

Request for Qualifications
AMCOS Loyalty Programme Manager at Global Coffee Trader

TechnoServe invites you to participate in this competitive solicitation for qualifications related to the position of Loyalty Programme Manager to support Sucafina to pilot an innovative AMCOS loyalty programme that helps to drive high quality, sustainable coffee production and smallholder farmer (SHF) incomes in Tanzania.

Position Location: Southern Highlands (Mbeya or Sogea), Tanzania
Anticipated start date: 15 August 2022
Estimated Duration: 18 months, full-time
Budget ceiling: GBP50,000

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

One of CASA TAF's supported businesses is Sucafina – a leading green coffee trader globally and the largest buyer of Tanzanian coffee – purchasing ~11,000 MT Robusta and ~6,000 MT Arabica facilitated by its local subsidiary Cotacof. CASA TAF partnered with Cotacof in October 2021 to deliver an inclusive business plan which was completed in May 2022.

To increase the proportion of certified coffee purchased, Cotacof needs to establish new direct relationships with coffee co-operatives (Agricultural Marketing Co-Operative Societies – “AMCOS”) and maintain these over time. This will be achieved through a Loyalty Programme which allows for progressive investment in partner AMCOS based on the duration and reliability of the partnership.

The loyalty programme would comprise four tiers, with increasing risk and benefit for Cotacof at each stage. A scorecard would be used to assess which tier an AMCOS qualifies for and which areas need improvement to progress to the next tier. Scorecard metrics include measures of financial health as well as indicators on governance structure, operational efficiency and member composition and loyalty. Specifically, each tier would involve the following:

- For Direct Export (DE), Cotacof would establish connections with AMCOS to purchase higher quality coffee directly from the AMCOS (vs via auction). This would be the starting point of the relationship which would allow for assessment of the AMCOS and further Cotacof investments via Bronze, Silver or Gold tiers.
- For Bronze tier AMCOS, Cotacof will certify AMCOS, register their farmers and record their production using a data system. This would unlock access to a certification premium and training, as well as potentially reduced interest rates with banks.
- For Silver tier AMCOS, in addition to Bronze benefits, a revolving fund will be set up to provide financing for pulpers to increase the quality of coffee produced.
- Gold tier AMCOS, already certified and with a high proportion of CPU-processed coffee, will benefit from yield development programmes to increase the volumes of their higher-margin coffee. For Gold AMCOS, the intervention will be tailored depending on specific needs, although is expected that many AMCOS in the Southern Highlands would benefit from stumping as the primary lever to increase yield.

CASA TAF will provide technical assistance to support the launch and sustainable deployment of the loyalty programme, including overall operational support as well as technical support on specific high impact initiatives (e.g. stumping).

III. Duties and Responsibilities

The Loyalty Programme manager will support the business with overall operational support to launch and implement the Loyalty Programme and all associated Tier initiatives, ensuring effective execution against the inclusive business plan. The scope will 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 Loyalty Programme Manager will work closely with the Cotacof team and Senior Adviser to deliver the following:

1) Launch set-up and overall operational support

- Develop operating and KPI framework to support overall programme implementation and ongoing performance monitoring (incl. for example: workplan, business processes/tools, KPI dashboard)
- Define Cotacof governance standards for AMCOS with input / guidance from Senior Adviser
- Design draft scorecard and action plan framework to fill gaps (loyalty programme development plan) with input / guidance from Senior Adviser
- Facilitate development of communication materials for farmers, drawing on regional best practice, TechnoServe and other expert experience
- Pilot scorecard with field officers and selected AMCOS, gather feedback from users and feed results/feedback into scorecard refinement
- Facilitate meetings with AMCOS and farmers to explain benefits and process to qualify for Bronze, Silver and Gold tiers; moving from DE (in coordination with Field team)
- Support Field Team to develop and manage AMCOS pipeline – considering with whom Cotacof has worked previously and AMCOS that sold at auction
- Coordinate Cotacof team to refine field team operating model to deliver Loyalty Programme interventions
- Coordinate Cotacof team to roll out scorecard to all direct AMCOS partners
- Take leadership in coordinating Cotacof/Loyalty programme team to execute against plan and continuously iterate strategy (as needed) effectively.
- Monitor results and learnings from initial pilot activities; provide recommendations for scale-up and roll-out plan.

2) AMCOS partner selection and performance monitoring

- Identify target AMCOS for DE, Bronze, Silver and Gold partnerships (working closely with Cotacof Procurement and Supply Chain Coordinator)
- Approach target AMCOS to explain value proposition (in coordination with Procurement and Supply Chain Coordinator; and Senior adviser)
- Facilitate partnership agreements with AMCOS partners, working closely with senior adviser and Cotacof team
- Monitor AMCOS performance and loyalty using scorecard
- Annually assess changes to AMCOS governance across programme and continue to refine scorecard
- Identify partners with potential for promotion to silver or gold AMCOS
- Support ramp-up to 9 AMCOS in Y1 and 13 AMCOS in Y2.

