SNV Digitalisation for Agriculture (D4Ag) Opportunity: Addressing Challenges in the Enabling Environment

CALL FOR SUBMISSION OF CV
Contracting & Procurement Department

SNV

Disclaimer

The call for submission of CV does not constitute a commitment to contract on the part of SNV, which reserves the right not to accept any application submitted in whole or in part.

We do not appreciate third-party mediation based on this assignment.

SNV will award the contract once the consultant has been selected, after final negotiations.

Contents

Part 1 - Introduction

The overall objective of this assignment is "to develop 'building blocks' as input into an overall SNV positioning in Digitalization for Agriculture (D4Ag), focused specifically on addressing challenges in the enabling environment of D4Ag and that includes strategies, exchange learnings, and define (potential) partnerships.

For this assignment, SNV is looking for an individual consultant or an assigned consultant from a firm.

If you believe that you have the required credentials as in the outlined Terms of Reference (Part 3), SNV invites you to respond to the Instruction to Consultants (Part 2).

SNV

CORE-Africa (COVID-19 Response and Resilience Initiative for Food Value Chains in Africa - CORE) is an "SNV Netherlands Development Organisation" or "SNV") initiative that aims to strengthen responses to the COVID-19 pandemic and overall resilience across 8 DGIS funded (and SNV implemented) agriculture and value chain projects in Sub-Saharan Africa (SSA), particularly in ways that contribute to resilient agri-

food systems and strengthen the coping ability of actors in those systems.

CORE has five overlapping components:

1. Resilience of farmer/SME inputs and services.

2. Resilience of market channels to consumers and various segments among them.

3. Integration of Hygiene, Health, and Safety arrangements in food VCs.

4. Use of Digitalisation for Agriculture (D4Ag) for strengthening resilience.

5. Understanding and operationalizing resilience, across several of the above areas.

As specified in the ToR, this assignment is focussing on the fourth component with a mapping of practical strategies and approaches that will enable SNV, to address four key structural barriers to the effective application of D4Ag in the transformation of Agri-Food Systems in the countries where SNV works:

(1) Low levels of public investment in the D4Ag ecosystem i.e. the enabling environment beyond agriculture and the specific D4Ag infrastructure,

(2) Gaps in public-private collaborations and initiatives in "Middleware" i.e. D4Ag infrastructure data and data systems,

(3) Lack of relevant legislation and regulation of data ownership, rights, privacy, and security, and

(4) Lack of scalable approaches.

Background

Several sources[1] indicate that in agriculture, investments in digitalisation can be a game-changer in boosting productivity, profitability, employment, resilience to climate change, and more recently COVID-19 specific responses. A digitally enabled agricultural transformation can help achieve meaningful livelihood improvements for Africa's smallholder farmers, agro-pastoralists, and pastoralists. It can drive greater engagement in agriculture from women and youth by creating employment opportunities within food and market systems. All this is driven by the fact that Digitalisation for Agriculture (D4Ag) has the potential to enhance efficiency, inclusiveness, and risk reduction in a combined way.

While access to the internet and related infrastructure, devices, and knowledge, has allowed many of us to continue with our lives despite the lockdowns, it has not been the same for many others, who did not have similar access. According to reports from International Telecommunications Union (ITU), an estimated 4.9 billion people have been using the Internet in 2021 - roughly 63 per cent of the world's population. This is an increase of almost 17 per cent since 2019, with almost 800 million people estimated to have come online only between 2019 and 2021. However, this still leaves about 2.9 billion people offline, with 96 per cent of them living in the developing world. While virtually all urban areas in the world are covered by a mobile broadband network, many gaps persist in rural areas. In Africa, 18 per cent of the rural population has no mobile network coverage at all, and another 11 per cent has only 2G coverage. This means that almost 30 per cent of the rural population, who are to a large extent dependent on agriculture for their livelihood, cannot access the internet.

Digitalisation for Agriculture (D4Ag) is the use of digital technologies, innovations, and data to transform business models and practices across the agricultural chains and address bottlenecks in, inter alia, productivity, postharvest handling, market access, finance, and supply chain management so as to achieve greater income for smallholder farmers, improve food and nutrition security, build climate resilience and expand inclusion of youth and women (CTA 2019).

Notwithstanding the high hopes and potential, digitalisation meets important structural challenges. In general, digital solutions in agriculture still lack sustainable business models and the expansion and reach remain patchy. Access to digital solutions among the population in developing countries remains low, while the sophistication of digital solutions, has begun to outpace the readiness of the actors to embrace and leverage them. The potential benefits can thus only be achieved if the underlying structural challenges in D4Ag are addressed. These structural challenges[2] are related to, amongst others: the lack of (investment in) relevant D4Ag infrastructure and data systems i.e., "middleware", the difficulties to develop financially viable

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[1] CTA, 2019. The digitalisation of African agriculture report 2018- 2019;
- FAO, 2019. Digital technologies in agriculture and rural areas, status report
- Malabo Montpellier Panel Report, 2019. Byte by Byte

- GIZ 2018. Harnessing the chances of digitalisation for rural development
- USAID 2018. Digital farmer profiles: reimagining smallholder agriculture
[2] CTA, 2019. The digitalisation of African agriculture report 2018- 2019

business models for solution providers, the digital divide and low levels of digital literacy amongst target individuals, and the lack of regulation and transparency on data ownership, rights, privacy, and security. These challenges are interrelated but to a large extent related to a weak enabling environment for digitilisation, that in turn limits the opportunities for D4Ag to fulfil its potential to contribute towards the transformation of agri-food systems in developing countries in Africa and beyond.

