

**Request for proposals**

**Project manager and software & training company partner missions to implement a pilot project to improve Internal Management Systems of Fairtrade certified cocoa Small Producer Organizations (SPOs) in Côte d'Ivoire**

<b>Applicable law:</b> German law
<b>Name of the Client:</b> Fairtrade International
<b>Method of selection:</b> Quality Based Selection
<b>Type of Contract:</b> one contract
<b>The name of the Services is:</b> Project manager, software and training company(ies) partner mission to implement a pilot project to improve Internal Management Systems of cocoa producer organizations in Côte d'Ivoire
<b>Proposals shall be submitted in English language.</b> <b>All correspondence exchanges and documents shall be in English language.</b>
<b>The Proposal shall comprise</b> <ul style="list-style-type: none"><li>- a submission letter signed by an authorized person</li><li>- a technical proposal submission including methodology, work plan, timeline and team composition</li><li>- Indicative breakdown of costs</li><li>- Statement of Integrity (signed)</li></ul>
<b>Proposals must remain valid for 90 calendar days after the Proposal submission deadline.</b>
<b>Clarifications may be requested no later than 5 days prior to the submission deadline.</b> The contact information for requesting clarifications is: Jon Walker _____ _____ Fax: _____ Email: j.walker@fairtrade.net _____
The total available budget for project is: € 100,000 inclusive of VAT (19% - also noting recent temporary reduction in German VAT rates where applicable)
<b>The Consultants have the option of submitting their Proposals electronically at the following address:....j.walker@fairtrade.net</b>
<b>The Proposals must be submitted no later than:</b> <b>Date:</b> 27/08/2020 _____ <b>Time:</b> 17.00 Central European Time _____ <b>The Proposal submission address is:</b> j.walker@fairtrade.net _____
<b><u>Criteria, sub-criteria, and point system for the evaluation of the technical Proposals:</u></b> A scoring system for the award of the tender will be made through the allocation of a value of 1 to 5 for each category with 5 being the highest score. The scoring will reflect the bidding companies' ability to meet the objectives outlined in the scope of work and the quality of their delivery of service.
<b>Expected date for the commencement of the Services:</b> Date:14/09/2020 _____ at: 09.00hrs _____

## Terms of Reference

### Implementation of a pilot project to improve Internal Management Systems of cocoa Small Producer Organizations (SPOs) in Côte d'Ivoire

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## Background

### Overview of Fairtrade and Fairtrade cocoa

Fairtrade is a global system that connects farmers and workers from developing countries with consumers and businesses across the world to change trade for the better.

Cocoa bought on Fairtrade terms has a Fairtrade Minimum Price and Fairtrade Premium which is payable to the farmers' Small Producer Organisation (SPO). In Côte d'Ivoire any difference between the Fairtrade Minimum Price and the reference price against which it is measured is passed by the SPO to the farmer. The Fairtrade Premium is paid to the SPO where its members must decide on how the premium is to be spent.

An SPO, is an entity whose legal members are individual small-scale farmers, this is known as a 1<sup>st</sup> grade in the Fairtrade system. Fairtrade also allows for 2<sup>nd</sup> grade SPOs, an entity whose legal members are exclusively 1<sup>st</sup> grade organisations affiliates, and 3<sup>rd</sup> grade SPO whose legal members are exclusively 2<sup>nd</sup> grade organisations affiliates.

SPOs and their members comply and are audited against the Fairtrade Standard for Small Producer Organisations and the Fairtrade Cocoa Standard, both are available here (<https://www.fairtrade.net/standard>).

Cocoa is the Fairtrade product category which had the fastest growth rate of all Fairtrade products, having increased by 21% in 2018, giving total sales of more than 260,000 tonnes. The growth in sales has been largely as a result of demand from European retailers and brands (chocolate bars, biscuits, yoghurts or other products), who have produced consumer products containing Fairtrade cocoa meeting consumer demand and facilitating an increase in consumer consumption.

As the demand for Fairtrade cocoa has grown so has the supply of cocoa produced to Fairtrade standards. There has been a large increase of Small Producer Organisations (SPOs) certified as Fairtrade in Cote d'Ivoire. Between 2014 and 2018, there was an increase of 42% of SPOs in Côte d'Ivoire. In 2018, the number of SPOs has risen to 192 with a further rise to 249 in 2019.

This is an exceptional opportunity for cocoa producers who have chosen Fairtrade to improve their circumstances and gain autonomy. Ivorian cooperatives received an estimated at USD 39.9million in Fairtrade Premiums based on provisional figures for 2019, these are typically invested in i. investing in their organisation ii. Services for members (i.e. cash bonuses or inputs) iii. services for communities. While Ivorian farmers will receive an estimated USD 16 million Fairtrade Minimum Price differential for sales of Fairtrade cocoa from the main harvest starting October 2019 based on provisional figures.

However, this opportunity for significant change (approximately 8-10% of the Ivorian production being sold on Fairtrade terms in Côte d'Ivoire) is also a challenge. If SPOs meet the conditions of the initial Fairtrade audit (which they finance themselves) to obtain the right to sell under Fairtrade terms, there is an opportunity for progress over several years to reach full maturity as a Fairtrade SPO in terms of governance, information management, environmental and social requirements, services to members, commercial capacities etc.

