

# Request for Quotation

**Date:** 8/29/2022

**Subject:** Agri-intermediaries consultant needed in Uganda

**Reference #:** P0013710

**General Requirements:** The requirements for TechnoServe's anticipated purchase are listed below. A more detailed Specifications Sheet is also attached.

The objective of the proposed study is to identify the most promising food supply chain for FAIs in Uganda, and to identify and segment the Agro-SME intermediaries operating within it to determine support needed and inform a service delivery model.

The Consultant's role will be to support this research including support in identifying local stakeholders including stakeholders within Agri-SMEs.

**Delivery:** TechnoServe requests that the requested goods or services be provided on or before the date listed below, and be delivered to the below address:

**Date:** 9/12/2022

**Address:** 1777 North Kent Street

Suite 1100

Arlington

VA

22209

**Criteria for Selection:** TechnoServe's evaluation of quotes will be based on the factors set out below. At the sole discretion of TechnoServe, bidders may be selected for follow-up questions or to provide an oral presentation. TechnoServe reserves the right to award the purchase to the vendor whose quote is deemed to be in the best interest of TechnoServe. TechnoServe will not award the purchase to any vendor where there is indication of a lack of business integrity.

	<b>Max Points</b>	<b>Criterion</b>
1.	35	Price, inclusive of all delivery, fees, taxes, and other charges
2.	40	Quality of goods, factoring in vendor reputation
3.	10	Payment Terms (10 points for payment 30 calendar days after delivery, 0 points for full payment in advance, other terms will obtain points accordingly)
4.	15	Delivery terms, relative to delivery date and address noted above

**Quote  
Instructions:**

All quotations must:

- Contain a detailed cost with applicable taxes and other charges clearly identified.
- Provide requested payment terms and conditions.
- Describe the qualifications, experience, and capabilities of the firm (or consultant) in providing the type of goods or services being requested.
- Provide at least 3 references for similar procurements with a description of the goods or services provided and the dates of delivery.
- Include a contact name, email address, and telephone number to facilitate communication between TechnoServe and the vendor.
- For quotes from a firm, provide a brief outline of the company and services offered, including:
  - Full legal name, jurisdiction of incorporation, and address of the company.
  - Full legal name and country of citizenship of company's President, Chief Executive Officer, and/or all other principal officers of the company.
  - Year the business was established.
- If a consortium of firms or a team of consultants submits a quote jointly, the above information should be provided for each member of the team.

To ensure consideration, all quotes must be submitted in the following language and currency, and by the due date noted below:

**Language:** English

**Currency:** USD

**Submission  
Instructions:**

All quotes must be emailed to the address below with your quote attached in one or more files (PDF preferred). You will receive an auto-confirmation upon receipt. DO NOT email your quote to any employee of TechnoServe or deliver your quote in hard copy to a TechnoServe office. **Failing to adhere to these instructions may make your quote ineligible for consideration.**

**Email:** buy+US+P0013710@tns.org

**Order of Events:** This procurement will be administered in accordance with the following dates (subject to change at TechnoServe's sole discretion):

<b>Date:</b>	<b>Event:</b>
9/1/2022	Last date that questions and notice of intent to bid will be accepted. Questions and answers will be distributed to all known interested parties, so questions should not disclose confidential information, and all interested parties should submit a notice of intent to bid by this deadline to ensure they receive a copy of TechnoServe's response to questions.  Questions and/or notice of intent to bid should be emailed to:  dlape@tns.org
9/2/2022	Date that answers to questions will be distributed to all known intended bidders.
9/6/2022	Last date that quotes will be accepted by TechnoServe.

**Terms and Conditions:**

- The Request for Quotation is not and shall not be considered an offer by TechnoServe.
- All responses must be received on or before the date indicated on the RFQ. All late responses will be rejected.
- All unresponsive quotes will be rejected.
- All quotes will be considered binding offers. Your quote must be valid for acceptance for a minimum period of 90 days from the closing date of this solicitation.
- All awards will be subject to TechnoServe contractual terms and conditions and contingent on the availability of donor funding.
- TechnoServe reserves the right to accept or reject any quote or cancel the solicitation process at any time, without assigning any reason, and shall have no liability to any vendors submitting quotes for such rejection or cancellation of the RFQ.
- TechnoServe reserves the right to accept all or part of the quote when awarding the purchase order/contract.
- All information provided by TechnoServe in this RFQ is offered in good faith. Individual items are subject to change at any time and all known intended bidders will be provided with notification of any changes.
- TechnoServe reserves the right to require any bidder to enter into a non-disclosure agreement.
- Bidders are solely obligated to pay for all costs which may be incurred by the bidder or any third parties in connection with preparing the quote.