This assignment will position SNV to address the structural challenges in the enabling environments of D4Ag to better ensure that cutting-edge technology solutions will support D4Ag and consequently speed up the transformation of agriculture. The assignment will specifically look at:

1. Government responsibilities in the D4Ag ecosystem.

2. Public-private collaborations and initiatives in "middleware".

3. Legislation and regulation of data ownership, rights, privacy, and security.

4. Market or system stakeholders enabling scaling.

D4Ag Ecosystem: Some Terminology

The CTA report (CTA, 2019)[3] defines the D4Ag eco-system in three layers being:

- **D4Ag use cases** covering advisory services, market linkages, supply chain management, financial services, and macro agriculture intelligence.

- **D4Ag infrastructure** or data systems also called **"middleware"** that consists of different agricultural data, software& analytics, and hardware.

- **The broader enabling environment** includes enablers that go well beyond agriculture like the business environment, digital enablers like digital payments and literacy and the overall connectivity infrastructure.

The D4Ag use cases are the digital technologies, innovations, and data to transform business models and practices along the agricultural value chain, enabled by both the D4Ag infrastructure environment in agriculture and the overall enabling environment beyond agriculture.

The D4Ag infrastructure or "middleware" is all about data and data systems and is in many cases the most critical element of the overall D4Ag ecosystem ensuring the scaling of D4Ag solutions. As illustrated, this infrastructural layer includes:

- Data of farmers, weather, surveillance, transactions, markets, soil, agronomics, land, and crops.

- Software and analytics tools for machine learning, artificial intelligence, blockchain and others like Enterprise Resource Planning (ERP) and Customer Relationship Management (CRM).

- Hardware that captures data fed into agriculture data systems such as drones, weather stations, soil, pest,
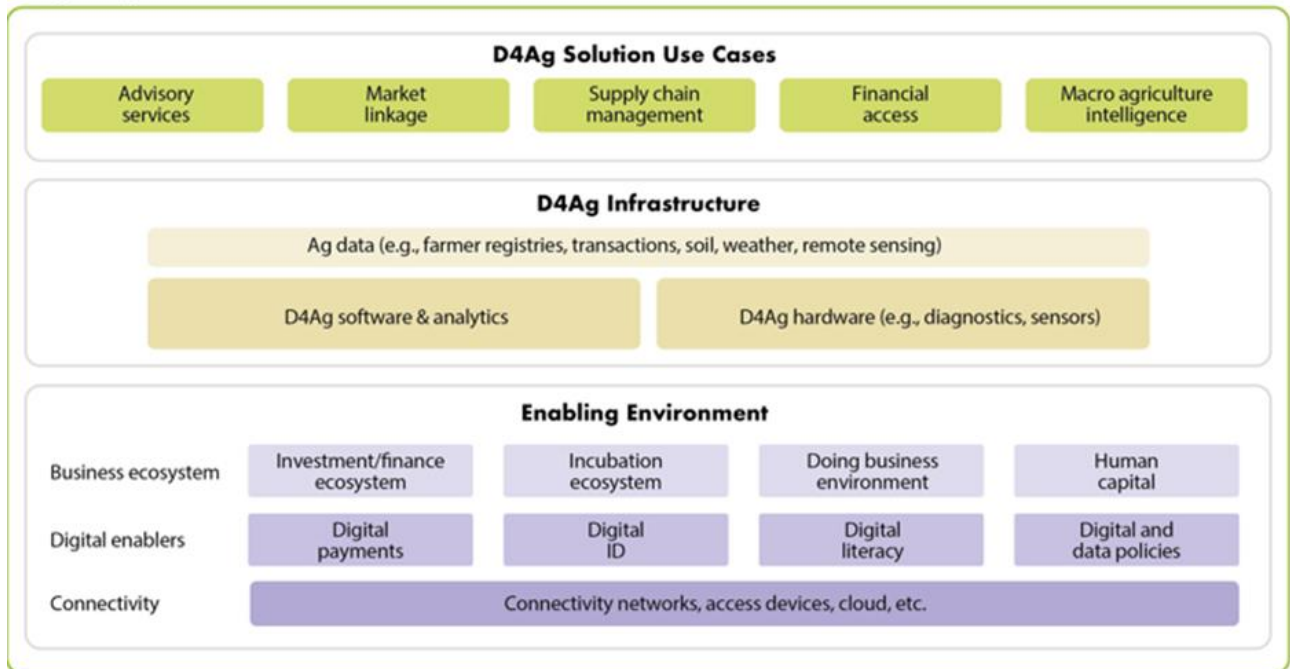
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[3] https://cgspace.cgiar.org/handle/10568/101498

and crop diagnostics equipment, and field sensors.

D4Ag Ecosystem

D4Ag Solution Use Cases

| Advisory services | Market linkage | Supply chain management | Financial access | Macro agriculture intelligence |

D4Ag Infrastructure

Ag data (e.g., farmer registries, transactions, soil, weather, remote sensing)

| D4Ag software & analytics | D4Ag hardware (e.g., diagnostics, sensors) |

Enabling Environment

Business ecosystem	Investment/finance ecosystem	Incubation ecosystem	Doing business environment	Human capital
Digital enablers	Digital payments	Digital ID	Digital literacy	Digital and data policies
Connectivity	Connectivity networks, access devices, cloud, etc.			

The overall enabling environment beyond agriculture supports the D4Ag infrastructure and the D4Ag solution use cases and consists of:

- Business ecosystem for a favourable investment climate, incubation opportunities, doing business environment and human capital development.