This challenge is greater if the SPO has hundreds and some cases thousands of members (over 190,000 farmers in Cote d'Ivoire are Fairtrade certified) and/or covers a large geographical area (mostly rural and with infrastructure and communications challenges). Fairtrade Africa works with SPOs during this process of implementation of the Fairtrade standards. The SPOs are audited for compliance to Fairtrade Standards by FLOCERT.

## **Objectives of an IMS for Fairtrade cooperatives.**

Implementation of IMS is mandatory for SPOs in their third year of Fairtrade certification. The intent of the IMS is to improve the business management capacity of the SPO as well as the service delivery to its members, based on reliable member data. In addition, the IMS helps ensure the SPOs' and their members' compliance with the Fairtrade Standards. An IMS can be complemented with farm needs assessments, and farm improvement plans.

The goal is to ensure SPOs have effective tools in place that support their common mission to deliver economic and social benefits to the smallholder farmers members, and also to make them attractive business partners in order to maximise their Fairtrade sales.

Fairtrade's training in 2018 and 19 to SPOs primarily consisted of making SPOs aware of the potential functions and benefits of IMS. We recommend applicants for this tender request copies of the existing Fairtrade IMS training material from [j.walker@fairtrade.net](mailto:j.walker@fairtrade.net).

A review in late 2019 by Fairtrade found there is an urgent need for Ivorian SPOs to make progress with developing their own approach to IMS and their skills to analyse the data these systems contain, and then utilising the opportunities the analysis provides. The review found while SPOs are collecting data this data is often collected at the request of partner organisations. There is little and often no analysis of the data, no benefits drawn from the data and often no ownership of the data by the SPO. A summary of this review is available in Annex 1.

SPOs need to enhance capacities, processes and tools, digitalizing certain activities for better tracking, assurance of SPO members and the professionalization of their organisation.

An IMS is often understood as a digitalized tool to collect and analyse data. But digital tools are one part of an IMS, which refers to a more holistic method of information collection, management and analysis and action that should include processes, clear allocation of roles and responsibilities, understanding of relevant tools and data analysis capabilities and capacities that Small Producer Organizations can sometimes lack.

Examples, of the data that should be collected include good record keeping, through IMS, on SPO members including basic information on the members' location, farm size and household composition, including number and age of children. Analysis can be performed to for example, cross reference this data with availability of school places enabling SPOs and their members to inform the needs analysis for community development and decision making on prioritising facilitation of access to schools.

Record keeping of actual and potential production of SPO members to identify the different levels of productivity of the SPO members and be used to decide where to target support to members.

Good recording keeping on farm production and location data also allows SPOs to understand potential risk in relation to proximity to protected areas and understand if members' delivery of cocoa may be exceeding the likely production of their farm thereby indicating that non-members cocoa, potentially produced in protected areas, could be entering the SPO.

Most SPOs have adequate data to make any farmer bankable, yet most farmers have no bank account and only a small proportion are using micro insurance services. This is partly because the data being collected by SPOs is disaggregated and little of it is being shared internally or analysed.

## Description of the project

To face those increasing challenges regarding the economic, environmental and social responsibilities of SPOs and the opportunities functioning IMS could realise (decent work and services to their members, gathering important information in relation to child labour and deforestation risks, reliable and traceable transfer of funds and benefits to producers, compliance with traders and certification schemes requirements ...), the French Agency for Development (AFD) and Fairtrade International are combining funds and effort to launch an IMS improvement project for Fairtrade Certified SPOs. This project is part of the wider Equity program, implemented by AVSF and Commerce Equitable France.

This project will contribute to strengthening of Ivorian cocoa POs' capacities to collect and analyze quantitative and qualitative information in order to make strategic decisions in response of their members' needs.

This IMS project will be conducted in two consecutive phases: stages.

- **A pilot phase** where 3 to 6 SPOs (Including at least 1 SPO in peripheral zone of protected area, with challenges regarding deforestation monitoring) will be supported by the organization(s) selected in the present call for tender in collaboration with the Fairtrade Africa team. Ideally, we are seeking to engage with 6 SPOs (2 per SPO category, as described below), but your proposal can integrate 3 to 6 SPOs depending on budget constraints. There must be a minimum of 1 SPO per category in your proposal. In the pilot phase we may require certain SPOs to be involved.
- **A roll out phase** where the IMS support activities designed in the pilot phase will be extended to 40 SPOs in Côte d'Ivoire, including SPOs in peripheral zone of protected area, with challenges regarding deforestation monitoring. **This roll out phase is not included in this tender and will be subject to separate tender.**

**This tender is focused on the activities of the PILOT PHASE ONLY.**

### Main objectives of the pilot phase

**The ultimate aim of the pilot phase is to test the approach for IMS improvement, and ensure that by its end, the pilot SPOs (3 to 6) have full ownership of their data, fully understand how to manage their IMS, and have the knowledge to extract value from its data (e.g. to get financing for farmers, to improve efficiency, to address market driven challenges like deforestation monitoring).**

The Pilot project will act as a forerunning pilot to the roll out phase. The pilot phase has the following objectives:

Overall Goal: Contribute to strengthen Ivorian cocoa POs' capacities to collect and analyse quantitative and qualitative information in order to make strategic decisions in response of their members' needs.

