



## **Terms of References**

For engagement of company for preparation of business plan and marketing

P9408, "Organizational development of NFF and improved market linkages for the small farmers and producers from rural areas aiming at increased income"

### **I. Background**

The National Federation of Farmers represents the largest network of farmers and farmer's organizations in the country. It has inherited all the institutional memory and experience from the Federation of Farmers of RM. It unites the effort of 43 local farmers' organizations and cooperatives, representing the voice of more than 3.000 members and cooperating with almost all key players in the agriculture and agribusiness sector.

The National Farmers Federation has expanded its scope of action. This means that besides farmers, agricultural associations, and agricultural cooperatives, the organization will continue to strengthen and support vulnerable categories in rural areas, greater support for young people and women, and their direct involvement in the development of agriculture through decision-making and active action.

In addition to agriculture, one of the organization's main focuses is rural development, ie dealing with the problems and challenges that the rural population faces, such as poverty and limited approaches of the rural population to health services, education, information law, and decision-making power.

The main pillar of action is lobbying to define the problems from the field and by joint work and analysis will be presented in front of the competent institutions for finding a common solution, which is in the interest of the farmers and the welfare of our entire country.

The focus of the National Farmers' Organization, which will continue to function under the slogan "Together for success" and the logo that symbolizes the labor and production of our farmers, is solving the biggest problems, which is placement and quality production. The mission of the rebranded organization is the ORGANIZED FARMER LEADER IN THE AGRICULTURAL AND RURAL DEVELOPMENT OF THE REPUBLIC OF MACEDONIA. The vision to which we strive is - PROFITABLE AGRICULTURE - STABLE VILLAGE.

As of May 2021, NFF implements the project "Organizational development of NFF and improved market linkages for the small farmers and producers from rural areas aiming at increased income" that is supported by Sida and We Effect.

The expected outcomes of the project are the following:

Outcome 1: Rural enterprises, small farmers/producers, grow and provide more income and employment opportunities for the people from the rural area, women, and youth in particular. The focus here will facilitate access to the market for actors that empower rural women and youth. Currently, market linkages for sales of products are broken for small farmers/producers, leading to low income of the rural target group, pushing them into poverty.

Outcome 2: Increased organizational capacities and financial sustainability of NFF. As a membership-based organization, NFF represents the interests of farmers and the rural



population in the country. It has developed a paid membership system with a set of free services to which only members are eligible. In the last few years as a result of the previous Institutional Development to NFF Project, the organization has improved its internal organization, management, introduced procedures, book of rules, book of conduct and other administrative and management tools that improved the performance and the impact of our work. The focus here is the organizational development and financial sustainability as crucial to continue with the lobby and advocacy activities and develop new services to provide new sources of income.

## II. Objective of the assignment

The main objective of this procurement is to engage the services of marketing/consulting company that will conduct deliverables described below, within the Project “Organizational development of NFF and improved market linkages for the small farmers and producers from rural areas aiming at increased income”. The company is expected to have a team of professionals that can provide the required services.

The services will be developed in close collaboration between NFF and NFF’s intervention partner.

### Company specific tasks and deliverables are:

#### First deliverable:

- √ Expert from the company will be recruited to provide support in marketing and sales as well as development of a business ideas for the future businesses to the trainees from the training in beekeeping and production of certified honey, organized by interventaion partner.

#### Second deliverable:

- √ Development of marketing strategy for sales of the certified honey and honey based products. The strategy will be accompanied with an action plan for its implementation.

### Expected workload i.e. time for delivery of each of the services of the company is as listed below:

- The expert for marketing, sales and business plan will be engaged for 20 working days within the period from February 4<sup>th</sup> 2022 until March 25<sup>th</sup> 2022
- The expert for marketing strategy for sales will be engaged for 30 working days with the period from February 4<sup>th</sup> 2022 until March 25<sup>th</sup> 2022

### Schedule of milestones and means of measurement/verification of their completion

Month	Milestone	Means of verification
February 4 <sup>th</sup>	Engagement of company	Signed contract with selected company
25 <sup>th</sup> March 2022	Expert from the company will be recruited to provide support in marketing and sales as well as development of a business plan for the	Submitted expert report on the activity and business plan/s Time sheet



	future businesses to the trainees from the training in beekeeping and production of certified honey, organized by intervention partner.	
25 <sup>th</sup> March 2022	Developed marketing strategy for sales of the certified honey and honey based products. Developed action plan	Experts report on marketing strategy and action plan Time sheet

