

**Request for Qualifications**  
***Coconut Intensification & Rehabilitation Programme Manager at Indonesian Coconut Sugar Trader and Processor***

TechnoServe invites you to participate in this competitive solicitation for qualifications related to the position of Coconut Intensification & Rehabilitation (“CI&R”) Programme Manager (“PM”) to support Aliet Green to pilot an innovative dwarf coconut nursery and plot optimization programme that helps to increase high-quality organic coconut sugar production and smallholder farmer (SHF) incomes in Indonesia.

**Position Location:** Yogyakarta, Indonesia

**Anticipated start date:** 1 July 2023

**Estimated Duration:** 21 months, full-time

**Budget ceiling:** GBP55,000 (including all relevant agronomy expertise)

**I. About TechnoServe**

TechnoServe ([www.technoserve.org](http://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 2022, TechnoServe assisted 357,000 farmers and businesses resulting in \$366 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.,

BII, 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 Aliet Green – a women-owned coconut sugar trader and processor has rapidly established itself since 2009 as a quality-certified Fair Trade and Regenerative Organic exporter. Aliet Green sources coconut sugar from 2,000 small family farms, small family holders and female and disabled agroforestry farmers and improves indigenous communities' well-being. CASA TAF partnered with Aliet Green in October 2022 to deliver an inclusive business plan which was completed in March 2022.

Aliet Green wishes to increase its participation in primary processing to drive product quality and enable production of higher margin products; and to expand its direct sourcing footprint into new villages to drive further growth. To do this, Aliet Green will establish a small network of community nurseries for dwarf coconut seedlings, distributing seedlings on credit to farmers. This is expected to allow farmers to increase their production in the long-run by planting more densely and optimizing their plots, as well as replanting of senile trees which are currently producing negligible coconut sap. Furthermore, the dwarf coconut variety is expected to reduce inequity in access to income from coconut sugar as women will be more likely to harvest as compared to the current tall tree species.

CASA TAF will provide technical assistance to support the launch and sustainable deployment of the coconut intensification and rehabilitation program, including overall operational support as well as technical support on nursery design, agroforestry farm design, and related initiatives (e.g. farmer composting, digitisation of supply chain records and rollout of farmer credit accounts for seedling purchase).

## **III. Duties and Responsibilities**

The Coconut Intensification and Rehabilitation (CI&R) Programme Manager will support the business with overall operational and technical activities to launch and implement the Programme and all associated 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.

The scope will also include elements of technical design, recommendations, and implementation such as training of the Aliet Green field team "Green Warriors". In the case that the candidate does not have the requisite expertise in nursery design, agroforestry farmer plot design, and composting, technical experts can be engaged on specific deliverables.

Specifically, the CI&R PM will work closely with the Aliet Green team (and potentially subject matter experts, marked with \*) to deliver the following:

**1. Oversee Aliet Green's seedling distribution program**

- Launch seedling distribution program (Q3-Q4 2023) and oversee procurement of approximately 750-1500 high-quality dwarf seedlings (Q3 2023)
- Draft standard operating procedures (SOPs) for Aliet Green and training documents for Aliet Green and their nursery managers that will allow establishment of new nursery units in the future, including assessment of key risks (pests, low-germination, etc) and mitigations, design of nursery and methodology
- Establish sales and distribution plans, create communication materials for farmers (ex. marketing), and any other procedures for first group of farmers in pilot to plant seedlings at the onset of late 2023 rains
- Set up community nurseries (2023/24) and expansion activities in 2024/25
- Oversee seedling financing program

**2. Develop Aliet Green's advisory services on coconut intensification**

- Develop ToT and farmer training curriculum focused on farm establishment and planting, tree intensification, dwarf coconut agronomy, agroforestry and composting
- Roll out training through Aliet Green's field extension team to support enhanced coconut yields and higher volumes for purchase
- Oversee farmer training programs delivered by Aliet Green extension teams

**3. Expansion to new sourcing villages (Q2-Q3 2024)**

- Support Aliet Green in its initial feasibility assessment of expansion areas within Kulon Progo district and/or Central Java including indicative numbers of farmers and potential supply
- Provide input to determine costs in establishing new sourcing areas
- Provide support to Aliet Green in onboarding new farmers identified

**4. Programme Management**

- Develop operating and KPI framework to support overall programme implementation and ongoing performance monitoring (incl. for example: workplan, business processes/tools, KPI dashboard)
- Facilitate regular project meetings with CASA and Aliet Green, with KPI reviews
- Provide day-to-day project management support
- Monitor nurseries: seedling germination and growth rates
- Monitor farms: coconut tree survival 6-12 months after transplanting for a sample of farmers