To do this the pilot phase must:

- Make appropriate IMS systems and data management accessible to Fairtrade SPOs in an affordable way.
- Identify and realize additional benefits of IMS for SPOs and their members, particularly in relation (i) to access to credit and other financial services and (ii) to address environmental and social challenges like deforestation monitoring.

- Ensure SPOs take ownership of their data and benefit from the use of that data, understanding its value and having the knowledge to exploit this value for the SPO and their members.
- SPOs manage the data effectively with the appropriate process and capacities.
- Design and implement capacity building, processes and tools that are replicable and scalable to other regions/products.
- These capacity building processes and tools will be designed in a way that would allow the SPOs to train new members of staff without external intervention once funding for this project has ended. High turnover of talented staff is a persistent and repetitive problem for Ivorian SPOs. (We recommend applicants request copies of the existing Fairtrade IMS training material from [j.walker@fairtrade.net](mailto:j.walker@fairtrade.net))
- Specific goal 1: IMS supports SPOs' to take strategic decisions to address business, environmental and social challenges.
- Specific goal 2: IMS supports SPOs' to take strategic decisions to address Fairtrade certification and African Regional Standards requirements.

This pilot phase will be dedicated to the following actions:

Outcomes of the pilot phase (3 to 6 SPOs)	Activities of the pilot phase (3 to 6 SPOs)
<p><b>Outcome 1:</b> An appropriate IMS (capacities, processes and potential tool enhancement) is implemented in 3 to 6 SPOs, to <b>monitor the main information</b> at SPOs' and producers' level, and that will also be understandable and replicable in all Fairtrade SPOs in an affordable way.</p>	<p><b>Activity 1.a:</b> Perform a rapid assessment and map data flows in order to understand what works, what doesn't, and what key data flows and analysis is missing.</p> <p><b>Activity 1.b:</b> Build 3 packages of assistance to target IMS data management strategy, with the corresponding sets of training material and recommendations, to improve the management and analysis of the data adapted to each category [Category 1, 2 and 3] of SPO and develop an implementation plan for each category / SPO which will be executed in activities 1c and 1d.*</p> <p><b>Activity 1.c:</b> Meet IMS requirements, improve software, perform troubleshooting and implement the new tool(s) and process(es) of 1b.</p> <p><b>Activity 1.d:</b> Train the SPOs staff (administration, délégués and Supervisory bodies) on:</p> <ul style="list-style-type: none"> <li>- Data collection and storage as defined, paying particular attention to the information needed to assist in identifying child labour risks &amp; deforestation risks, for example farm location in relation to protected areas</li> <li>- Data management process, roles and responsibilities</li> <li>- Using data management tools: how to search for, extract, organize, report and analyze data</li> </ul>
<p><b>Outcome 2</b> SPOs understand, take ownership of their data and <b>use them</b> with their partners: traders, certification systems and banks etc.</p>	<p><b>Activity 2.a:</b> Review, adapt and enhance current data collection, analysis, according to the SPOs' needs and capabilities incorporating additional functions as requested</p> <p><b>Activity 2.b:</b> Train all SPO staff (administration, délégués and Supervisory bodies of the SPOs) on analysis and presentation of data to relevant partners, e.g. Fairtrade / Regulators / Traders / NGOs / Banks and IMFs.</p>

**The pilot phase activities will be implemented in three categories of SPO**, each with a different current level of IMS development:

- **Category 1:** certified SPOs with a developed IMS. Support will include reviewing & optimising data collection, transmission & analysis, developing IMS capabilities where missing (e.g. GPS

mapping, more accurate farmer metrics), and developing bespoke Management Information System (MIS) for SPO managers and délégués, this is to include a top ten MIS reports. These top ten MIS reports are the template reports that are most useful to the data analysis for the SPOs in relation to their needs and the needs expressed in this tender document, as well as the needs of their partners (buyers, certification schemes, local and national authorities ...). Those templates should be adapted to the needs of each type of partner, as well as SPOs capacities to fulfil them, and will be applicable and common to all 3 categories of SPOs.

- **Category 2:** SPOs in the 2<sup>nd</sup> & 3<sup>rd</sup> year of certification Support will include reviewing progress, implementing IMS and helping craft a roadmap to ensure all requirements are met by the end of year deadline, with a data management plan for the SPO management and délégués. Access to the top ten MIS reports will also be facilitated for this group.
- **Category 3:** SPOs already using a third-party system, such as first buyer, with no working IMS of their own. Support will include reviewing the SPO's first buyer (trader) systems & engaging with first buyer to see how these systems can be leveraged to form the basis of the SPO's IMS, as well as helping craft a road map to migrate data into the SPO's IMS. Access to the top ten MIS reports will also be facilitated for this group.