Budget line:

4.1.4.1.b	Pilot Intervention Farmers association with certified VET for bee farming and holder of certificate for honey quality standard
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Budget lines for payment:

b.8	Recruitment of expertise for marketing and business planning
b.9	Development of a marketing strategy

Expected duration of assignment/contract

The consulting agency will be contracted within the period from February 4<sup>th</sup> until March 25<sup>th</sup> 2022.

**III. Duty travel & accommodation**

N/A for this engagement

**IV. Coordination & reporting**

The company will report directly to Organizational Development Coordinator indicating tasks performed in the course of the contracted period. The reporting schedule and other documentation are indicated in the table below.

Month	Report on	Documentation
25 <sup>th</sup> March 2022	Expert from the company will be recruited to provide support in marketing and sales as well as development of a business plan for the future businesses to the trainees from the training in beekeeping and production of certified honey, organized by intervention partner.	Submitted expert report on the activity and business plan/s Time sheet



25 <sup>th</sup> March 2022	Developed marketing strategy for sales of the certified honey and honey based products.  Developed action plan	Experts report on marketing strategy and action plan  Time sheet
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## V. Qualification requirements

### Mandatory technical criteria for the company:

- Minimum 5 years of professional experience in marketing and market research with special focus on identification of sales channels and business plan.
- Portfolio of completion of 5 similar or identical procurements related to the subject of the procurement
- Proposed team of at least two persons: expert for business plan and expert for marketing and market research.

### Qualification requirements of the team members - team of individuals:

- **The minimum requirements for the expert for business plan** a. University or professional degree in financial management, business management, economy. b. At least 3 years of relevant professional working experience in the field of development of business plans, and/or agriculture development, and/or support to farmers' groups
- **The minimum requirements for the expert for marketing and market research** a. University or professional degree in marketing, economy. b. At least 3 years of relevant professional working experience in the field of development of marketing strategy and market research with special focus on identification of sales channels.

## VI. Application procedure:

Companies for this ToR should submit the following documents:

- Up to date company portfolio (indicating work on previous similar engagements)
- The company should indicate the name of experts involved in the implementation of the required services and send their professional CVs
- Financial offer, in an offer form (indicating price for each services from section 2 - separately and total amount for all services). The offer should be expressed in MKD with included VAT.
- Technical proposal on 2 pages with a detailed work plan, proposed methodology and approach for the requested activities
- Current status of the company issued from the Central register of RNM, not older then 6 months
- The submission of the statement in Mail-Declaration of relationships is mandatory for the company

Documents/offers to be submitted on email [nff@nff.org.mk](mailto:nff@nff.org.mk) and [vidanka.martinovska@nff.org.mk](mailto:vidanka.martinovska@nff.org.mk) no later than **29.12.2021 (Wednesday)**.



## **VII. Evaluation of the offers:**

Offers with incomplete documentation and/or offers received after the deadline will not be taken into consideration.

The offers will be evaluated on the following criteria:

Best value for money principle will be taken into account by using a weighted scoring method to evaluate the combination of company background, portfolio and previous work on similar assignments (40%), and financial offer/proposal (60%)

## **VIII. Terms of payment**

Fee for this engagement is indicated in the Section II-Objective of the assignment under the Reference project activities and budget lines.

Payment will be made 30 % upon signing the contract and 70% upon finishing all activities, and delivering official documents, reports and time sheets to the National federation of farmers.

## **IX. Declaration of relationships**

The supplier shall describe if their organization/employees have any business or personal relationships with closely associated party from NFF and We Effect, its Regional Office in Skopje, its governing bodies and employees or with similar bodies/persons of the Client.

Closely associated party (persons, physical or legal) as per We Effect's definition is considered person who has the possibility to exert control over, or significant influence on, the other person when it comes to financial and operative decision-making concerning an activity. The purpose of the Declaration is to disclose such information which makes the application and evaluation process more transparent and supports the bids in its relevance according to conditions on the open market.