

Terms of Reference

Procurement of Individual Consultant – Development of two position papers

1. BACKGROUND

1.1 Introduction

This document contains instructions for applicants interested in responding to the Open Call for procurement of Individual Consultant for development of two position papers on deployment of contract farming model and digital advisory services for fruits and vegetables supply chain actors in the Republic of North Macedonia.

1.2 Contracting Authority

The contracting authority for this procurement is the Macedonian Association of Processors (MAP), located at: Aco Karamanov 13, Skopje, email: map@t.mk. This procurement is conducted for the needs of the intervention “Strengthening Supply Chains Through Deployment of Contract Farming and Advanced Digital Advisory Services” within the project “Income Increase and Socio-Economic Empowerment of Vulnerable and Marginalized Groups from Rural and Sub-Urban Areas” (IISEE), supported by We Effect.

The distribution of funds under this project is contingent upon the approval and allocation of back-donor funds. The funding is strictly subject to the availability and provision of external donor financing.

1.3 Subject of the Contract

The subject of the contract is the engagement of an Individual Consultant for development of two position papers that will be utilized for advocacy and lobbying on behalf of Fruit and Vegetable supply chain actors. The activity should take place from November 19 to December 22, 2025.

This procurement is indivisible – meaning, only one Individual Consultant will be contracted to implement the full subject of the procurement (i.e., both position papers).

Any application competing for only one of the position papers shall be disqualified.

2. Objective of the assignment

The service provider should conduct appropriate analysis and develop two position papers for Fruit and Vegetable supply chain actors (small scale farmers, primary producers, intermediaries and processors) in order to enhance their vertical (supply chain) cooperation. The overall objective of this activity is to promote supply-chain related support mechanisms in order to improve production and processing processes of the supply chain actors and to utilize opportunities and advantages arising from digital advisory services and contract farming model. It is expected this activity to positively impact supply chain actors, their farming and processing operations as well as their incomes resulting from farming and processing activities. The specific outputs of the assignment will include: one position paper on contract farming exploring challenges, opportunities and recommendations for improving cooperation and market linkages among supply chain actors and one position paper on access to digital services in agriculture.

In this context, the service supplier will be responsible to deliver the following:

1. Complete all preparatory activities:

- 1.1. Contact and network with key organizations (MAP, National Federation of Farmers, and Macedonian Association of Agricultural Cooperatives and other identified stakeholders) interested to enhance their supply chains through supporting their raw material producers and processors
- 1.2. Identify theoretical perspectives and models related to deployment of contract farming and digital advisory services, pros and cons, expected benefits and drawbacks

2. Complete research part of the activity

- 2.1. Conduct Situational analysis and GAP analysis in regards to deployment of contract farming and digital advisory services in the country
- 2.2. Identify research respondents (minimum 15 per position paper or 30 in total) and conduct interviews with the aim to access their interest and opinions related to deployment of contract farming and digital advisory services

3. Prepare and submit 2 position papers for the implementation of the activity (and later present the findings to the interested parties in coordination with MAP). Both reports (position papers) should be prepared and submitted in Macedonian language, while executive summaries of both documents should also be in English language.

The activity should be completed during the period November 19 - December 22, 2025. The aim is to support supply chain actors to adopt the Integrated Supply Chain (ISC) concept, through the deployment of contract farming and advanced digital advisory services tailor-made for the needs of individual and/or groups of farmers.

3. Duty travel and accommodation

If such costs are expected to be incurred, they should be included in the financial offer of the Applicant. MAP shall not be liable for any costs exceeding the projected price in the financial offer.

4. Coordination & reporting

Planning, timing, implementation, and reporting of the activities will be in coordination with MAP.

5. Qualification requirements

Key qualifications and competences of the applicant include:

- Experience in development of strategic analysis, policy papers, position papers, etc.
- Previous knowledge in digitalization and/or smart specialization; contract farming and other
- Extensive knowledge of the Macedonian Agri-business environment

MAP - Skopje will protect the information marked as confidential by the applicants; otherwise, it will be considered that the offer does not contain confidential information.