## Reporting and Timetable of pilot

The pilot will run for 5 months. We would like the pilot completed by December 2020 taking into account the cocoa harvest starts in October at which point SPOs will be prioritising that activity.

The pilot will focus on the three categories of SPOs, with 1 to 2 SPOs selected in each group (depending on budget constraints, this will be detailed in the response to the tender from applicants).

## Scope of services

### Part 1 – Pilot phase coordination and liaison with related actors

Given the complexity of the project, the high number of stakeholders, and the multiple tasks of the field team in charge of operational implementation described in part 2, the project will require a pilot phase coordinator with specific expertise in complex project management within multi stakeholder environment from concept to implementation and the ability to transfer knowledge to Fairtrade Africa staff for the roll out phase.

#### Missions

This pilot phase coordinator will fulfil the following missions and deliverables:

- Managing the relationship between the operational team (mission described in part 2) and the project's many stakeholders to ensure that the project is aligned with the AFD project roll out phase, and with Fairtrade's broader digital strategy and policies. This will include managing relationships with:
  - The SPOs, for whom these training and software packages are being developed in collaboration with them.
  - Fairtrade Africa, as holder of the relationships with SPOs and regulators, as well as responsible for ongoing training of SPOs in the roll out phase.
  - The Equity Team (CEF-AVSF) as operator of the AFD project roll out phase.
  - Relevant government regulators.
  - Fairtrade International's MEL team, as responsible for the design of MEL indicators that will assess the ongoing success of the project's outputs overtime.
  - Flocert, as the auditor of Fairtrade Standards that will be consulted on how the data from these systems can be used to assist audit and consider future compliance criteria for auditing IMS.
  - The FairInsight Steering Committee, as the body made up of members of Fairtrade who are working on coherence, content and management of digital information across Fairtrade.
  - First buyers, traders or brands, who often have their own IMS in SPOs. Brands are interested in the outputs of IMS and how that data leads to outcomes and impact.
  - IT service providers.
  - CIRAD team in charge of the operationalization of the French National Strategy to Fight against Imported Deforestation, which is leading a work on specific requirements regarding cocoa sector in Ivory Coast and tools for deforestation monitoring.
- The project, its outcomes and outputs will be compliant with Ivorian law on data use, storage and transfer.
- Take into account and incorporate the IMS requirements of the Ivorian government in relation to the African Regional Standard 1001 -3 (ARS 1001 – 3), which are currently in draft form.
- Monitoring progress of the SPO pilots through regular update calls and ensuring that the agreed deadlines and outputs of the pilot are met
- Working with the software & training team and SPOs to draw together the findings in a report; this will include key findings, an explanation of the proposed IMS model and approach for each type of SPO, and recommendations & costings for the roll-out of the IMS project to 40 hand-picked SPOs

- Produce preliminary report with recommendations will be due in October 2020 to feed into the relevant consultation proposals for improvement of IMS requirements in a review of the Fairtrade Cocoa Standard which would be applicable to all Fairtrade Cocoa SPOs
- Ensure reporting of the projects progress to the Fairtrade Africa Project coordinator in charge of the IMS project
- Ensure the transition of knowledge, techniques, learning, contacts and any other information relevant to the project to the future Fairtrade Africa project manager of the roll out phase

### **Relations with the FairInsight Steering Committee**

The FairInsight Steering Committee will require to review and feedback on the IMS tools. 5 weeks should be included in the application and costing process to allow the FairInsight Steering Committee to:

- Ensure Global Data Governance alignment at Fairtrade. The five weeks will start on the submission of terminology to be used in any IMS tools by the organization(s) awarded this tender to the FairInsight Steering Committee. This process is to ensure alignment of terminology across Fairtrade.
- The FairInsight Steering Committee will require sight of the proposed Top Ten MIS reports for SPO needs (see sections “IMS SOFTWARE IMPROVEMENT” below). These reports will need to have a minimum core set of data that is the same in all templates that are intended to be used in the Fairtrade System as the data has the potential to contribute to aggregation of data and analysis within the Fairtrade system between the Producer Networks from Asia, Africa and Latin America and the Caribbean.
- The FairInsight Steering Committee commit to respond with required changes to terminology and changes to the MIS reports at the latest four weeks from the date of submission of information leaving one week for any questions.

During the same time period the FairInsight Steering Committee may or may not have additional questions in relation to functionality, implementation and opportunities for integration with other Fairtrade data management projects.

### **Products and Deliverables**

On completion of the pilot, the Pilot phase coordinator will have produced:

- A preliminary report with recommendations due no later than October 2020 to feed into the relevant consultation proposals for improvement of IMS requirements in a review of the Fairtrade Cocoa Standard which would be applicable to all Fairtrade Cocoa SPOs.
- A final report on the pilot process with each of the 3 categories of SPOs detailing process, implementation, results and recommended next steps with those SPOs. This will include a financial plan to maintain the project in the SPOs after funding is withdrawn taking into account the low level of funds available at SPOs and competing priorities for those funds.
- Marketing material showcasing the best example of IMS implementations and the benefits they have brought the organisations/people involved. This is for the purpose of demonstrating to a wider group of SPOs the benefits of IMS to encourage investment of time and other resources.
- Based on the pilot a model for supporting the three different categories SPOs, with an IMS roadmap, approved solutions & partners, training & IT/coding requirements and top ten MIS reports in the roll out phase to further SPOs.