- All quotes and supporting documentation shall become the property of TechnoServe and shall be treated confidentially.
- Bidders are required to identify and disclose any actual or potential Conflict of Interest.

**The attached Specifications Sheet represents an integral part of this solicitation.**

## Agri-intermediaries Pilot Uganda

### TechnoServe Scope of Work

August 2022



**Location:** Uganda  
**Timing:** September 12 – October 30  
**Language:** English  
**LOE:** 50% to 100% of time

## Background

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Profitable, growing and inclusive agri-food intermediaries can be the linchpin of resilient African food systems that work for people and planet. Such businesses that seek to grow in a way that creates value for the business and for its smallholder suppliers, which we call farmer-allied intermediaries (FAIs), hold particular promise for creating commercial value while contributing to social goals. Despite the growth of Africa's food markets and related business opportunities, few of these businesses are growing rapidly or operating at national or regional scale. We believe that the growth of these businesses can be accelerated and their potential realized with technical assistance that is value-chain specific, locally adapted, and delivering world-class advisory and capacity-building support in tandem with access to capital and improved ecosystem services.

Through a pilot program in Uganda, we aim to:

1. Test our hypotheses about accelerating the growth of FAIs while expanding the evidence base from our pilot programs and defining and codifying our approach and toolkit; and
2. Mobilize and grow investment in this space by capturing learning and sharing our work globally.

Before undertaking a pilot, we propose to undertake a Value Chain Analysis and MSME Segmentation to identify the most promising food supply chain for FAIs in Uganda, and to identify and segment the agro-SME intermediaries operating within it (described later in this document). This would serve as the foundation for a potential pilot described in this document.

## Consultant Role

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The objective of the proposed study is to identify the most promising food supply chain for FAIs in Uganda, and to identify and segment the agro-SME intermediaries operating within it to determine support needed and inform a service delivery model.

We aim to increase the number of growing, profitable Ugandan agri-food SMEs operating with farmer-allied supply chains, and increase the production of safe, affordable and nutritious food sourced locally, by delivering a context- and value chain-specific intervention that builds capacity, advances the supporting ecosystem and facilitates access to finance for high potential agri-food SMEs.

We hope to build on the proposed study with a pilot program in Uganda that would: 1) test our hypotheses about accelerating the growth of FAIs while expanding the evidence base from our pilot programs and defining and codifying our approach and toolkit; and 2) mobilize and grow investment in this space by capturing learning and sharing our work globally.

The Consultant's role will be to support this research including:

- Support in identifying local stakeholders including stakeholders within Agri-SMEs (aggregators, processors, etc), government ministries, associations, smallholder farmer groups and investors in the key value chains identified (currently maize, dairy, beans, groundnuts, cassava, bananas and plantains but subject to change)
- Support with navigation and logistics when traveling to more remote locations, as needed
- Join us for all of our interviews and translate when necessary
- Providing Uganda specific agriculture expertise, related to production, food processing, market linkages and commercial terms within these value chains
- Conduct interviews independently if necessary

## **Deliverables**

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The proposed study would include two sequential work streams to produce key deliverables:

1. Value chain analysis and selection of priority value chain for agro-intermediaries such as processors and aggregators
2. MSME segmentation and refinement of service delivery model

The Consultant would support the project team in the development of the following deliverables. The focus of the Consultant's work would be to provide Uganda specific content expertise and lead the primary research process.

**The TechnoServe project team driving this work will be in Uganda from September 14<sup>th</sup> – October 22<sup>nd</sup>, 2022. During this time, the Consultant would be expected to join the team on a daily basis to conduct interviews, support with travel logistics and provide expertise.**

**The Consultant would begin prior to the team's arrival to provide sufficient time to set up interviews and establish contact with key stakeholders.**

### **DELIVERABLE 1. Value chain analysis and selection of priority value chain for agro-intermediaries such as processors and aggregators**

#### **1.1 Research on Prioritized Value Chains**

The consultant will meet with and gather data from relevant ministries in Uganda, associations and actors in the sector. S/he will meet with businesses, industry experts and value chain players to collect data and document market trends. In addition to developing a profile for each of the three prioritized value chains, we will get insight into the density of businesses in each value chain, market growth / potential of the sector, the degree to which the enabling environment supports or inhibits advancement of businesses in that sector, and other features that will serve as inputs into the selection of one value chain for working with agro-SMEs.

#### **1.2 Synthesize Findings and Select Value Chain**

Based on the primary and secondary research, our analyst will develop a profile of the three selected value chains and a recommendation on which should be prioritized for a potential pilot. S/he will also build a framework for segmentation of the selected value chain businesses for review with TechnoServe's Entrepreneurship practice and partners that could be used for future market diagnoses.