- Digital enablers enhancing digital payments, digital IDs, digital literacy, and policies.

- Connectivity infrastructure, networks, access devices and clouds.

The challenges and consequences:

Government responsibilities in the D4Ag ecosystem

There is an important role for the public sector both at the level of the enabling environment beyond agriculture and the level of the specific D4Ag infrastructure. Connectivity and the overall business ecosystem remain critical for increased access and enhanced use of digital solutions which are financially viable and less structurally divided along with gender, age, income, (dis)ability, communities, and geographies (a reference to a parallel assignment on the Digital Divide).

In many situations, the lack of D4Ag infrastructure or data systems i.e., "middleware", reduces severely the effectiveness of digital solutions. Hence investments in this "middleware" are important building blocks for individual enterprises and the overall D4Ag ecosystem because they drastically reduce transaction costs, drive efficiency, and increase the effectiveness of digital solutions.

Yet, investment in this "middleware" as public goods (water points, soil mapping, data/info production, satellite imaginary) is quite limited and just beginning to emerge at national and

local levels, often with the support of development partners. Successful digital solutions require access to a wide range of data, software and analytics, and hardware to deliver high-quality services. Therefore, public investment is not only needed in the overall enabling environment but increasingly in this "middleware".

Public-private collaboration and initiatives in "middleware"

Investment in D4Ag has been isolated, scattered, and piecemeal with unnecessary duplications making D4Ag infrastructure data and data systems i.e., "middleware" less available, less reliable, unsustainable, and not affordable. Keeping in mind the general trends in the D4Ag ecosystem towards the increased importance of quality data, there is an urgent need to coordinate and make the necessary investments in this "middleware", accessible by both public and private institutions, interconnected/ interoperable, reliable, real-time, and across borders.

For growth in the availability, affordability, and use of valuable agricultural data at scale, existing and "new" investors have to be attracted to establish PPPs with government and development partners for making well-coordinated investments into this "middleware" and address the increasing needs for quality data and data systems.

Legislation and regulation of data ownership, rights, privacy, and security

While laws and regulations that govern personal data (such as The European General Data Protection Regulation or GDPR) are becoming increasingly common, there is a dearth of legislation

covering the collection, sharing and use of data. As a result, market, or agri-food system actors face challenges due to a lack of transparency on issues such as data ownership, data rights, data privacy and data security.

The case for making investments in data and data systems i.e., "middleware" is not always straightforward, since they could produce results at the expense of good data stewardship (e.g., customer privacy, appropriate consent, and security). In any case, greater scale implies more widely shared data. Good data stewardship and strong "middleware" can coexist, but we have not yet seen a strong focus on this, and policymakers and lawmakers will need to make data decisions that are democratic, support the benefits of data and still protect privacy. As we begin to share data more frequently and widely – between public and private actors and between different countries – laws and regulations will need to adapt quickly to ensure that users can (1) consent to how their data are being collected and used; (2) access the information themselves, bearing in mind the digital and data literacy challenges that exist; and (3) trust in "middleware" to protect security and privacy. Achieving these objectives will be significantly more complex than it was before the digitalisation of data and data systems, not least because now vastly more stakeholders are involved in collecting, analysing, and using this information.

Development partners can support governments to lead the way on strong data stewardship efforts and work in conjunction with regional bodies to develop and enact strong privacy, security, and consumer protection tailored to the local context and in line with regional needs. This needs probably (1) to incorporate best

practices and lessons learned from other geographies into the design and implementation of these initiatives, (2) to work with technology actors to ensure that they understand and will abide by these principles, and (3) to consider developing shorter-term "codes of conduct", which can achieve outcomes similar to legislation but with shorter lead-time, (4) to advocate and invest in strong data protection measures that align to policies as part of investment efforts in "middleware", and (5) to advocate for emerging decentralised solutions for data storage, intelligence and applications like Web 3.0. The latter is an open-source infrastructure facilitating functions such as financial transactions and data management, without the mediation of central parties.

Market or system stakeholders enabling scaling

As mentioned earlier, there is an urgent need for government and public-private investments in the overall enabling environment (beyond agriculture) and the D4Ag infrastructure data and data systems i.e., "middleware", to increase quality data, resulting in a reduction of transaction costs, driving increased efficiency, and enhancing the effectiveness of digital solutions. Although this will certainly contribute to financial viability and scaling potential, more is needed for the crowding-in of digital solution providers and the replication of digital solutions. A shared vision is required at the level of market or agri-food system stakeholders driving innovations towards digital platforms, bundling services, integrating "big" data, eliminating layers of intermediaries, creating more immediate economic value and increasingly making physical transactions and services obsolete.

SNV Requirements

This assignment is therefore to position SNV in supporting governments, civil society, the private sector, producers, consumers, and donors, ensuring that digitalisation will support an inclusive agricultural transformation, by specifically addressing the structural challenges in the enabling environment.

Part 2 - Instructions to Consultants

Conditions

SNV invites interested applicants to submit their *Cover letter, Curriculum Vitae, and references* highlighting the most relevant experience in the context of the TORs, its methodology, and deliverables.

The following outline conditions that consultants shall be considered before sending their application:

1. **Type of consultant:** For this assignment, SNV is looking for an individual consultant or a consultant which is assigned by a firm (organisation)**.**

2. **Cover letter:** The Cover letter need to be well written and should highlight the most relevant experience in the context of the TOR.

3. **Curriculum Vitae (CV) content:**

   The CV of the consultant needs to be well written and shall show essential characteristics of the knowledge, relevant professional experience in similar works, performance, conditions, and quality assurance mechanisms.