6. APPLICATION PROCEDURE

The applicant should submit the following documents no later than 17.11.2025, by the end of working day 16:00 CET to the following email addresses: map@t.mk and map77887@gmail.com.

- **Technical offer** composed of:
 - CV of the applicant with relevant years of experience in development of strategic/policy/position papers in agricultural sector;
 - Propose methodology for the development of both position papers, including specific items (desk, field research, development of questionnaire etc.), number of days per specific activity, rationale for the respondents chosen, coverage, etc;
- **Financial offer** should quote a total price with all applicable taxes for development and submission of 2 position papers.
 - The offer should include all applicable taxes and costs, including VAT.
 - Prices in the offer should be expressed in denars (MKD).
 - The offer should be broken down / itemized per position paper and per type of cost related to development of the papers, including (if necessary) travel and accommodation costs.

Any request for information and/or clarification for this procurement should be sent 7 days prior to the closing date of the Call for procurement by email to: map@t.mk and map77887@gmail.com.

The offer validity period is 30 days.

The applicant should send the complete documentation with the following subject "Application for Individual Consultant – Development of two position papers".

7. EVALUATION OF THE OFFERS

Incomplete applications and/or applications received after the deadline will not be considered for further evaluation. Please make sure you have provided all the requested documents.

All received offers will first be subject to administrative verification whether the application consists of all the mandatory documentation (see Section 6 above). Offers passing administrative verification will be subject to technical evaluation based on the following scoring table. The offers that pass the technical evaluation shall be subject to financial evaluation.

The selection is based on the best-value-for-money principle, where the technical offer contributes 70 points to the overall evaluation while the financial offer contributes 30 points to the overall evaluation.

Technical Evaluation Criteria (70 points)

To pass the technical evaluation a technical offer must score at least 45 points.

Criteria	Maximum Points	Scoring Levels
Minimum 2 (two) years of experience in strategic analysis, policy papers, position papers in agricultural sector	30	2 years = 20 points 3-5 years = 25 points >5 years = 30 points
Minimum 3 (three) reference projects demonstrating previous knowledge and direct involvement in developing strategic analysis, policy papers, position papers and/or similar strategic documents	30	3 projects = 20 points 3-5 projects = 25 points 5+ projects = 30 points

Minimum 30 respondents included in the surveying part of the activity	10	Less than 25 = 0 points 25-30 = 5 points 30 (or more) = 10 points
TOTAL	70	

Financial Offer Criteria (30 points)

The offer with the lowest price shall receive a total of 30 points. The other offers with higher prices shall receive the respective score according to the following formula:

$$\text{Points of the offered price} = 30 \times \frac{\text{Lowest Price}}{\text{Offered price}}$$

The applicant with the highest total points from the technical and financial evaluation will be awarded the procurement contract.

8. TERMS OF PAYMENT

The total amount will be paid upon completion of all deliverables and submission of the two position papers, within 15 days after MAP has notified the Service Supplier that it approves the final documents.

9. Property

We Effect shall, unless otherwise agreed upon, be the sole owner of, and have all intellectual property rights to, all deliverables and results accrued through the performance of this Terms of Reference. For the purpose of this Terms of Reference, the term “results” shall mean all works and materials (including documentation) as well as any other result produced by the selected applicant. All copyright and any patent rights or other intellectual property rights connected with the result shall constitute We Effect’s property. The transfer of the rights includes a right for We Effect to change and modify the results, and to transfer the rights to a third party. The selected applicant shall not have the right to, without written consent from We Effect, use the results in her/his business.

10. CANCELING THE PROCUREMENT

The contracting authority may cancel the procurement procedure if:

- No offers or no acceptable or suitable offers are submitted.
- Unforeseen changes occur in the budget of the contracting authority.
- Unforeseen and objective circumstances change the needs of the contracting authority.
- The selected applicant withdraws from signing the contract.
- Other conditions for which the contracting authority will duly inform.