3) Stakeholder coordination and capacity building support

- Identify coordination needs and develop standard operating procedures (SOPs) at Cotacof and AMCOS level to support successful execution and sustainable adoption of the Loyalty Programme. Consider skills-levels, learning/management styles and AMCOS governance structures and standards to ensure “user”-appropriate/driven SOPs are developed that will be useful and used.
- Train selected field officers on scorecard use and process
- Monitor and support field team on ongoing communications with partner AMCOS to ensure alignment across the business
- Manage reporting and communications to Cotacof senior management on coffee buying activities and AMCOS activities/performance (certification, pulper loan scheme, and farmer productivity improvement programme)
- Build capacity within Cotacof teams to incorporate SOPs into day-to-day roles (Y1 and Y2)
- Refine the Loyalty Programme Manager role and SOPs and train an “in-house” staff to take on the Loyalty Programme Manager role following the TA project (in Y2) / or define the role for a new recruit
- Support Cotacof team to train field officers on new operating model, latest certification standards and technology platform use.
- Facilitate field team training and AMCOS information sensitisation as needed to support execution, identifying need to outsource/delegate training support wherever necessary.

4) Technical assistance to implement Silver and Gold tier package(s)

- Finalise design and support execution of a revolving fund structure for the Silver tier w/ Senior Adviser
- Review Bronze partners and identify one candidate for new pulper, using scorecard
- Facilitate structuring of partnership and loan agreements, as well as confirmation of equipment and wet mill infrastructure requirements
- Facilitate mobilisation of washing station and review ordering, transport, use/maintenance of equipment and payment collection per plan – identifying and communicating any risks /challenges with key stakeholders and Cotacof management in a timely manner.
- Monitor pulper loans; identify and address any arising risks/challenges
- Identify potential silver partners to promote to gold
- For Gold tier, support Cotacof to assess and identify opportunities to improve farmer productivity, quality and incomes. Work with Agronomist and Senior Adviser(s) to:
 - Develop framework for design and implementation of stumping pilot
 - Supervise farmer productivity improvement activity
 - Verify productivity improvement activity including monitoring of stumping pilot (supported by 3rd party impact assessment firm)

IV. Deliverables

1) Launch set-up and overall operational support:

- a. Weekly KPI dashboard and Monthly progress reports submitted and approved
- b. Loyalty Programme Action Plan developed and implemented
- c. Scorecard developed and used, with initial pilot results and user feedback incorporated into a refined scorecard

2) AMCOS partner selection and performance monitoring:

- a. AMCOS partners sensitised to loyalty programme value proposition
- b. Shortlisted AMCOS partners identified and selected in various tiers

3) Stakeholder coordination and capacity building support

- a. Internal business process and SOPs developed and adopted
- b. Cotacof staff and AMCOS trained on key activities (e.g. scorecard use, certification training, technology adoption, etc)

4) Technical assistance to implement Silver and Gold tier package(s)

- a. Pulper loan pilot effectively implemented, with results and learnings documented
- b. Productivity improvement projects (including stumping pilot) effectively designed and implemented

V. Expected Impact:

Through this initiative, it is expected that Sucafina will reach at least 5,562k beneficiaries, with up to an average net income benefit of £221 for Gold farmers p.a. by 2026.

VI. Skills Required

- Bachelor's Degree with a minimum of five years of relevant work experience required
- Advanced degree in business management or other relevant field preferred
- At least five years of business or project management in a similar context
- Should possess excellent business management and project management skills
- Experience working with Agricultural Marketing Co-Operative Societies required
- Experience supporting organisations and/or farmers to adopt certification standards and productivity improvement techniques, ideally in the coffee sector
- Experience promoting/supporting adoption of technology platforms preferred
- Experience working in coffee value chains preferred
- Experience in or passion for implementing field work in a developing country required, experience in South West and North West region of Tanzania preferred
- Full professional language proficiency in English required. Full professional language proficiency in Swahili preferred.
- Experience working with corporations around shared value initiatives required
- Proven analytical and quantitative skills
- Excellent written and verbal communication and interpersonal skills
- Strong computer skills, including MS Word, PowerPoint, and Excel
- Experience with PowerBI (or similar BI tools)
- 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 and budget (including daily rate in GBP) for 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: 28 July 2022

Questions regarding this request may be addressed to Melanie Machingawuta (<mailto:mmachingawuta@tns.org>) and must be received no later than 22 July 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 Sucafina/Cotacof.
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.