK government's Foreign, Commonwealth & Development Office (FCDO) to lead part of a 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 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) to support agribusinesses that have received development finance institution (DFI) or impact investor financing to extend and deepen their smallholder impact. The facility provides grants and technical assistance to agribusinesses that have received financing from a DFI (e.g., CDC, FMO) or an impact/patient capital investor (e.g., Dob Equity, Barak Fund) for projects which will increase the volumes of purchases from smallholders and bring new smallholders into business supply chains. 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 that private investments in agriculture can play towards driving development impact for millions of smallholder producers across the globe. Over 5 years, our objective is to work with 35 agribusinesses to increase sales and productivity of over 100,000 smallholders, and increase jobs and rural income generation opportunities.

II. Background

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

One of the businesses supported, Arohan Foods, is a leading pig processor and piggery sector actor in the North Eastern Region (NER) of India. The business produces a range of pork products (fresh meat, bacons, sausages, smoked / pickled meat), which are sold across NER. CASA TAF partnered with Arohan in January 2022 to deliver an inclusive business plan which was completed April 2022.

Arohan is currently focused on scaling its position in NER by developing a decentralised pig aggregation and processing model. The inclusive model will drive increased volumes for the business, while offering more competitive and transparent prices to smallholder farmers, and improving food safety standards. The model will involve the establishment of a network of rural slaughterhouses (RSH), owned and operated by farmer producer organisations (FPO), which will be responsible for sourcing pigs from their farmer network. The RSH scheme will be underpinned by a technology platform which will facilitate key aspects of the scheme such as buying / selling of pigs; pig record keeping; and sales / cost tracking.

CASA TAF will provide technical assistance to support development and deployment of a pilot technology platform; and overall operational support for pilot implementation.

III. Duties and Responsibilities

The pilot manager will support the business with overall operational support for pilot launch and implementation, including ensuring effective execution against the inclusive business plan. A large component of the Pilot Manager's scope will involve assessing, selecting and developing the capacity of farmer producer organisation partners that will aggregate pigs from a network of smallholders, own and be responsible for managing the rural slaughterhouses.

The scope will also involve careful monitoring of impact, timely iterations, and adaptive management, considering risks or challenges that arise as the pilot is practically implemented on the ground and how this should inform future scale up.

Specifically, the Pilot Manager will deliver the following:

Deliverable 1: Operational Framework for RSH Programme

Activity 1.1. Develop impact measurement framework, considering commercial and development impact objectives of the project; identify performance KPIs for Arohan and FPOs.

Activity 1.2. Develop efficient management tools (e.g. weekly KPI dashboard) for management to track progress and nimbly make strategy/model adjustments, as required.

Activity 1.3. Identify coordination needs and develop standard operating procedures (SOPs) at Arohan, FPO and micro-entrepreneur level to support successful execution and sustainable adoption of the scheme. Consider skills-levels and learning/management styles to ensure “user”-appropriate/driven SOPs are developed that will be useful and used.

Deliverable 2: FPO mapping, feasibility and needs assessment

Activity 2.1. Assess the current FPO landscape, including the size of network, existing capacity and constraints (considering specific scope of RSH management role)

Activity 2.2. Assess and confirm feasibility of working via FPOs – e.g. ability to sustainably fund RSH overheads/operating costs and manage RSH effectively. Review business case at FPO/RSH level to confirm feasibility.

Activity 2.3. Develop appropriate FPO partner profile and selection criteria; use framework to identify and shortlist potential partners.

Activity 2.4. Conduct detailed capacity/needs assessment for shortlisted FPO partners considering, but not limited to, smallholder farmer pig collection and management; business and financial management skills; technology platform use; RSH operations management (including animal welfare and food safety standards).

Activity 2.5. Draft a targeted capacity building programme to fill potential gaps in FPO capabilities.

Activity 2.6. Confirm donor/government funding available for investment in RSH construction, support Arohan and FPOs to fully understand any terms and conditions; and validate feasibility of receiving funds. Where gaps are identified, determine other potential fundraising opportunities and support linkages to appropriate funding.

Deliverable 3: Capacity building of key staff at Arohan, RSH and micro-entrepreneur level

Activity 3.1. Support business plan development at RSH/FPO level; adoption of plan, key roles and responsibilities

Activity 3.2. Facilitate information sensitisation and required training at Arohan, FPO (RSH staff) and micro-entrepreneur level based on capacity gap assessments (see Deliverable 2).