4. **References:** The professional references need to provide the contact details of 2 selected relevant and recent assignments.

5. **CV of individuals:** When firms or organisations are assigning an individual, only the CV of the individual shall be used in the selection process, and the firm or organisation's experience shall not be considered.

6. **Consultant conditions:** The consultant listed must be available for the assignment, association between consultants will not be accepted and the consultant may not subcontract any portion of the work.

7. **The application submitted**: The consultant commits for 90 calendar days ("Period of validity"). However, if necessary, SNV may ask the consultant to extend the validity period for their application. The consultant has the right to refuse to extend the validity of their application.

8. **Cover Letter format**: Applicants are free to use their format.

9. **Letter and CV language**: English language.

Activity	Deadline
Call for submission of CVs release date	05-07-2022
Deadline for submission of applications	24-07-2022
Communication to shortlisted candidates	26-07-2022
Interviews with the shortlisted candidate	28/29-7-2022
Communication to selected candidate	03-08-2022
Contract negotiation	05-08-2022
Contract signing	09-08-2022
Start date selected consultant	15-08-2022

10. **Application validity**: Only consultants that comply with the minimum eligibility evaluation (see Part 4), will be part of the short-listing and subsequent interviews

11.SNV may ask for hard copies of
certifications, diplomas, contracts,
or other documents described on the
Cover letter and CV of the
shortlisted consultants.

Timeline

The selection will follow the tentative
timeline. At any time before the
application deadline, SNV may modify
the request for submission of the CV by
any means of amendment. Any
amendment is communicated to the
consultants by any means.

Data protection

It is understood and agreed that the
data on prospective applicants will be
used by **SNV** in determining, according
to its sole judgment and discretion, the
qualifications of prospective applicants
to perform the assignment. It will be
kept secure in line with SNV's
commitment to EU GDPR 2018, and
only used for programming purposes. It
will be destroyed after seven (7) years
in line with data requirements.

Additional inquiries

The contracting and procurement team
will address any inquiry related to this
sourcing process by emailing
globalprocurement@snv.org.

Part 3 – Terms of Reference (TOR)

The assignment rationale

The potentially transformative nature of Digitalisation for Agriculture (D4Ag), further accelerated by the COVID-19 pandemic, provides a good opportunity, but also creates an urgent need, for SNV to clarify its position, approaches and potential added value (or "unique selling points") in the field of D4Ag. SNV's work in D4Ag will continue to be driven by SNV's aim to contribute to the sustainable development goals, its global strategic framework, the priorities of development partners and the overall trends in digitalisation. SNV would likely address the four key structural barriers to the effective application of D4Ag in the transformation of Agri-Food Systems in the countries where SNV works: (1) low levels of public investment in the D4Ag ecosystem i.e. the enabling environment beyond agriculture and the specific D4Ag infrastructure, (2) gaps in public-private collaborations and initiatives in "Middleware" i.e. D4Ag infrastructure data and data systems, (3) lack of relevant legislation and regulation of data ownership, rights, privacy, and security, and (4) lack of scalable approaches.

Detailed assignment objectives

To develop 'building blocks', as input into an overall SNV D4Ag positioning (separate trajectory), focusing specifically on addressing challenges in the enabling environment of D4Ag and that include strategies, exchange

Technical qualifications

Consultants who are qualified in the field of Digitalisation for Agriculture and Digitalisation for Development and the actual implementation of strategies and approaches to address the structural challenges in the enabling environment.

learnings, and define (potential) partnerships linked to:

- The specific products in the ongoing positioning of SNV on agri-food systems i.e., productive and resilient landscapes, inclusive agri-food markets and green investment, healthy diets for all, opportunities for youth employment and entrepreneurship, and food security and healthy diets in fragile settings (see appendix 2).

- The specific results as there are * capacities and investments of the government to enhance the overall enabling environment in and beyond agriculture, * PPP investment data and data systems i.e., "middleware", * design of policies and regulations for data protection and other regulatory measures, * capacity of system stakeholders to share a common vision for driving innovations and scaling, * specific knowledge agendas.

Scope of work

A mapping of practical strategies and approaches will enable SNV to develop strategies, approaches and partnerships to address key structural challenges for D4Ag, which will offer specific support to the public sector, PPPs, private

enterprises, consumers and producers. The work will include the following activities:

1st intervention: 5 – days phase

Review and presentation of a general understanding of the ToR in terms of problem sketching (key drivers), mapping ongoing initiatives of addressing the challenges in the enabling environment, strategies/approaches, and partnerships.

2nd intervention: 7 - days phase

Identify/formulate possible strategies, approaches and partnerships that are relevant to SNV, as an implementing organisation with specific products in the ongoing positioning of agri-food systems: productive and resilient agri-food landscapes, inclusive agri-food markets and green investment, healthy diets for all, opportunities for youth employment and entrepreneurship, and food security and healthy diets in fragile settings (see appendix 2).

3rd intervention:: 07 - days phase

Propose key scenarios for SNV to consider in positioning itself in addressing the challenges in the enabling environment with brief indications of pros and cons.

4th intervention: 2 - days phase

Facilitate three (or four) strategic discussion sessions with selected participants to solicit inputs and feedback on SNV's positioning, strategic choices, and partnerships.

5th intervention: 4 - days phase

Document the results as 'building blocks' as input into an overall SNV D4AG position paper (separate trajectory) in the different formats as

specified in the deliverables (including background materials).

The methodology

The main methodology is a desk review of experiences and knowledge from:

- External initiatives with D4Ag and the Enabling Environment (see Appendix 1 for some initial examples).