- Costing for each category model for the roll out phase, with likely timeframe for implementation depending on how much work is needed & the time required to train staff (e.g. 6 months to 1 year).
- Proposal for rolling out these models to 40 hand-picked SPOs in Fairtrade's Ivorian network (in Phase 2 of the project funded by the AFD). This roll out phase of the project is due to be managed by Fairtrade Africa.

**Profile and / or expertise required**

The pilot phase coordinator should meet the following requirements:

- Fluent written and spoken French and English.
- Knowledge of Fairtrade and the functioning of cocoa SPOs in Côte d'Ivoire.
- Experience of dealing in Côte d'Ivoire's cocoa sector, including familiarity with the legal system, the cooperative model & the country's cocoa value chain.
- Experience of dealing with complex projects involving numerous stakeholders including software companies.
- Experience of compliance with AFD procurement rules is helpful but not essential.

## Part 2 – Implementation of IMS improvements

The selected organization(s) for this mission will be in charge of creating the material and knowledge required for the implementation of sound IMS in Fairtrade certified cocoa SPOs, and implementation of those IMS in 3 to 6 pilot SPOs.

### - **RAPID ASSESSMENT AND DATA FLOWS MAPPING** - Activity 1.a

The selected organisation(s) will be engaging closely with SPOs, to perform a full data audit and mapping of SPO data flows, in order to understand what works, what doesn't and what key data flows and analysis are missing.

### - **BUILDING TARGET IMS DATA MANAGEMENT STRATEGY, IMPLEMENTATION AND THE CORRESPONDING SETS OF RECOMMENDATIONS AND TRAINING MATERIAL FOR EACH OF THE THREE CATEGORIES OF SPOs** - Activity 1.b

The selected organisation(s) will be engaging closely with 3 to 6 SPOs, to develop and implement a data management strategy for each of the 3 categories of SPO, including:

- A target IMS data management strategy for each category of SPO (Category 1 to 3) including all the requirements listed in 1c and 2a (traceability, compliance with Fairtrade standards, banking and payment functions etc.).
- Recommendations to reach this target IMS data management strategy
- A road map for the implementation of IMS and a work plan for closing priority gaps
- In coordination with the SPO(s) execute a phased implementation process adapted to each SPO category dependent on their level of IMS development
- Training material contents to train the SPOs' staff adequately (administration, délégués and supervisory bodies)
- A selection of IT/telco/banking partners for each capability, delivering value at each phase while recognising that all SPOs do not have the same requirements.

Where possible, the selected organization(s) will integrate existing data collection processes and tools into the IMS (in order to avoid starting from scratch or duplication of effort). This is a very important part of the project.

The project will need to align with existing and planned data collection systems at Fairtrade International and the Fairtrade Global Data Governance structure as mentioned previously.

The selected organization (s) will deliver an IMS model/framework for all FT SPOs. The model must meet all requirements of the tender outlined in the tender, including financial inclusion, traceability and compliance with FT and its partners.

This model must be flexible, modular and designed to enable any SPO to slot into it, regardless of the level of its IMS development. The model will include a phased implementation process and a selection of IT/telco/banking partners for each capability, delivering value at each phase while recognising that all SPOs do not have the same requirements.

The selected organization(s) will also deliver the corresponding process for supporting IMS implementation plan for the three different categories of SPOs (see above), each tailored to the SPO's level of IMS development for the roll out phase.

The model should be a cost-effective system to enable roll out to more Fairtrade certified SPOs.

**- IMS REQUIREMENTS, SOFTWARE IMPROVEMENTS, TROUBLESHOOTING AND IMPLEMENTATION - Activity 1.c & Activity 2.a**

The model should include the following functions:

- Tracking and recording the volume delivered by each producer member of the SPO and measure that against the projected output of each member. A consistent methodology will be used by all SPOs.
- A process and digital capability to collect key qualitative and quantitative data of farmer members of the SPO required to comply with the standard clauses and guidance requirements of the Fairtrade Cocoa Standard, (all requirements and guidance n° 3.1. of the standard<sup>i</sup>) and the Fairtrade Small Producer Organisation standard.
- A process and digital capability to collect key qualitative and quantitative data of farmer members required by the draft African Regional Standard 1001-3 will also be captured.
- In addition to the above the following data should be captured:
  - Unique farmer IDs, this will be both the SPOs own ID number and also any relevant government ID
  - Ownership status of the farm
  - If the farm is worked on by owner, share cropper or other non owner working relationship
  - How any non-owner operator is paid
  - Employees: family / non family workers
  - Household composition: including members of family, age, gender, children living in the household including age, if they are registered in the country and whether registered at school, please keep in mind the need to collect information that would contribute to child labour risk management
  - A yearly record of deliveries from farmer members
  - Training and coaching received
  - Polygon coordinates of farm (note this data can be collected at a later point however the system must have the facility to store or link to storage of the data)
- An interface with forest cover monitoring systems, and the available mapping of protected areas to allow easy transfer of farm polygon coordinates or central GPS points, if pragmatic
- A function that enables the scoring of farmers on yields and sustainability and identifying best and worst performing areas. This function will also allow identification of anomalies in yields, which will facilitate control of the adequacy between declared surface and volume of the production, regarding deforestation challenges.
- A digital process that support the needs assessment of the SPOs and their members in order to facilitate the decision-making process for all investments. (see requirements for Fairtrade Premium democratic decision making in the Fairtrade Small Producer Organisation standard, section 4.1.)
- A functionality for effective record keeping of farm costs and income by illiterate and semi-literate farmers, to enable sound farm management decisions. This will be compatible with existing farm record keeping tools being trialed and developed by Fairtrade International and Fairtrade Africa, see Annex 2.

