
ITC RFP 2019-60-AK ANNEX B - TERMS OF REFERENCE

Assistance to certify avocado producers in Kenya against GlobalG.A.P.

Project: EAC MARKUP

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1. Background of the project

The International Trade Centre is the joint agency of the United Nations and World Trade Organization, that enables small and medium-sized enterprises (SMEs) in developing and transition economies to become more competitive and connect to international markets for trade and investment, thus raising incomes and creating job opportunities, especially for women, young people, and poor communities. ITC's mission is to foster inclusive and sustainable economic development, and contribute to achieving the United Nations Global Goals for Sustainable Development. ITC works towards creating 'trade impact for good'.

EU-EAC Market Access Upgrade Programme (MARKUP) is a four-year programme financed by the European Union (EU) and implemented in the East Africa Community (EAC) in Burundi, Kenya, Rwanda, Tanzania and Uganda by the International Trade Centre (ITC) and other international, bilateral development agencies and national partners.

MARKUP assists small and medium-sized enterprises (SMEs) in Burundi, Kenya, Rwanda, Tanzania and Uganda to increase exports of their agriproducts, promote regional integration and improve access to the European market. It targets specific agricultural commodities (avocado, cocoa, coffee, spices, tea and horticulture).

In Kenya (and Tanzania), the programme supports SMEs to improve the quality of avocados by meeting GlobalG.A.P. standard, towards better access to EU markets. This will allow agribusinesses to benefit from existing opportunities in both East African and European markets. Certification against the GlobalG.A.P. standard will help Kenyan avocado producers to meet the most commonly requested requirement of buyers and the standard requirement of supermarkets in Europe, where avocado has been a growing market for several years. Improved operations and certification will strengthen the international competitiveness of Kenyan avocado producers. The avocado exporters linked to the certified farmers' groups will moreover get the opportunity to meet buyers at an international fresh produce trade fair.

2. Purpose and Objective of the tender

ITC is seeking the services of an organization that is experienced and has a demonstrated track-record in providing hands-on support to avocado producers/exporters to implement the processes, methods and quality management systems to meet the requirements to successfully certify to GlobalG.A.P or GRASP, as required. GLOBALG.A.P is a private consortia standard in the food and horticulture domain, developed by European Retailer Group's good agricultural practice (GLOBALG.A.P) for farm assurance program based on Good Agricultural Practice. It is the most frequently demanded certification of supermarket buyers in Europe. GRASP is an add-on product to GlobalG.A.P. GRASP which stands for GLOBALG.A.P. Risk Assessment on Social Practice, and is a voluntary scheme to assess social practices on the farm, addressing specific aspects of workers' health, safety and welfare.

Up to 10 selected Kenyan farmers' groups who are linked to exporters will receive direct assistance to ready them for certification to the GlobalG.A.P standard, or GRASP (GLOBALG.A.P. Risk Assessment on Social Practice). The farmer groups linked to exporters have been identified by means of surveys and interviews, based on their export orientation, management commitment, and

production volume/capacity.

3. Scope of required services and technical requirements

ITC expects the selected bidder to:

- 3.1 Conduct a diagnostic **gap assessment** of each of the 10 selected producer groups against the requirements of the latest applicable GlobalG.A.P./GRASP standard checklists its current state of GLOBALG.A.P./GRASP compliance. The diagnostic will involve a visit to the out producer groups (located in different regions of Kenya¹) to interview them and the exporters linked to them, to inspect the production fields and equipment used in the production, the handling and storage facilities for farm inputs and outputs, and to check the farms records and the quality monitoring and control system in place.
- 3.2 Prepare for each farmer group a **diagnostic assessment report** that
 - (a) identifies conformities and non-conformities against each GlobalG.A.P requirement, with observations and comments highlighting strengths and weaknesses and overall validation of feasibility of implementing GlobalG.A.P.
 - (b) provides general recommendation to conform to the requirement against each non-conformity
- 3.3 Based on 3.2 above, provide a comprehensive and tabulated **upgrade action plan** with clear-cut actions and/or tasks for each producer group to fulfil the recommendation. The action plan shall thematically group together the various actions and tasks that need to be carried out — for instance,
 - (a) Testing (inter-alia soil, water, produce) that may need to be carried out, identifying agencies/institutions, estimated duration and costs.
 - (b) Small (ancillary) farm structures, and minor materials/implements/tools required identified that need to be acquired and are indispensable to operate the quality systems in accordance with GlobalG.A.P, with estimated quantities and price.
 - (c) Training on overall GlobalG.A.P (All Farm, Crops Base, Fruits and Vegetable, modules), and specific techniques to meet the requirements of the certification scheme — including and not limited to requirements on fertilizer, pesticide/plant protection material application; pest and disease management; fruit fly control techniques; orchard/site and soil management; pre-harvest, harvesting and post-harvest practices and handling; storage, traceability and conduct of internal audit/pre-audit assessment — that producers need to carry out, with estimated number of days required per training. The training should be designed to take a grouped training of trainers approach for selected lead farmers per 20-25 farmers, who will then further disseminate the training to the 25 farmers. Moreover, the training will be a mix of theory/instruction and practical/demonstration.
 - (d) Quality management system processes, standard operating procedures, record-keeping and documentation that needs to be set in place for the successful implementation of GlobalG.A.P./GRASP in each producer group, with estimated timelines reflecting typical

