

**THE WORLD BANK
TERMS OF REFERENCE
PROGRAM SECRETARIAT**

AGRESULTS: INNOVATION IN RESEARCH AND DELIVERY

OCTOBER 2012

PROJECT BACKGROUND AND OBJECTIVES

The Governments of Canada, the United Kingdom, Australia, and the United States as well as the Bill & Melinda Gates Foundation are seeking an organization to be the Secretariat of the AgResults Initiative (for further details, see the AgResults [website](#)).

The Secretariat will mainly:

- Oversee administration of innovative pilot programs designed to pay for results rather than inputs (“pull mechanisms”¹), aimed at improving agricultural productivity of the world’s poorest smallholders; and
- Execute an inclusive, creative, efficient process for sourcing new such pilot programs, some of which will reward the creation of specific game-changing new agricultural technologies, while others will focus on rewarding smallholder adoption of existing technologies.

The high-profile initiative was launched at the last G20 meeting in Mexico by Prime Ministers Harper, Cameron and Gillard as well as the President of the World Bank, and currently has over \$100 million of commitments in funding. Cutting-edge agencies, organizations and firms focused on poverty reduction and improving agricultural productivity are encouraged to apply. Consortia, which bring together experience in careful project oversight and administration as well as innovative project sourcing, are welcome.

AgResults has two *equal* primary objectives: (1) *to overcome market failures* impeding the establishment of sustainable markets for developmentally beneficial agricultural innovations, by offering results-based economic incentives (“pull” financing) to participants to develop and ensure the uptake of new agricultural technologies; and (2) *to test*, in this context, the effectiveness and efficiency of *pull financing* by comparison with alternative approaches to supporting the development and uptake of agricultural technologies.

The Secretariat will play a central coordinating and implementation role for the Initiative, overseeing the development of new pilot proposals to be recommended for approval by the

¹ Pull mechanisms address market failures in innovation by stimulating *demand* for new technologies. Unlike traditional “push mechanisms”, which seek to stimulate the *supply* of new technologies by providing funding *ex ante*, pull mechanisms provide incentives for the private sector to develop and market new technologies by providing *ex post* payments triggered by results.

Steering Committee, developing, entering into and administering agreements with the Pilot Managers and Award Recipients to foster progress and quality of results and making and administering agreements with Verifiers who will certify the achievement of target outcomes. The Secretariat will give direction to the Trustee for financial support of the initiative and disbursement of results-triggered payments, as well as developing, entering into and administering agreements with the External Impact Evaluator for the assessment of individual pilot proposals and the initiative itself. The Secretariat will also support and facilitate meetings of the Steering Committee. (Defined terms are described at the end of these Terms of Reference.)

REQUEST FOR EXPRESSIONS OF INTEREST

Additional information regarding this initiative, including the Draft Terms of Reference, Concept Note and Questions and Answers, may be found at the AgResults [website](#). Additional questions regarding this selection may be emailed to GProcurement@WorldBank.org and must include the Selection Number no later than [] 2012. Responses to questions will be posted at the aforementioned web site.

THIS DRAFT TERMS OF REFERENCE SHALL REMAIN SUBJECT TO CHANGE IN THE SOLE DISCRETION OF THE WORLD BANK ON BEHALF OF THE STEERING COMMITTEE.

FUNDING SOURCE: The World Bank intends to finance the assignment / services described below under the AgResults trust fund.

ELIGIBILITY: Eligibility restrictions apply:

ONLY FIRMS, GOVERNMENT AGENCIES AND INTERNATIONAL AND NON-GOVERNMENTAL ORGANIZATIONS ARE ELIGIBLE TO APPLY IN THEIR OWN RIGHT OR AS CONSORTIUM LEAD ENTITIES.

SUBMISSION REQUIREMENTS: Interested eligible firms, agencies and organizations are hereby invited to submit expressions of interest. Interested applicants must provide information indicating that they are qualified to perform the services (brochures, description of similar assignments, experience in similar conditions, availability of appropriate skills among staff, etc. for firms; CV and cover letter for associated individuals). Please note that the total size of all attachments should be less than 5MB. Applicants may associate to enhance their qualifications and the associated firms will be considered sub-contractors to the applicants if selected. Expressions of Interest should be submitted, in English, electronically through World Bank Group eConsultant2 (<https://wbgeconsult2.worldbank.org/wbgec/index.html>). Following this invitation for Expression of Interest, a shortlist of qualified firms will be formally invited to submit proposals. Shortlisting and selection will be subject to a decision to proceed and the availability of funding.

A. SCOPE OF WORK

The Secretariat will be responsible for:

- Overall program management and oversight and administration of pilot projects;
- Pilot project sourcing and development;
- Managing procurement and selection processes, contractual arrangements and authorizing payments to Pilot Managers, Verifiers, and Award Recipients;
- Organizing reporting to the Steering Committee on agreed pilot metrics and reviews;
- Facilitate meetings of the Steering Committee;
- Communicating with and coordinating between the Trustee and External Impact Evaluator to assist each operator to complete their respective functions;
- Facilitating all external communications efforts relating to the AgResults initiative in coordination with other stakeholders, and conducting on-going outreach to interested parties.