- Ongoing SNV processes on agri-food systems development and the role of D4Ag.

There will be three strategic sessions with a reference group:

- The first session will discuss the general understanding of the ToR.

- The second session will provide comments, and feedback and make choices in the findings of the first drafts.

- The third session will agree on the final products.

A session with French translation/ in French is proposed with the project managers "GARBAL" related projects and other projects based on the findings in the first draft or final documents (TBC).

The deliverables

The main deliverable is a document describing the 'building blocks' as input into the overall SNV D4AG position paper specifically addressing the challenges in the enabling environment

1. Content of the building blocks:

- Problem sketching in terms of reasons for the described 4

structural challenges in the enabling environment.

- Mapping ongoing external initiatives.

- Strategies and approaches addressing the challenges in the enabling environment.

- Scenarios for SNV to consider in engaging with the structural challenges, with pros and cons, including partnerships.

- Proposed scenario(s) identified in the strategic sessions.

2. Facilitated 3-4 strategic sessions: being the understanding of ToR, the first draft of the documentation, and the final documentation.

3. Documentation:
- The main document of max 15 pages excluding background material in an annex.

- A PPT for the different strategic sessions and final deliverable.

- An easy-to-communicate visual overview of major findings and principal strategies/approaches.

- Reports of strategic discussion sessions.

- Documents will be translated into French.

Framework of the service

SNV outlines certain details in which the consultancy service will be performed.

- **Expected duration of work**: maximum 25 consultancy days.

- **Target start day**: 15 August 2022

- **Date of completion**: End of September/latest beginning October 2022.

- **Supervisor of the service provider**: Piet Visser, Senior Value Chain Advisor.

- **Global group reference**: Product Owners, Walter van Opzeeland, Catherine Le Come, Jennifer Linkletter, Vandana Thottoli, Piet Visser and Jan Ubels.

- **Resource person/project:** "GARBAL" projects and other relevant projects

- **Type of contract**: consultancy contract or contract for professional services.

- **Contract end date**: 31 October 2022

Qualification of the consultant

Knowledge:

- The minimum qualification is a master's level degree in Data Science and Society, Applied Economics (and management), with additional IT-related subjects or any other relevant field or combinations of fields.

- Solid knowledge of approaches of major development partners in D4Ag and more specifically the enabling environment of D4Ag.

Professional experience:

- A minimum of 5 years of experience and track record in D4Ag and Digitalisation for Development (D4D) and the actual implementation of strategies and approaches with a specific focus on SSA.

- Experiences with the public sectors and Public-Private Partnerships (PPPs) in digitalisation.

- Access to data/information/network outside SNV

Skills:

- Aware of / sensitive to social and cultural diversity – have an inclusive attitude.

- Strong analytical and reporting skills.

- Proficiency in oral and written English.

- Bilingual abilities in English and French would be an advantage and much appreciated.

Notes: The qualification of the consultant described above will be part of the technical evaluation.

Part 4 – Criteria Evaluation of the Consultant

Applications that comply with both the eligibility criteria and a minimum score of technical criteria will be part of the short-listing and subsequent interviews before the negotiation and contracting take place.

Eligibility criteria

To consider any application, the consultant or firm must submit or assure the legal status of the consultancy service. Therefore, the consultant or firm shall provide the following documentation or equivalent (when applicable) to pass the minimum _eligibility evaluation criteria_.

A- Copy of certificate of incorporation or extract from the Chamber of Commerce or equivalent emitted by the country of origin.

B- VAT registration certificate or equivalent.

C- Extract of Ultimate Beneficial Owner (UBO) or equivalent declaration, if applicable.

D- Copy of Trade licence/business permit, when applicable.

Individual consultants can present A or D documentation. Please attach the Self-Declaration form (see annex 1) to the Cover letter. Additionally, if there is any conflict of interest, adverse action, and missing information the consultant can fill in the related information on

each provided form (see annex 1) and attach these to the Cover letter.

If an individual consultant is contracting from among a firm or organisation's permanent staff, associates, or other experts it may recruit, then the eligibility requirements will apply to the firm or organisation concerned. To consider any application, the consultant or firm must submit and assure the legal status of the consultancy.

Technical criteria for contract award

	Criteria	Max score
1	Knowledge of the consultant	25
2	Expertise – provided experiences relevant to Digitalisation for Agriculture (D4Ag) and more specific strategies and approaches to addressing the challenges in the enabling environment.	50
3	Skills[4]: analytical, verbal and written English and overall sensitivity to social and cultural diversity.	25

The top-ranked consultants above 80% of the maximum score based on the cover letter content and CV review will continue the process of evaluation with individual interviews to clarify or validate any information and establish the final score.

For the short-listed consultant that ranked highest, the Procurement Committee performs a reference check.

If positive the consultant will propose its fees (see paragraph on consultancy

[4] Verbal communication skills will be tested in the interviews.

fees) for this consultancy assignment and enter the negotiation process.

After successful negotiation with the highest-ranked consultant, SNV will award the consultancy contract. If the negotiation fails, the process will repeat with the consultant with the second highest ranking above 80%.

If a firm or organisation cannot provide the agreed consultant, they will lose the contract and the next ranked consultant will be invited.

Consultancy fees

The consultancy fees will be paid based on days worked within the longer time frame of the consultancy of 2 months, with a maximum as per the indicated level effort of 25 consultancy days.

For a selected non-NL-based consultant the fees are excluding VAT and the invoices will be with VAT reverse charge. On the contrary, for a selected NL-based consultant the fees include VAT.