- Whenever possible, include a digital payment system to make and track SPO payments to their members for cocoa purchased, any cash element of the Fairtrade Premium and Fairtrade Minimum Price differential payments.
- Be able to record and generate reports on Fairtrade Minimum Price differential payments, Fairtrade Premium cash and Fairtrade Premium funded in kind payments to individual SPO members.
- An interface with relevant financial and/or banking partners enabling access for SPO members to open bank accounts.

Where required and with the agreement of the relevant SPO, Fairtrade International will be able to collect data from SPOs as part of mutual agreements between the SPO, Fairtrade International, members of Fairtrade and buyers of Fairtrade cocoa. This should be enabled by the newly implemented IMS.

The selected organization (s) will identify the Top Ten MIS reports for SPOs and create templates for these reports for SPOs, based on the SPOs needs, and ensure the automation of data collection on the ground wherever possible (using digital channels) as well as the distribution of reports, using live or almost live data. These reports will be relevant for all 3 categories of SPOs and ability to generate and interpret these reports on an ongoing basis should be facilitated as part of the pilot project. This is a critical part of the project.

#### - **TRAININGS** - Activity 1.d & Activity 2.b

The selected organization(s) will be in charge of training all SPO staff (administration, délégués and supervisory bodies) in how to:

- i) collect the data (activity 1.d), through capacity building in:
  - Data collection and storage, paying particular attention to the information needed to assist in identifying child labour risks & farm location in relation to protected areas and the requirement to generate top ten MIS reports
  - Data management process and roles & responsibilities
  - Tools mastering: how to search for, organize, extract, cross reference and report data
- ii) Understand and extract value from data (activity 2.b)
  - Data interpretation
  - How to compile and present data to each type of partner: Fairtrade / Traders / NGOs / Banks and IMFs
  - Decision making process based on data collected and analysed through the IMS

It is essential that the knowledge and expertise in using the IMS is across the SPO, and not concentrated in a single data officer. High turnover for talented staff is an endemic problem for SPOs and there needs to be strong and diversified capacity in managing the IMS in order to avoid any disruptions when staff move on.

In each group, the people within the SPOs that should be the first to be trained are:

- The SPO management team, since they will be the ones to be using the data to make decisions for the SPOs and for the benefits of their members.
- The Delegates, who are the people in charge of training the producers, but also collecting the data relative to their production. Those people should be aware of what is a useful and correct

data (for example reporting dried cocoa not pre fermentation cocoa if reporting on production capacity), and what the data collected will be used for to ensure it is collected effectively and with a purpose. Delegates hold and have access to a significant amount of data.

- The Supervisory bodies within the SPOs that are in charge of the follow-up of the compliance of the SPO members. They should be able to detect risk of non-compliance based on the data.

The selected organisation(s) will deliver relevant training materials for the 3 to 6 pilot SPOs (at least 1 in each of the three different groups) which would allow the SPOs to train new members of staff without external intervention. These training materials will also be used in the role out phase.<sup>ii</sup>

### **Products and Deliverables**

As a summary, by the end of the mission, the selected organization(s) will have delivered the following products:

- A full data audit and mapping of SPO data flows, and the analysis of what is functional or not in those data flows (corresponding to activity 1.a)
- 1 data management strategy for each of the 3 categories of SPO, integrating existing data collection processes and tools (as described above in activity 1.b)
- 1 cost effective flexible and modular IMS model/framework that will include all functions described above in Activity 1.c & Activity 2.a.
- A phased implementation process for this IMS and a selection of IT/telco/banking partners for each capability included in the IMS.
- Top Ten MIS reports applicable to all SPOs
- Trainings based on adequate training material as described in Activity 1.d & Activity 2.b

### **Expertise required**

Candidate organizations should provide a team that meet the following requirements:

- Fluent written and spoken French and English
- A tried and tested data management platform
- Full compliance with Fairtrade's data protection standards. Expertise in low tech tools implementation, training, change management, appropriation, use and continuous testing.
- Expertise in dealing with the systems used for the management of cocoa flows, payments & traceability
- Evidence of historical transactions over several seasons (no start-ups)
- Experience of dealing in Côte d'Ivoire's cocoa sector, including familiarity with the legal system and its requirements in relation to data collection, the cooperative model & the country's cocoa value chain
- Experience of dealing with complex projects involving numerous stakeholders & other software partners
- Ability to deliver training to SPO staff so that they can take full ownership of the IMS, understanding how to extract data & value from within
- Experience & evidence of producing useful & insightful MIS reports from the data collected, with clear user cases for data analysis
- Experience of compliance with AFD procurement rules is helpful but not essential<sup>iii</sup>

## Application and Scoring

The missions that are described on this tender can be fulfilled by one or more organizations who apply in consortium.