¹ Indicative list of regions: Bomet, Emb, Kajiado County, Kiambu County, Kirinyaga, Kisii County, Machakos County, Meru, Muranga, Nakuru, Nyeri county,

duration required to carry out and successfully complete the recommended actions for compliance with the standard.

- (e) Share the upgrade action plan, annexed to the diagnostic report with the producer group and/or exporter.

- 3.4 Prepare a coherent GlobalG.A.P/GRASP **implementation plan** in agreement with each exporter/producer group based on the above action plan with agreed start and end time for each action/sets of action. The plan shall be specific, measurable, achievable, relevant, and time-bound (SMART). The plan will mitigate any foreseen risks to implementing actions (for example availability of key staff or resources persons, producers, weather, planting/harvesting seasons, holidays/festivals/elections that may interfere or hinder carrying out the agreed actions within the agreed upon time). The implementation plan shall be optimized for resource efficiency for the producer/exporter group, while minimizing or avoiding any disruptions in the scheduled operations and business functions.
- 3.5 Provide all necessary support to the producer groups in the successful **step-by-step implementation of the GlobalG.A.P/GRASP standard** to set in place and completely make operational and stabilize the GlobalG.A.P quality system in the daily operations of the producer/exporter, with related controls, corrective actions, and records. Draft all required documentation, deliver required training sessions, monitor, assess and adjust/correct the systems put in practice for successful functioning.

NB: The purchase of small farm structures and materials, tools, implements identified under 3.3 (a), and (b) above will be financed separately by the project based on availability of finances and prioritization. No direct inputs to production shall be financed under the project.

- 3.6 Support the producer group/exporter to carry out an internal audit of the implemented GlobalG.A.P. standard and clear non-conformities.
- 3.7 Identify accredited GlobalG.A.P. certification bodies and organize the certification audits, accompany the producer groups assisted, during their Certification Audit, and support the clearing of any non-conformities.
- 3.8 Preserve the confidentiality of all information regarding the exporter companies and producer groups visited and not disclose information (during the assignment and after its completion) to any third person or persons without prior consent of the company and producer groups, regarding the said producer's/companies' business, dealings, practice, accounts, finances, trading, software, know-how, clients or prospective clients, distributors, or firms otherwise connected with the company. All records, documents, notes provided by the company, including the GlobalG.A.P/GRASP diagnostic assessment report, action and implementation plans prepared shall remain the property of the producer group and/or the related exporting company and shall be handed back to the producer group and/or exporter.

4. Work schedule (tasks, activities) and deliverables

The total duration for the contract is estimated to be 12 months, starting right after the contract signature. The work is planned to start as soon as possible after signing of the contract (estimated start date: Beginning of December 2019).

Task (as referenced under Section 3)	Estimated timeline	Deliverable
3.1, 3.2 GlobalG.A.P./GRASP Diagnostic Assessment of 10 avocado producer groups.	1 month (December 2019)	Filled out diagnostic checklist for each producer group.
3.3 Preparation of an Upgrade Action Plan for each producer group.	0.5 months (December 2019-January 2020)	Upgrade Action Plan for each producer group.
3.4 GlobalG.A.P./GRASP implementation plan agreed upon with each producer group/exporter.	0.5 months (January 2020)	Implementation Action Plan for each producer group.
3.5 Implement GlobalG.A.P./GRASP in 10 producer groups linked to exporters.	8 months (February - September 2020)	GlobalG.A.P./GRASP fully implemented and operational in 10 producer groups. Report on implementation and work carried out, with dates of pre-audit assessment per producer.
3.6 Provide support for Internal audit/pre-certification audit assessment and closing of non-conformities.	1 month (September - October 2020)	Internal audit / pre-certification audit assessment.
3.7 Identify accredited GlobalG.A.P certification bodies and organize certification audit. Help close any final non-conformities.	2 months (October-November 2020)	Certification audit conducted. Producer groups/exporting companies certified. Final reports and copies of certificates shared with ITC.