Selection process steps

SNV summarises the steps involved in the selection process as follows:

1. The shortlisting of consultants is based on Cover letters and CVs, having **at least 80% of the maximum score**.

2. The eligibility checks or due diligence on shortlisted consultants are performed (see annex 1).

3. The interviews are held with top-ranked consultants to clarify or validate any qualifications, expertise, and behavioural and communication skills.

4. Based on the interviews the final score is determined.

5. The reference check on the winning /highest ranked consultant (>80%) is performed.

6. If positive the highest-ranked consultant will be contacted to inquire about their consultancy fee expectations per consultancy day for this assignment, including or excluding VAT (see paragraph on consultancy fees).

7. The negotiation starts with the highest-ranked consultant.

8. If the negotiation is successful, the contract is signed.

9. SNV will notify other candidates on the shortlist that they were unsuccessful.

Annex 1: Due Diligence compliance

As part of our commitment to our donors as well as to the delivery of quality services and projects, SNV conducts due diligence checks on prospective consultants, vendors, and partners.

The due diligence checks aim to ensure compatibility between the values of SNV and those of prospective consultants, vendors, and partners. It also ensures that we are responsible for the use of funds that are entrusted to us by our donors.

If an individual consultant is contracting from among a firm or organisation's permanent staff, associates, or other experts it may recruit, then the eligibility requirements will apply to the firm or organisation concerned. To consider any application, the consultant or firm must submit and assure the legal status for providing the Service.

To consider any application, the consultant or firm must submit or assure the legal status for providing the service. Therefore, the consultant or firm shall provide the following documentation or equivalent (when applicable) to pass the minimum eligibility evaluation criteria.

A- Copy of certificate of incorporation or extract from the Chamber of Commerce or equivalent emitted by the country of origin.
B- VAT registration certificate or equivalent.
C- Extract of Ultimate Beneficial Owner (UBO) or equivalent declaration, if applicable.
D- Copy of Trade licence/business permit, when applicable.

Please include a duly signed Self-Declaration form. Additionally, if there is any conflict of interest, adverse action, and missing information the consultant can fill in the related information on each provided form:

If you are not able to provide any of the requested documentation, please provide SNV with written justification using the earlier forms annexed.

The data received shall be validated by SNV through remote and/or physical checks and processed following SNV's General Data Protection Regulation (GDPR) framework (which complies with the European Union's GDPR 2018), the hardcopy and electronic data you provide will be kept secure and will only be processed by SNV for procurement and project execution purposes.

The data will be kept for 7 years, after which they will be destroyed by SNV. By submitting your signed self-declaration and participating in the SNV process, you agree with this data use, storage, and processing of the data provided.

SNV Due Diligence Self-Declaration Form (Individuals)

I, Insert name of Individual hereby declare to Stichting SNV Nederlandse Ontwikkelingsorganisatie (SNV) that:

a. I am not debarred, sanctioned, or included in any ineligibility lists established by the EU, UN, UK, USGOV or the World Bank.
b. I have not been the subject of legal proceedings for insolvency, bankruptcy, or receivership nor have I had my activities suspended for related reasons.
c. I am not bankrupt nor in the process of being declared bankrupt, having my affairs administered by the courts, have not entered an arrangement with creditors, have not suspended business activities, am not the subject of proceedings concerning the foregoing matters, and am not in any analogous situation arising from a similar procedure provided for in national or international legislation or regulations.
d. I am solvent and, can continue doing business for the period stipulated in the contract after the contract signature if awarded a contract by SNV.
e. I have not been convicted of an offence concerning my professional conduct by a final judgment.
f. I have not been the subject of a final judgment or a final administrative decision for fraud, corruption, involvement in a criminal organization, money laundering, terrorist-related offences, child labour, modern slavery, human trafficking, or any other illegal activity.
g. I am compliant with all my obligations relating to the payment of social security contributions and the payment of taxes following the national legislation or regulations of the country in which I am established.
h. I am not subject to an administrative penalty for misrepresenting any information required as a condition of participation in a procurement procedure or failing to supply such information.
i. I have no conflict of interest or have declared to SNV any circumstances that could give rise to a conflict of interest or potential conflict of interest concerning the current procurement process. If the latter, please complete Annex A - Conflict of Interest Form.
j. no adverse action has been taken against me, including contract termination for poor performance or I have declared to SNV any adverse actions against us in the last five years. If the latter, please complete Annex B - Adverse Action Form.
k. I have not granted and will not grant, have not sought, and will not seek, have not attempted, and will not attempt to obtain, and have not accepted and will not accept any direct or indirect benefit (financial or otherwise) arising from this procurement process or the contract if awarded a contract by SNV
l. I have zero tolerance for and do not engage in sexual exploitation, harassment and abuse, and
m. I shall notify SNV in case any of changes to any of the declarations above.

I understand that a false statement or failure to disclose any relevant information which may impact SNV's decision to award a contract may result in my disqualification from the bidding exercise and/or the withdrawal of any offer of a contract with SNV.

/...

Furthermore, in case a contract has already been awarded, SNV shall be entitled to terminate the contract with immediate effect, in addition to any other remedies which SNV may have by contract or by law.

Signed by:

Legal Name:	
Trading name (if different from above)	
Business registration number and country of registration	
Address:	
Postal address (if different from above):	
E-mail address:	
Date:	Monday, 04 July 2022
Signature:	

Annex A - Conflict of Interest Form

I, Insert full legal name hereby declares to Stichting SNV Nederlandse Ontwikkelingsorganisatie (SNV) that there is a potential or actual conflict of interest.