The scoring system for the award of the tender (attached) will be made on through the allocation of a value of 1 to 5 for each category with 5 being the highest score. The scoring will reflect the bidding companies' ability to meet the objectives outlined in the scope of work and the quality of their delivery of service.

## Budget of the tender

The total value of the tender is €100,000 inclusive of VAT at the applicable rate in Germany. Therefore the tender submission should not exceed €100,000.

Your proposal will include an estimate of the number of days dedicated to the project by each the key member of your team, and a full timetable of your intervention that will not exceed €100.000 over 5 months.

## Documentation for application

To apply to this tender, please provide:

- Presentation of your organization: status, expertise, experiences, potential recommendations from previous partners / clients.
- Narrative description of your intervention (10 pages maximum)
- Complete financial proposal including tax
- Timeframe of your intervention
- CVs of the consultant(s) in charge of the mission

## Note on COVID 19

Please describe how you will conduct this work in the context of COVID 19. Currently workshops in Côte d'Ivoire are restricted. Travel to Côte d'Ivoire is restricted. Travel within Côte d'Ivoire is restricted. We understand that the proposed timetable will be challenged by COVID 19 so we would like you to propose alternatives.

**Appendix to technical Proposal submission -  
Statement of Integrity, Eligibility and Environmental and Social Responsibility**

Reference name of the bid or proposal: \_\_\_\_\_ (The "**Contract**")

To: \_\_\_\_\_ (The "**Contracting Authority**")

1. We recognise and accept that *Agence Française de Développement* ("**AFD**") only finances projects of the Contracting Authority subject to its own conditions which are set out in the Financing Agreement which benefits directly or indirectly to the Contracting Authority. As a matter of consequence, no legal relationship exists between AFD and our company, our joint venture or our suppliers, contractors, subcontractors, consultants or subconsultants. The Contracting Authority retains exclusive responsibility for the preparation and implementation of the procurement process and performance of the contract. The Contracting Authority means the Purchaser, the Employer, the Client, as the case may be, for the procurement of goods, works, plants, consulting services or non-consulting services.
2. We hereby certify that neither we nor any other member of our joint venture or any of our suppliers, contractors, subcontractors, consultants or subconsultants are in any of the following situations:
  - 2.1 Being bankrupt, wound up or ceasing our activities, having our activities administered by the courts, having entered into receivership, reorganisation or being in any analogous situation arising from any similar procedure;
  - 2.2 Having been:
    - a) convicted, within the past five years by a court decision, which has the force of res judicata in the country where the Contract is implemented, of fraud, corruption or of any other offense committed during a procurement process or performance of a contract (in the event of such conviction, you may attach to this Statement of Integrity supporting information showing that this conviction is not relevant in the context of the Contract);
    - b) subject to an administrative sanction within the past five years by the European Union or by the competent authorities of the country where we are constituted, for fraud, corruption or for any other offense committed during a procurement process or performance of a contract (in the event of such sanction, you may attach to this Statement of Integrity supporting information showing that this sanction is not relevant in the context of the Contract);
    - c) convicted, within the past five years by a court decision, which has the force of res judicata, of fraud, corruption or of any other offense committed during the procurement process or performance of an AFD-financed contract;
  - 2.3 Being listed for financial sanctions by the United Nations, the European Union and/or France for the purposes of fight-against-terrorist financing or threat to international peace and security;
  - 2.4 Having been subject within the past five years to a contract termination fully settled against us for significant or persistent failure to comply with our contractual obligations during contract performance, unless this termination was challenged and dispute resolution is still pending or has not confirmed a full settlement against us;
  - 2.5 Not having fulfilled our fiscal obligations regarding payments of taxes in accordance with the legal provisions of either the country where we are constituted or the Contracting Authority's country;
  - 2.6 Being subject to an exclusion decision of the World Bank and being listed on the website <http://www.worldbank.org/debarr> (in the event of such exclusion, you may attach to this Statement of Integrity supporting information showing that this exclusion is not relevant in the context of the Contract);