## **DELIVERABLE 2. MSME Segmentation and Definition of Service Delivery Needs**

### **1.3 Deep Dive and Segmentation**

Building upon TechnoServe's experience with MSME segmentation through its Entrepreneurship practice, our Consultant would interview 20-25 businesses over the course of two weeks to characterize and segment the businesses based on their size, key revenue drivers, core needs, inclusive sourcing needs and growth orientation. In addition, s/he would seek to understand what support services they receive, in what areas, who is delivering that support and what gaps there may be in the market.

### **1.4 Synthesize Findings and Define Service Delivery Model(s)**

Based on the interview data, and segmentation frameworks that have been refined through our work with MSMEs and agribusinesses under our Technical Assistance Facilities, the analyst will draft an agri-MSME segmentation with recommendations on which segments to support and which models of support would be most cost-effective. This will be circulated and discussed among partners to develop a draft service delivery model for a potential pilot in Uganda.

<b>Weeks</b>	<b>Activities</b>
<b>1</b>	<ul style="list-style-type: none"> <li>- Identify stakeholders, reach out to establish contact and confirm that stakeholder is willing to participate in interview</li> <li>- Schedule interviews in coordination for TNS staff</li> <li>- Document contact information and address</li> <li>- Procure driver who is able to support project</li> </ul>
<b>2-4</b>	Trip Segment 1 <ul style="list-style-type: none"> <li>- Gather data from ministries and associations</li> <li>- Meet with businesses, experts, value chain players to validate trends and collect key data</li> <li>- Beyond standard value chain profiling, quantify the density / number of target businesses as input into which value chain to select</li> </ul>
<b>5</b>	<ul style="list-style-type: none"> <li>- Support synthesis of findings</li> <li>- Support development of 30 slide deck with findings on 3 value chains and recommendation on priority one</li> <li>- Begin building database with all MSMEs in single value chain selected as top priority</li> </ul>
<b>6-7</b>	Trip Segment 2 <ul style="list-style-type: none"> <li>- Interviews with 20-25 businesses (ideally) in target value chain</li> <li>- Understand support services they receive, in what areas, who is delivering, what are the gaps</li> </ul>
<b>8-9</b>	<ul style="list-style-type: none"> <li>- Use interviews to create segmentation of MSME landscape by size type of business / core needs / inclusive sourcing needs</li> <li>- Map segmentation to recommendations on which segments to support and which models</li> <li>- Submit for internal reviews</li> </ul>

## **Skills and Requirements**

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- Demonstrated ability to effectively service clients/partners in the private sector
- Professional experience in developing countries
- Proven analytical and modeling skills
- Demonstrated leadership skills, teamwork and relationship building
- Excellent written and verbal communication and interpersonal skills
- Strong computer skills, including MS Word, PowerPoint and Excel
- Able to work flexibly and responsively
- Able to adapt to changing working conditions
- Professional level of spoken and written English

## **Logistics**

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The Consultant will report into TechnoServe's Strategic Initiatives team and will also collaborate with in-country teams. While under the supervision of the Strategic Initiatives team, the bulk of the Consultant's work will be independently driven and executed.

*TechnoServe is an Equal Opportunity Employer of Minorities, Females, Protected Veterans and Individuals with Disabilities.*

## About TechnoServe

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**Established in 1968, TechnoServe works with enterprising people in the developing world to build competitive farms, businesses and industries.** We are a U.S. based non-profit that develops business solutions to poverty by linking people to information, capital and markets. Our work is rooted in the idea that hardworking people can generate income, jobs and wealth for their families and communities, when they are empowered with the right knowledge and access to markets. We operate in 30 countries across Africa, Latin America, as well as in India, and have a global team of 1,300 individuals, more than 90% of whom are host country nationals.

**TechnoServe is highly focused on corporate partnerships, one of the central pillars of our strategy.** Revenues from corporations account for 25% of our ~\$90M global revenues. As such, TechnoServe has a dedicated Strategic Initiatives Team (15 individuals across U.S. and UK) focused on supporting corporate partners develop inclusive supply chains in emerging markets. This team combines strategic expertise from the private sector – team members are recruited from top-tier strategy consultancy firms such as McKinsey, BCG, Bain - with practical, grounded knowledge based on working in emerging markets.

**The Strategic Initiatives Team works with corporate partners to design their inclusive supply chain and local economic development objectives and to quantify the practical business case for what it would take to deliver.** We often then work with our partners as an implementing partner on the ground. The team currently manages TechnoServe's global relationships with Partner, Anglo American, Walmart, ABInBev, Syngenta, The Coca Cola Company, Cargill, John Deere, Kellogg's, Visa, Mastercard, Mars, and Unilever.