



REQUEST FOR PROPOSALS (RFP)

Consultant - HarvestPlus Solutions

Background

HarvestPlus improves nutrition and public health by developing and promoting biofortified food crops that are rich in vitamins and minerals and providing global leadership on biofortification evidence and technology. HarvestPlus is part of the CGIAR Research Program. CGIAR is a global agriculture research partnership for a food secure future. Its science is carried out by its 15 research centers in collaboration with hundreds of partner organizations. HarvestPlus is based at the International Food Policy Research Institute (IFPRI) and collaborates with multiple CGIAR centers and partner organizations. Mainstreaming and scaling up biofortification depends in part on its adoption by private sector actors like farmers, SMEs, and larger businesses in nutritious seed, grain, and food value chains and its inclusion in government policies and programs. HarvestPlus already works with SME's where established long term relationships at the local level exist and have been providing technical assistance to hundreds of SME's in the target countries across the African continent. HarvestPlus has been work with many partners in the public and private sectors to reach millions of farmers and their households with seeds for planting and nutritious foods for consumption.

HarvestPlus has depended mostly on donors and the government to fund its activities and with the increasing paucity of funds from these conventional sources and urgent pressures to scale delivery activities to reach more households, the need to diversify funding to include non-conventional sources has become imminent if the vision to make Africans consume nutritious foods for improved wellbeing is to be sustained. One of these non-conventional funding sources lies in deploying an innovative business solution that complements our conventional social solutions to hidden hunger and allows funds to be generated to sustain key activities. Unfortunately, the CGIAR is designed to deliver services on a social platform such that income generation through social enterprises could lead to a conflict of interest. This led HarvestPlus to source for a bridging program and create another entity called HarvestPlus Solutions USA.

HarvestPlus' objective through the creation of that new entity is to create other independent-but-mission-aligned entities in the Democratic Republic of Congo, Zambia, Uganda, and Zimbabwe to raise funds for scaling and sustaining the delivery of nutritious staple foods. The overlap of HarvestPlus with HarvestPlus-Solutions entities in these countries is more complimentary than competitive as the latter will continue to maintain a strong social focus on nutrition and vulnerable populations while making profits that will be plowed back for scaling delivery to reach 1 billion consumers by 2030.

The Consultant will therefore create a proposal that employs both hypothetical and analytical procedures to determine opportunities for HarvestPlus-Solutions to generate funds within an existing non-profit HarvestPlus structure in the targeted countries.

Objective

To develop a business and marketing plan for HarvestPlus Solutions entities in DRC, Zambia, Uganda, and Zimbabwe and advise thru the roll-out of initial activities.

Scope of Work

Based on the objectives the consultant(s) will be required to provide an analysis of the present scenario and develop a detailed business, costing, and marketing plan that is expected to provide overall direction to HarvestPlus Solutions entities in DRC, Zambia, Uganda, and Zimbabwe on operations making them sustainable, efficient and growth-oriented in the long run. The plan should be time-bound and show clear achievable targets within defined timelines.

The Business Plan for each country must have the following sections at the minimum:

1. Executive summary
2. Analysis of the services offered
3. Analysis of the organizational status, skill sets, running cost (broken into each service), and gaps thereof
4. Analysis of the market and potential customers
5. Comparative advantage
6. Business Model and description of operation/s for each service
7. Costing for each service
8. Marketing strategy
9. Modified organizational management structure & new skill sets
10. Projection of business returns over 5 years
11. Financial/funding needs till break-even status
 - a. The plan should also have a section on general guidance and preparation of an annual budget, 5-year projections of the following statements:
 - i. Projected income statement
 - ii. Projected cash flow statement
 - iii. Projected balance sheet.
12. A risk assessment, financial ratios, and key performance indicators such as break-even, turn-around time, profitability ratios, payback period, rate of return on investment, liquidity ratios, and stock turnover to have a better understanding of the financial and operational performance. A realistic sale forecast including prices, sale volume, timing, etc.

Deliverables

The expected end product of this assignment for each country will be a (1) complete Business and Marketing Plan clearly detailing tasks and responsibilities of each actor within the systems; (2) a financial and operational plan.

Timeframe

The above deliverable must be completed within 60 working days from the start date, with the following timeline (based on one consultant):

1. Preparatory activities: – X days
 - a. Review all relevant project documents and materials
 - b. Consultation with the HarvestPlus Solutions team
2. Situation analysis: - X days including travel
 - a. Consultation with partners and market analysis
3. Business and marketing plan development – X days
 - a. Co-creation of the plan with HarvestPlus Solutions in each country
 - b. Advise HarvestPlus Solutions through initiation of business and marketing plan

Required Qualifications

- 8-10 years of Business Planning experience in the public, private, and commercial arena.
- Graduate degree in a relevant field such as business management, commerce, economics, or agribusiness management.
- Country experience in all targeted countries.
- The candidate and be very familiar with the landscape seeds and grain production and sales, financial service providers, innovative products.
- Demonstrated experience interacting with stakeholders at various levels of government, including Ministries of Health, Agriculture, Education, etc. as well as with non-government organizations, including donors, private sector, and research organizations.
- Excellent English and French written and oral communication skills.
- Able to travel to each country to collect data and understand the landscape.

APPLY