- 2.7 Having created false documents or committed misrepresentation in documentation requested by the Contracting Authority as part of the procurement process of the Contract.
3. We hereby certify that neither we, nor any of the members of our joint venture or any of our suppliers, contractors, subcontractors, consultants or subconsultants are in any of the following situations of conflict of interest:
  - 3.1 Being an affiliate controlled by the Contracting Authority or a shareholder controlling the Contracting Authority, unless the stemming conflict of interest has been brought to the attention of AFD and resolved to its satisfaction.
  - 3.2 Having a business or family relationship with a Contracting Authority's staff involved in the procurement process or the supervision of the resulting Contract, unless the stemming conflict of interest has been brought to the attention of AFD and resolved to its satisfaction;
  - 3.3 Being controlled by or controlling another bidder or consultant, or being under common control with another bidder or consultant, or receiving from or granting subsidies directly or indirectly to another bidder or consultant, having the same legal representative as another bidder or consultant, maintaining direct or indirect contacts with another bidder or consultant which allows us to have or give access to information contained in the respective applications, bids or proposals, influencing them or influencing decisions of the Contracting Authority;
  - 3.4 Being engaged in a consulting services activity, which, by its nature, may be in conflict with the assignments that we would carry out for the Contracting Authority;
  - 3.5 In the case of procurement of goods, works or plants:
    - a) Having prepared or having been associated with a consultant who prepared specifications, drawings, calculations and other documentation to be used in the procurement process of the Contract;
    - b) Having been recruited (or being proposed to be recruited) ourselves or any of our affiliates, to carry out works supervision or inspection for the Contract.
4. If we are a state-owned entity, and to compete in a procurement process, we certify that we have legal and financial autonomy and that we operate under commercial laws and regulations.
5. We undertake to bring to the attention of the Contracting Authority, which will inform AFD, any change in situation with regard to points 2 to 4 here above.
6. In the context of the procurement process and performance of the corresponding contract:
  - 6.1 We have not and we will not engage in any dishonest conduct (act or omission) deliberately intended to deceive others, to intentionally conceal items, to violate or vitiate someone's consent, to make them circumvent legal or regulatory requirements and/or to violate their internal rules in order to obtain illegitimate profit;
  - 6.2 We have not and we will not engage in any dishonest conduct (act or omission) contrary to our legal or regulatory obligations or our internal rules in order to obtain illegitimate profit;
  - 6.3 We have not promised, offered or given and we will not promise, offer or give, directly or indirectly to (i) any Person who holds a legislative, executive, administrative or judicial mandate within the State of the Contracting Authority regardless of whether that Person was nominated or elected, regardless of the permanent or temporary, paid or unpaid nature of the position and regardless of the hierarchical level the Person occupies, (ii) any other Person who performs a public function, including for a State institution or a State-owned company, or who provides a public service, or (iii) any other person defined as a Public Officer by the national laws of the Contracting Authority's country, an undue advantage of any kind, for himself or for another Person or entity, for such Public Officer to act or refrain from acting in his official capacity;

- 6.4 We have not promised, offered or given and we will not promise, offer or give, directly or indirectly to any Person who occupies an executive position in a private sector entity or works for such an entity, regardless of the nature of his/her capacity, any undue advantage of any kind, for himself or another Person or entity for such Person to perform or refrain from performing any act in breach of its legal, contractual or professional obligations;
  - 6.5 We have not and we will not engage in any practice likely to influence the contract award process to the detriment of the Contracting Authority and, in particular, in any anti-competitive practice having for object or for effect to prevent, restrict or distort competition, namely by limiting access to the market or the free exercise of competition by other undertakings;
  - 6.6 Neither we nor any of the members of our joint venture or any of our suppliers, contractors, subcontractors, consultants or subconsultants shall acquire or supply any equipment nor operate in any sectors under an embargo of the United Nations, the European Union or France;
  - 6.7 We commit ourselves to comply with and ensure that all of our suppliers, contractors, subcontractors, consultants or subconsultants comply with international environmental and labour standards, consistent with laws and regulations applicable in the country of implementation of the Contract, including the fundamental conventions of the International Labour Organisation (ILO) and international environmental treaties. Moreover, we shall implement environmental and social risks mitigation measures when specified in the environmental and social commitment plan (ESCP) provided by the Contracting Authority.
7. We, as well as members of our joint venture and our suppliers, contractors, subcontractors, consultants or subconsultants authorise AFD to inspect accounts, records and other documents relating to the procurement process and performance of the contract and to have them audited by auditors appointed by AFD.

Name: \_\_\_\_\_ In the capacity of: \_\_\_\_\_  
 Duly empowered to sign in the name and on behalf of<sup>1</sup>: \_\_\_\_\_  
 Signature: \_\_\_\_\_ Dated: \_\_\_\_\_

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<sup>1</sup> In case of joint venture, insert the name of the joint venture. The person who will sign the application, bid or proposal on behalf of the applicant, bidder or consultant shall attach a power of attorney from the applicant, bidder or consultant.

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<sup>i</sup> Fairtrade Cocoa Standard, [https://files.fairtrade.net/Cocoa\\_SPO\\_EN.pdf](https://files.fairtrade.net/Cocoa_SPO_EN.pdf) Fairtrade Small Producer Organisation Standard [https://files.fairtrade.net/standards/SPO\\_EN.pdf](https://files.fairtrade.net/standards/SPO_EN.pdf)

<sup>ii</sup> Fairtrade have developed training material describing the potential functions of an IMS. These are available on request and we suggest you do request from [j.walker@fairtrade.net](mailto:j.walker@fairtrade.net)

<sup>iii</sup> <https://www.afd.fr/en/responding-bid-invitation>