# **Market Development (MADE) Programme for Northern Ghana**

# **Terms of Reference**

# **Enterprise competitiveness benchmarking and diagnostic**

**Summary of Assignment**

The MADE programme has partnered 33 agribusinesses operating in Northern Ghana towards the delivery of agreed bundles of services to smallholder farmers engaged in the cultivation of rice, sorghum, maize, soya and vegetables across the Northern Savanna Ecological Zone of Ghana. These businesses are at various stages of growth and operate with varying levels of efficiencies. To promote greater efficiency and increase their competitive edge within the industry, MADE aims to facilitate a diagnostics assessment of the current practices / operations of these agribusinesses to determine their strengths and weaknesses in comparison to acceptable industry benchmarks. The assessments of MADE partners will act as a baseline of their current level of competitiveness and assist in the quantification of their progress at the end of year 6 of the MADE programme. It will help the partners restructure their operations, boost their performance levels and mitigate inherent challenges they may be facing. The assessment would serve as input for the formulation and update of existing business strategies and development of road maps to guide implementation of required business improvements and attainment of the short and medium-term growth projections of these firms. By evaluating performance against their peers, agribusiness partners will be able to understand where they will need to receive support, and allow the development of targeted, relevant and commercially sustainable Business Development Services to drive incremental improvements across the business and increase productivity. By implementing the above, agribusinesses can guarantee their long- term viability post MADE.

**Background to MADE Programme**

Nathan Associates London Limited is implementing the Market Development (MADE) Programme for Northern Ghana which started with an original four-year programme that ended in February 2018. MADE secured a two year no cost extension beginning March 2018. The MADE programme is funded by the Department for International Development (DFID) of the UK. The MADE programme supports DFID Ghana’s objective of promoting growth and reducing poverty in the 63 districts covered by the Savannah Accelerated Development Authority (SADA) covering the Northern Savannah Ecological zone of Ghana now rechristened Northern Development Authority (NDA) by an act of parliament

More specifically, the MADE Programme is expected to improve the incomes and resilience of poor smallholder farmers (SHFs) and small-scale rural entrepreneurs (SSEs) in the Northern Savannah by improving the way that markets work. The programme uses the Making Markets Work for the Poor (M4P) approach and aims to achieve a positive change in annual real incomes for 73,000 SHFs and SSEs by promoting, facilitating and supporting the development, adoption and use of new or improved business models, technology and agronomic practices to help increase agricultural yields, productivity and competitiveness and thereby contribute to increased sales and turnover. The programme is partnering with selected agribusinesses to apply improved business models on agricultural markets (value chains) e.g. rice, groundnuts, onions, other vegetables, and maize, with output market outlets

MADE is currently implementing 12 interventions in the 3 components of the market system; core and support market functions and informal and formal rules of the game. All of the interventions are ambitious and will require MADE and its partners to “step up” to achieve commercial sustainability of the MADE models and consequently sustainable improvements in the agricultural markets in Northern Ghana. The interventions are a mix of scaling up existing models, new interventions and interventions that combine elements of scale up and innovation.

**Objective of the Assignment**

The objective of this assignment are as follows;

1. Develop a benchmarking framework for competitive enterprises with detailed best practice performance metrics where applicable
2. Collect, compile and analyse data generated to assess business performance levels of MADE partner agribusinesses
3. Determine the level of competitiveness of MADE’s agribusiness partners against best business management practices within local, national and regional enterprise context.
4. Determine how prevalent sociocultural factors impact (negatively or positively) business performance of MADE agribusiness partners
5. Examine the possibility of introducing digital tools such as but not limited to SCOPEinsight to allow the development of commercial benchmarking services once the project has been completed.
6. Recommend a set of actions required for improving business performance levels and competitiveness of MADE agribusiness partners

The output of the exercise is expected to support:

i) agribusinesses apply practices that improves performance. It is expected to improve practices, services or products; enhance learning about best practices from others; accelerates the rate of progress and improvement; contribute to continuous quality improvement; promote fresh and innovative thinking about problems; provide hard data on performance; focus not on only on what is achieved, but how it is achieved; promote adaptation, not merely adoption of best practices, and results in setting of specific targets.

ii) Examine the potential to develop commercially sustainable benchmarking services as part of a wider suite of tools for BDS providers by identifying potential users of the tool, examine the potential to develop and incorporate digital benchmarking tools, particularly those that have been applied to agribusinesses such as SCOPEinsight, and how pricing and commercial sustainability for this service can be delivered over time.