5. Qualifications, competencies & experience required

The profile should fit the following criteria

Experience:

- At least three years' proven expertise and technical knowledge in having practically helped producer groups in horticulture and specifically avocado, apply GlobalG.A.P. / GRASP practices and having at least 3 (three) producers certified to these two schemes.
- Demonstrable experience and expertise in developing and delivering training related to GlobalG.A.P./GRASP.
- Proven experience in having lead and organized similar work in Africa with special regard to Kenya, or other East African Community (EAC) member states (Burundi, Rwanda, South Sudan, Tanzania, and Uganda).

- d. Retains good partnerships or working relationships (for example, Letter of Agreement, Partnership arrangement, Memorandum of Understanding (MOU) or Board representation) with national horticulture sector associations, standards agencies and other government and industry regulators, conformity assessment bodies, and private sector associations.
- e. Have at least 2-3 years' experience in working in development-oriented projects of national governments, international organizations, and bilateral donors.

Qualifications:

Members of team assigned must have:

- a. University degree in Agriculture, Botany, Horticulture, Agronomy, Crop Protection, Environmental Sciences or a related field.
- b. Relevant professional training and certification in GlobalG.A.P implementation or farm assurer from a recognized institution.
- c. Additional qualifications such as auditor /lead auditor or in food safety management related to e.g. ISO 22000, HACCP, will be an advantage.

Competencies:

- a. Very good organization and management skills, able to factor in flexibilities taking on board producer's farming context and delivers within agreed timelines/deadlines.
- b. Excellent interpersonal and training skills and good communicator, active listener, able to explain complex concepts in simple, and easy to understand manner. Able to motivate and garner interest and commitment of producers.
- c. Goal-oriented, employs rational approaches, and able to work through alternatives to find solutions.
- d. Analytic thinker and problem solver, with ability to guide and provide practical advice.
- e. Employs flexible work approaches, taking into consideration relative strengths and constraints of beneficiaries.
- f. Good and clear reporting skills in English. Fluent in Swahili.
- g. Able to work easily with standard office email and communications software, MS-Word, PowerPoint, Excel, other MS-Office and online file-sharing applications.

6. Required information / documents for the proposals

Technical Proposal:

The technical proposal should include:

- a. Acceptance of ITC's Terms and conditions (Annex D - signed (mandatory))
- b. Annex C1 Technical proposal form filled in (mandatory)
- c. Company information (e.g. size, number of employees), legal form and incorporation, organisational set up/chart
- d. Overview of the company's experience and expertise in delivering similar service and solutions in Kenya and / or EAC.
- e. At least 3 (three) references of companies/producer groups who have been certified against GlobalG.A.P and GRASP.
- f. Names and CVs of team of experts who will work on the current assignment and that of the team leader.

- g. Partners and expert network evidence (such as an MOU) of partnerships and working relationships with national public, governmental, private sector associations and institutions.
- h. Self-statement of financial solvability.

Vendors that have scored a minimum of 60 points for the technical evaluation component will be eligible to participate in the financial evaluation.

Any technical proposal containing prices, budgets or quotations will be disqualified. All prices and cost quotations, as well as any explanations on how costs were calculated need to be included in the financial proposal only.

Financial Proposal:

Vendors are requested to submit a financial offer on a document separate from the technical proposal (see instructions in the cover letter paragraph 6) that includes the overall total costs of the project (All inclusive, fixed price), indicating the currency and breakdown.

Please ensure that all prices are only included in the financial proposal.

Financial proposals from only technically compliant vendors will be evaluated and scored. The financial score given to each proposal will be determined by giving the lowest cost proposal the highest score, 150 points and determining the financial score of the other proposals according to the following formula:

$$\text{Financial score of Proposal P} = (\text{Lowest cost of technically qualified proposal}) / (\text{Proposal P Cost}) * 150\text{points}$$

Financial reports may be requested for the financial sustainability verification of the selected company.

7. Payment terms and schedule

ITC shall acknowledge receipt of the deliverables and validate the deliverables within 7 working days of its receipt.

As per ITC/UN standard terms of payment, payment is at 30 days following satisfactory delivery of the services and upon an invoice receipt.

Payment shall be in three instalments, scheduled against the deliverables as follows:

Upon completion of Deliverables 3.1 - 3.4	25%
Upon completion of Deliverables 3.5 - 3.6	50%
Upon completion of Deliverable 3.7	25%

ITC shall only make payment based on satisfactory achievement of specific deliverables. ITC will revert on validation of deliverable within 7 days of receipt of deliverable. Also, note that ITC should not make advance payment and ITC is exempted from paying VAT and any other form of taxes.