Activity 3.3. Ensure relevant Training of Trainers (ToT) and information sensitisation is transferred to farmers (through close support, monitoring and attendance of farmer training to be led by FPOs).

Activity 3.4 Identify appropriate 3rd party service providers (where needed) to support training. Continuously assess capacity constraints and efficiently identify ways to address these.

Deliverable 4: Pilot execution and monitoring

Activity 4.1. Conduct baseline analysis and produce baseline report as it relates to KPIs identified in Deliverable 1.

Activity 4.2. Support implementation of workplan and business processes/standard operating procedures; including updating of work flows, SOPs or processes based on user testing at Arohan and FPO level. Update business processes and incorporate formal feedback loops to incorporate learnings/adjustments from pilot progress and results. Take leadership in supporting management to execute and continuously iterate strategy (as needed) effectively.

Activity 4.3. Liaise and collaborate closely with other TA providers (e.g. technology provider) to ensure coordinated execution and monitoring of pilot. Facilitate regularly (e.g. fortnightly) meetings with key stakeholders to manage overall pilot execution and smooth coordination.

Activity 4.4. Monitor performance against KPIs on a regular basis, reporting progress at least monthly.

Activity 4.5. Identify opportunities to deepen impact at farmer level, including optimising financial benefits for smallholder farmers, particularly women.

Activity 4.6. Analyse and document results and learnings from the pilot. Produce mid-line and end-line report on KPIs achieved.

Activity 4.7. Incorporate results and learnings into revised strategy, scale up recommendations and roll-out plan. Provide recommendations on what is needed to ensure commercial viability and sustained adoption.

Activity 4.9. Support Arohan to develop rollout plan for RSH scheme, including target geographic areas and feasible ramp up targets.

Activity 4.10. Deliver final assessment and pilot completion report which summarises key strategy adjustment requirements, implementation plan and any organisational structure implications and tools/procedures that will enable Arohan to scale up.

IV. Deliverables

Deliverable 1: Operational Framework for RSH Programme

Deliverable 2: FPO mapping, feasibility and needs assessment

Deliverable 3: Capacity building of key staff at Arohan, RSH and micro-entrepreneur level

Deliverable 4: Pilot execution and monitoring

V. Expected Impact:

Under the proposed scheme, Arohan will benefit from access to a much larger network of farmers and pigs (up to c.150k pigs p.a. processed by Year 5). In parallel, Arohan will be able to drive margin improvements by focusing on higher contribution products (roughly double the contribution margin vs under Arohan's previous operating model). The RSH model can generate more profitable unit economics by improving product mix, reducing financing costs and improving fixed cost leverage as the channel scales.

Under the RSH scheme, farmer incomes will increase by c.30% compared to the traditional broker-led model. If the pilot is a success, the RSH scheme could deliver annual income uplifts of c.£97 to >70k farmers over 5 years. Income benefits are likely to accrue disproportionately to women smallholders, who typically take the leading role in raising and selling pigs in NER, and form the vast majority of Arohan's current network.

We are targeting to reach 12,200 smallholder farmers by 2024.

VI. Skills Required

- Bachelor's Degree with a minimum of five years of relevant work experience
- Advanced degree in business management or other relevant field preferred
- At least five years of business or project management experience in a similar context
- Should possess excellent agronomy and business management skills
- Experience working with farmer producer organisations required
- Expertise and experience working in piggery sector preferred
- Experience managing international development projects, including project monitoring and evaluation, required
- Experience in or passion for implementing field work in a developing country required, experience in North Eastern Region of India preferred
- Experience working with corporations around shared value initiatives required
- Experience supporting organisations and/or farmers to adopt technology platforms preferred, with candidates who have skills in implementing/using management information systems an added advantage
- Proven analytical and quantitative skills
- Excellent written and verbal communication and interpersonal 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, budget, a workplan and a short memo (max 3 pages) 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: 20 June 2022

Questions regarding this request may be addressed to Melanie Machingawuta (<mailto:mmachingawuta@tns.org>) and must be received no later than 9 June 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 with TNS as well as Arohan Foods.
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.