**Scope of Work**

The MADE team will require the successful bidder to conduct a detailed enterprise competitiveness benchmarking and diagnostic covering financial management systems, business operations management, cross-cutting issues including environmental protection, gender and social inclusion for MADE’s current 33 partners (Agri-businesses) and any additional partners that may be engaged at the time of the exercise using both quantitative and qualitative approach. It would be an external benchmark to compare results of the MADE’s agribusiness partners with range of national and regional enterprises.

**Duration:** October 24- December 15, 2018

**Key Activities:**

The assignment contemplated should cover, amongst others, the following activities:

1. Conduct an inception/kick-off meeting with MADE senior management team to explain the objective and structure of the exercise.
2. Survey BDS providers that could have the potential to “on-board” a benchmarking tool as part of their wider service offering
3. Review currently available benchmarking tools and / or refine own methodology to formulate an enterprise competitiveness benchmarking and diagnostic tool that is suitable for MADE enterprises
4. Working closely with and building the capacity of at least 3 MADE long term consultant to develop on the ground learning of applying the benchmarking methodology
5. Formulate questionnaires for data collection on the assignment with input from the MADE team.
6. Orientate and train the data collection team which should include at least 3 MADE long term consultants as well as, and based on discussion and agreement with the MADE team, potential BDS providers;
7. Subject each of MADE’s agribusiness partner to the critical parameters stated above and set-out findings for each parameter
8. Compare each parameter finding against set best terms and conditions of the parameters (including level progression and performance)
9. Conduct (process, performance and strategic) benchmarking
10. Develop an appropriate benchmarking model for the Programme
11. Develop an action plan, including signing posting framework.

**Deliverables**

1. An inception report detailing the methodology to be used, implementation schedule, updated budget (where needed), diagnostic tools, analytical framework among others.
2. An enterprise competitiveness benchmarking and comprehensive instruments for data collection, collation and analysis
3. Assessment of market actors / BDS providers that could have potential to “on board” the benchmarking tool.
4. A report detailing training organized for data collection team
5. A detailed assessment report (including specific case studies to demonstrate value of good management system) covering the scope of work indicated above and should include documentations of process, performance, and strategic benchmarking, a benchmark model for the programme, action plan and sign-posting framework.
6. A power point presentation on report to the MADE team final composite report incorporating the comments/input of the MADE team.

The contract payment will be milestone based according to the table below.

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Milestone deliverables** | **Expected timeframe** | **Payment** |
| 1 | Completion of an inception report | Within one weeks of signing the contract | 20% |
| 2 | 1. Review available instruments and tools, particularly digital tools to examine their suitability for use with MADE partner agribusinesses. 2. Develop and test an enterprise competitiveness benchmarking and diagnostic tool 3. Production of a benchmarking and data collection questionnaire with input from MADE. 4. Assessment of potential BDS providers and/or market actors that could “on board” the benchmarking tool developed. | Within four weeks of signing the contract | 30% |
| 3 | Submission of draft report | Within seven weeks of signing the contract | 20% |
| 4 | Submission of final composite report | Five working days after receiving comments from the MADE team | 30% |

**SELECTION CRITERIA**

Selection of the consultant will be based on an overall assessment of the quality of the offer, based on a consideration of both technical and financial criteria including the following:

1. Previous experience
2. Technical approach and methodology
3. Quality of personnel
4. Timing and budget

|  |  |  |
| --- | --- | --- |
| Criteria number | Criteria | Weighting |
| **TECHNICAL CRITERIA** | | |
| 1. | Company experience and capability   * Previous experience in conducting an **enterprise competitiveness benchmarking** **exercise or firm growth** * Experience of working with digital benchmarking tools for small and medium enterprises * Experience of benchmarking firms in the agribusiness space * Previous experience of working Ghana | 25  (15)  (4)  (2)  (4) |
| 2. | Approach   * Responsiveness to Terms of Reference * Ability to plan work to meet outputs/deliverables | 30  (20)  (10) |
| 3. | Key personnel:  Technical knowledge and experience of key personnel | 15  (15) |
| **FINANCIAL CRITERIA** | | |
| 4. | Overall cost of the assignment and how it delivers value for money in terms of consultancy days used, fee rates and reimbursable costs. | 30 |

**Guidelines for the application process**

The following must be included in all submissions:

* Technical financial proposal, budget, and expression of interest;
* Work plan including proposed timeline;
* Detailed budget of costs; and
* CV of lead and members
* Sample of previous work done

**Mode of Application**

Interested and qualified individuals should submit a complete proposal including financial proposal to [eakurugu@ghana-made.org](mailto:eakurugu@ghana-made.org) MADE’s Grants and Business Development Manager, cc: [mbangura@ghana-made.org](mailto:mbangura@ghana-made.org) by close of business on **15th October, 2018** in the format below;

|  |  |
| --- | --- |
| **Document** | **Number of electronic copies to be submitted** |
| Technical | Electronic in MS Word (1) |
| Financial | Electronic in MS Word and/or MS Excel (1) |
| Technical and Financial | Electronic of Technical and Financial in PDF (1) |

***Further Information***

More information on this tender, including the asking of questions, can be requested from [eakurugu@ghana-made.org](mailto:eakurugu@ghana-made.org) or [mbangura@ghana-made.org](mailto:mbangura@ghana-made.org)

*Cancelling This Tender*

MADE reserves the right to cancel this tender by email notification at any time. Further, MADE reserves the right not to issue a contract under this tender.

***Late Submission***

A submission submitted after the closing date will be logged as a Late Submission. MADE may at its absolute discretion, assess or reject late submissions

**11.0 Annexes**

**Annex 1. Format for Presentation of Proposals to MADE**

Prospective consultants are advised to use the following format when submitting proposals to MADE in response to Request for Proposals (RfP). The response should generally include both technical and financial proposals.

Technical proposal

The technical proposal should include the following:

* 1. Cover page: Name of the project, name of company/organization or individual consultant and contact details of person authorized to liaise with MADE and to negotiate a contract
  2. Proposal: The proposal must be presented in an easy to read format, in the English Language. Text should be no less than 12-point Times New Roman or similar font, with single line spacing. The technical proposal must be not more than 10 A4 pages in length.

The proposal should respond to the Terms of Reference or the Scope of Work (SoW) as stated in the TOR and specifically should include, among other things, an outline of the company’s or individual’s experience and capability in the required areas, a proposed approach and design of the proposed pilot, the team nominated by the company and how it is organized (in the case where the assignment is to be carried out by a company) and a Work Plan detailing key activities of the assignment.

***Level of Effort***

Essentially this requires the consultant to estimate the amount of time that will be required to execute each of the critical activities listed in bullet points a) to e) under the Scope of Assignment. This can be done in person hours and totaled in person days. Please note that MADE’s person day is equivalent to eight working hours. The level of effort will be tallied in the Work Plan. The Work Plan will, however, also indicate the sequence of activities and when each activity will be carried out.

**Other Annexes:**

Curriculum Vitae (CV) of the consultant(s). CVs (which should highlight only the consultant’s experience that is relevant to the assignment, not all his or her working experience) should be no longer than 5 pages.

**Financial proposal**

Proposals should include a detailed budget outlining all fees and expenses for delivering the evaluation.

The financial proposal should be submitted using the following format:

**Fee Budget**

|  |  |  |  |
| --- | --- | --- | --- |
| **Key Activity** | **Person Days** | **Cost per person day** | **Total (GHS)** |
| **E.g. Design/customization of software platform** |  |  |  |
|  |  |  |  |
| **Total** |  |  |  |

**Reimbursable budget**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Item** | **Quantity** | **Units** | **Cost per unit** | **Total (GHS)** |
| E.g. Accommodation |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
| **Total** |  |  |  |  |