**IV. Deliverables**

**a. Coconut intensification programme operational plan**

- Develop operational plan for the CI&R programme (21 months), approved by Aliet Green by July 2023. Operational plan should include:
  - Major project activities
  - Responsible persons and stakeholders
  - Deadlines and/or durations of time needed
- Procure 750-1,500 dwarf seedlings from an external provider and distribute to farmers by October 2023
- Design and rollout seedling financing model in trial areas by October 2023, and then expand to additional areas by October 2024
  - Develop Standard operating procedures (SOPs) on farmer eligibility, seedling increments and min/max, pricing, repayment schedule and monitoring
  - Develop farmer training and Green Warrior TOT related to collections of repayments, including how to determine the amount for repayment, to document the transaction, how to select farmers for follow-up, etc.
  - Develop farmer progress report template to keep farmers informed of their credit balances
- Composting support is designed and rolled out (if applicable) starting in October 2023
  - Barrier analysis report to guide composting support decision making
  - Option analysis of intervention types and designs (ex. composting demonstrations, financial incentives) and decision recommendation approved by Aliet Green
- Regular meetings and field visits with the Aliet Green ICS Coordinator with the goal of capacity building
  - By June 2024, ICS Coordinator has all necessary documents and training to be able to confidently fill the role of overseeing coconut intensification and rehabilitation at Aliet Green

**b. Establish 4 community nurseries**

- Develop criteria for nursery site selection and nursery procurement process in collaboration with Aliet Green
- Identify and establish 2 initial nursery units which each will produce and distribute 3k coconut seedlings each per annum by October 2024
- Recruit, train, and supervise one nursery manager per nursery and any other casual labour required
- Expand community nurseries (Q4 2024-Q3 2025)
  - Identify and establish 2 additional nursery units to reach 4 functional decentralized nursery units
  - Oversee procurement of high-quality seeds nuts and all other supplies necessary
  - Recruit, train, and supervise one nursery manager per nursery and any other casual labour required
  - Finalize standard operating procedures and training documents that will allow establishment of new nursery units in the future, including assessment of key risks (pests, low-germination, etc) and mitigations, design of nursery and methodology

- Institutionalize, through documented selection process, setup check-list, processes (hiring, procurement of supplies, etc.), nursery expansion
- Compile nursery KPIs (germination, survival) for weekly program reviews

**c. Training modules and ToT sessions for Aliet Green's extension team (can be contracted out to experts within overall budget)**

- Create farmer training modules which cover all components to allow realization of the CI&R Programme goals, including:
  - Marketing and sensitization for dwarf varieties - by August 2023
  - Plot assessment and intensification (reorganization) planning - by August 2023
  - Seedling planting and maintenance, including composting - by September 2023
  - Senile tree replacement - by June 2023
- Deliver ToT sessions (by the following months, respectively) to Green Warriors for the topics above including role plays and other interactive element, exercises, and quizzes, to ensure their effectiveness in training farms on the same topics

**d. Quarterly reports**

- Submit quarterly reports using the CASA TAF template to cover key activities, risks and plans for the next quarter

**V. Expected Impact:**

Through this initiative, it is expected that Aliet Green will reach at least 1,400 beneficiaries, with an average net income benefit of ~£1,186 per annum by 2032.

**VI. Skills Required**

- Bachelor's Degree with a minimum of five years of relevant work experience
- At least five years of business or project management in a similar context
- Excellent business management and project management skills
- Experience implementing smallholder farmer-facing initiatives including sales of new products and driving behaviour change
- Experience in or passion for implementing field work in a developing country
- Full professional language proficiency in English
- Experience working with corporations around shared value initiatives
- 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
- Preferred / an asset:

- o Full professional language proficiency in Bahasa Indonesian
- o Experience in Central Java in Indonesia
- o Experience working in coconut or palm value chains
- o Experience designing and implementing seedling nurseries
- o Education and/or experience in agroforestry and/or composting
- o Experience promoting/supporting adoption of technology platforms
- o Advanced degree in business management or other relevant field

## **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:** 7 June 2023

Questions regarding this request may be addressed to Diana Pirri ([dpirri@contractor.tns.org](mailto:dpirri@contractor.tns.org)) and must be received no later than 31 May 2023.

## **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.