The questions and answers below provide additional information on the nature of the conflict of interest:

To the best of your knowledge, have you or any employee or staff member of your organisation or firm, ever been employed by SNV?	*Yes or No*
If yes, provide the name of the person in your organisation, and a description of the employment period, including job title, the duration of the employment period, and the country of employment.	*Provide details*
Is any employee or staff member of your firm, company or organisation related (by blood, marriage or otherwise) to any employee of SNV?	*Yes or No*
If yes, please provide the name of your staff and the name of the SNV staff member they are related to. State the nature of the relationship.	*Provide details*
Are there any other potential conflicts of interest between you/your firm, company, or organisation and SNV or any of our donors, partners, staff, offices, contracted consultants, or vendors?	*Yes or No*
If yes, please provide further information here.	*Provide details*
Any other relevant disclosures	*Provide details*

_____   _____ _____

Full Name   Signature   Date

Annex B – Adverse Action Form

I, Insert full legal name hereby declare to Stichting SNV Nederlandse Ontwikkelingsorganisatie (SNV) that adverse action has been taken against our establishment.

The questions and answers below provide additional information on the nature of the adverse action:

Provide details of adverse action(s)	
Any other relevant disclosures?	*Provide details*

_____   _____ _____

Full Name   Signature   Date

Annex C – Missing Document Declaration

I, Insert the name of Consultant (Firm), Vendor or Partner hereby declare to Stichting SNV Nederlandse Ontwikkelingsorganisatie (SNV) that I am unable to provide the following requested documents for the reasons provided below:

Name of the document(s)	*Reasons why the documents were not provided*
Name of document	*Provide details*
Name of document	*Provide details*
Name of document	*Provide details*
Name of document	*Provide details*
Name of document	*Provide details*

_____   _____ _____

Full Name   Signature   Date

Appendix 1: Ongoing Initiatives Enabling Environment of D4Ag

Ministry of Foreign Affairs (MFA/DGIS), The Netherlands

Main development partners for SNV such as DGIS and the EU have extensive digitalisation agendas, which will certainly be the same as other major donor policies and programmes.

The effect of digitalisation on the Netherlands Digital Agenda for Foreign Trade and Development Cooperation which includes specific references to the digital divide and is as follows:

- Internet access and digital technology are growing, including in developing countries.
- Online security and reliability of information are very important.
- Opportunity for the Sustainable Development Goals: innovation, emancipation, and an inclusive approach.
- A Digital Divide based on income, age, geography, or gender is a risk.
- New opportunities for businesses, a new phase of globalization characterized by digital trade.
- Now invest in the right framework conditions to exploit opportunities for digitalization, from its international perspective.

Recently a digitalisation strategy 2021 for The Netherlands[5] government was published indicating for foreign trade and development cooperation the following priorities:

- Opting for a limited but appropriate government role in internet governance for an open, free, and safe global internet (no splinter networks with own rules).
- More international cooperation.
- Joint approaches leading to a more coherent action, for example through investments in education, digital entrepreneurship, digital trade, infrastructure investment, security, and online freedom to reduce the digital gap between the developing and developed countries.
- Multi-stakeholder partnerships between governments, civil society, businesses, academia, and the technical internet community as an approach to internet governance pursuing an open, free and safe internet.
- Telecommunications and internet standardisation organisations such as the International Telecommunication Union (ITU) and European Telecommunications Standards Institute (ETSI) safeguard public values and prevent undesirable manipulation by large multinational tech companies who have gained the upper hand.

European Union (EU)

The EU document Digital4Development[6]: mainstreaming digital technologies and services into the EU Development Policy (D4D) as a cross-cutting tool in the EU development interventions. With the New Africa-Europe Digital Economy Partnership[7], the Commission is mainstreaming digital technologies across four main priority areas of which digital literacy is one:

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[5] file:///C:/Users/667/Downloads/210621-min-ezk-digitaliseringstrategie-en-v03%20(2).pdf
[6] https://ec.europa.eu/transparency/documents-register/detail?ref=SWD(2017)157&lang=en
[7] https://ec.europa.eu/international-partnerships/africa-eu-partnership

- Promote access to affordable and secure broadband connectivity and digital infrastructure, including the necessary regulatory reforms.
- Promote digital literacy and skills.
- Foster digital entrepreneurship and job creation, and
- Promote the use of digital technologies as an enabler for sustainable development.

CTA, 2019. The digitalisation of African Agriculture Report 2018- 2019

The CTA report formulated specific recommendations for donors, investors and governments in the agricultural sector; not including the ones beyond agriculture like connectivity. Together, enterprises, donors, investors, agribusinesses, and governments must create an enabling environment or create institutions in which digital agricultural solutions can thrive and have an impact in the following critical areas:

- Develop human capital at every level of the D4Ag ecosystem.
- Drive greater business model sustainability.
- Achieve greater impact by bringing D4Ag to less-served populations.
- Invest in the missing middleware infrastructure.
- Invest in good data stewardship and design for the risks and limitations of digital systems
- Invest in the D4Ag research agenda.
- Create an alliance of key stakeholders to promote greater investment, knowledge sharing, and partnership building.

Global System for Mobile Communications Association (GSMA)

The GSMA believes that a country's citizens benefit most when the private and public sectors work together in a spirit of openness and trust, as policymakers and regulators create the conditions that can attract telecoms investment, encourage innovation and strengthen digital trust.

PPPs can be an interesting mechanism to facilitate investment from different stakeholders and support the extension of network coverage in areas that are otherwise risky investments with limited commercial potential. Governments view PPPs as a way to drive investment in uncovered areas and leverage the expertise of the private sector. In turn, private companies benefit from the certainty of a viable business model thanks to the investment and guarantees provided by the public partner. Large-scale PPPs often attract the interest of multilateral organisations, which recognise the potential economy-wide benefits of such projects and are willing to support private companies and governments that lack the financial means to get these projects off the ground on their own.

GSMA is committed to supporting governments and regulators in their efforts to introduce pro-investment telecommunications policies. The Mobile Policy Handbook[8]: An Insider's Guide to the Issues is part of the GSMA's efforts to promote such collaboration. A unique resource that assembles a range of policy topics and mobile industry positions and initiatives under one cover, it acts as a signpost to regulatory best practices.

U.S. Agency for International Development (USAID)

The U.S. Agency for International Development (USAID) Digital Strategy (2020-2024)[9] will position the Agency to advance its mission—to end the need for foreign assistance—

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[8] https://www.gsma.com/publicpolicy/wp-content/uploads/2022/03/Mobile-Policy-Handbook-2022.pdf
[9] https://www.usaid.gov/sites/default/files/documents/USAID_Digital_Strategy.pdf.pdf

through digitally supported programming that fosters the journey to self-reliance in partner countries and maximizes the benefits, while managing the risks that digital technology introduces into the lives of the communities.

The Digital Strategy centres around two core, mutually reinforcing objectives:
• Improve measurable development and humanitarian assistance outcomes through the responsible use of digital technology in USAID's programming; and
• Strengthen the openness, inclusiveness, and security of country-level digital ecosystems.

For communities to achieve self-reliance in the digital age, open, inclusive, and secure digital ecosystems that preserve and protect the rights and agency of individuals are critical.

USAID adheres to the principles for digital development[10]: design with the user, understand the existing ecosystem, design-for-scale, build for sustainability. be data-driven, use open standards, open data, open-source, and open innovation, reuse and improve, address privacy and security, and be collaborative.

USAID's approach will embody a set of guiding practices that will not only help digitally supported
programming efforts stay on target and be most effective, but also provide guidance on when and how to engage in a country-level digital ecosystem, consistent with U.S. values and in a way that protects civil liberties and preserves human rights:
• Embed U.S. values, civil liberties, and universal human rights.
• Collaborate with the private sector.
• Foster the adoption of globally recognized standards.
• Support in-country alignment.
• Strengthen local systems, institutions, and capacity.
• Promote inclusive digital development.
• Meet communities where they are along the journey to self-reliance.
• Take calculated risks and embrace innovation.

SNV's main Digitalisation for Agriculture (D4Ag) projects

The SNV implemented "GARBAL"[11] projects (STAMP+, MODHEM+, IDAN) in Mali, Burkina Faso and Niger have a specific focus on pastoralists, agro-pastoralists, and to a lesser extent agriculturists. It follows a market systems approach in a highly fragile context. The overall objective is an increase the resilience and food security of agricultural, agro-pastoral and pastoral households through the generation of economic (productivity gains, income) and social benefits/capital (including avoided costs)" driven and accelerated by an integrated digital solution offering as a market based innovative service.

Expected outcomes:
1. Increased assets or decreased losses of assets by pastoralists with a better decision on off-take, better terms of trade and better planning of food reserves/buffers.
2. Diversification of increased business opportunities for pastoralist households and enterprises.

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[10] https://digitalprinciples.org/

[11] Projet d'Innovations Digitales pour les Agro-Pasteurs du Niger (IDAN) Phase 1 : Janvier 2021 – Décembre 2023, Proposé par : SNV Organisation Néerlandaise de Développement A l'attention de : Ambassade du Royaume des Pays-Bas au Niger

3. Public-private coordination and partnerships providing improved and inclusive access to financial and non-financial digital solutions.

Intervention strategies
1. Intensification of production by accessing valuable digital information and forecast abilities on pasture, water, and other resources, securing mobility and sustainable management of natural resources.
2. Building different business relationships with digital solutions for inputs (mainly forage), financial services (wallets and other services) and livestock products (dairy and others).
3. Eco-system development by creating a vision for the sector, supporting the replication of services and crowding in of digital innovations, and applying a conducive legislative and regulatory framework including trans-border issues, effective early warning systems and safety nets as protective measures, given the high levels of vulnerability and risk.

There are interrelated 3 trajectories of change:

The trajectory of Change 1: Improved management of agricultural and pastoral operations by increasing access to and, use of geo-satellite information and data as well as appropriate advice that enhances productivity.

The trajectory of Change 2: Increased business opportunities, transactions, and economic value within value chains.

The trajectory of Chance 3: Vision shared by stakeholders for service replication and crowding in of innovative digital services.

Other Initiatives

*Alliance for Affordable Internet (A4AI)***.** This project, led by an international coalition of governments, companies and civil society, seeks to lower the cost of broadband in specific areas of Africa, Asia, and Latin America.

Free Basics. This initiative, promoted by Facebook and six other technology companies, aims to provide free access to a series of websites through a mobile application.

Star link. This project, promoted by tycoon Elon Musk, is launching satellites into space to offer high-speed Internet and global coverage at affordable prices.

Appendix 2: SNV's Agri-food Systems' main Intervention Areas

SNV's expected intervention areas in the context of agri-food systems

The present internal processes on agri-food systems strategies identify 5 intervention areas, which could benefit from addressing some of the structural challenges in the enabling environment of D4Ag (see table below).

SNVs main intervention areas in agri-food systems
Productive and resilient landscapes
Inclusive agri-food markets and green investment
Healthy diets for all
Opportunities for youth employment and entrepreneurship
Food security and healthy diets in fragile settings

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