B. DESIRED PROJECT OUTOMES

By the end of year five, it is expected that AgResults will have reached the following milestones:

- The initial \$100 million dollars pledged to AgResults (minus the administrative expenses) will be committed as available to pilot projects approved by the Steering Committee.
- The implementation of Pre-Designed Pilots will be completed and evaluation results will be available from the External Impact Evaluator.
- Two or more AgResults pilots will be focused on generation of new technology, providing a balance to the portfolio with adoption pilots.

C. DELIVERABLES

The Secretariat, whether directly or by contracting services through others, will be responsible for managing the initiative, notably pilot selection and delivery. This will mean:

1. Developing a robust pipeline of future pilots through an open, legitimate process, potentially including broad ground-sourcing, that focuses on appropriate balance in terms of different pull mechanism instruments and technology development and adoption;
 - a. develop a process for building the pipeline, to regularly report on the potential pilots in the pipeline, and ultimately to deliver pilot business plans to the Steering Committee for review and approval.
2. Managing a pilot selection process with independent peer reviews, and supporting the Steering Committee's approval process;
 - a. assist and manage the development of pilot ideas throughout the selection process, including ensuring quality of content and consistency of format across pilot proposals and business plans;

- b. manage and organize the independent peer review process for each pilot proposal;
 - c. present pilots to the Steering Committee for final approval including the independent results of the peer reviews.
3. Ensuring that pilots have in place regular and reliable reporting mechanisms, supervision, independent local involvement, adjustment and dispute resolution processes, and effective coordination between the Pilot Manager and the Verifier;
 - a. contracting Pilot Managers and Verifiers for each approved pilot;
 - b. contracting with award recipients for the delivery of payment from the Trust Fund post achievement of their results;
 - c. collecting and analyzing pilot information to conduct consolidated reporting for the Steering Committee;
 - d. supervising and managing the pilot programs and the work of the Pilot Managers and Verifiers (including overseeing/auditing as appropriate);
 - e. organizing and overseeing dispute resolution processes as required.
4. Ensuring that systems are in place to capture and capitalize on lessons learned, both for future pilot design and with respect to the use and scaling up of ‘pull mechanism’ instruments in agriculture;
 - a. coordinate information required for the independent evaluator’s reviews;
 - b. capture and incorporate lessons learned into new pilot designs.
5. Providing to the Steering Committee and Trustee evidence of a financial management system as well as system of monitoring the operations of Verifiers and Pilot Managers, on the basis of which the Secretariat will authorize each payment to be made by the Trustee from the trust fund;
6. Organizing and administering Steering Committee meetings, preparing supporting documents, and responding to Steering Committee inquiries.
7. Developing appropriate communication platforms:
 - a. Internally, by providing information to entities like the Trustee and Independent Evaluator;
 - b. Externally, by communicating to interested parties, including through a Secretariat housed AgResults website, in coordination with internal stakeholders.

Functions may be outsourced or run by different entities of a consortium secretariat, which should be referenced in Expressions of Interest. In any multi-party proposal, one primary entity will be responsible for managing/subcontracting these arrangements/entities.

The following milestones are expected to be achieved in the first year of the Secretariat operation:

- The three Pre-Designed Pilots will be operational in the first six months of Secretariat operations.
- Significant work will be conducted to source additional pilots for the following year, including a potential fertilizer prize pilot.

D. RESPONSIBILITIES OF TRUSTEE AND THE STEERING COMMITTEE

The World Bank will serve as the Trustee for AgResults and as a voting member of the Steering Committee, with the following responsibilities:

- Receipt and management of financial contributions from donors.
- Payments to the Secretariat, the Pilot Managers, and the Verifiers related to the responsibilities and activities of each entity, as approved by the Steering Committee.
- Payments to Award Recipients upon the receipt of positive verification of results from the Verifier and Secretariat.
- Preparation of quarterly financial reports to donors on funds under management and disbursed.

Steering Committee will have the following responsibilities:

- Selection and oversight of the Secretariat
- Approval of pilot initiatives
- Overall review and oversight of the Initiative

E. SPECIAL TERMS & CONDITIONS / SPECIFIC CRITERIA

The Steering Committee is seeking expressions of interest for the role of Secretariat for AgResults. The successful applicant will be awarded a five-year contract (to be reviewed mid-term) with responsibility for operating the Secretariat functions as detailed in this document. The contract may be renewed at subsequent two-year intervals subject to the approval of the Steering Committee and the agreement of the successful applicant. At the first mid-term review point and in renewing the contract, the Steering Committee will take into consideration the performance of the Secretariat against the deliverables.

The working language of the AgResults initiative is English.

Operating Budget:

The operating budget is expected to include expenses associated with all the responsibilities including program management & coordination, sourcing new R&D and adoption pilots (including peer review process), pilot monitoring, supervision and oversight, and conducting outreach activities. The operating budget for the Secretariat is not expected to include the fees paid to Pilot Managers and Verifiers for each pilot.

Procurement Activities by the Secretariat:

All procurements conducted by the Secretariat should follow competitive process with the consideration of i) economy and efficiency; ii) high quality service; iii) fairness and transparency; and iv) overall best value.

Selection processes shall include the following steps:

- i) A comprehensive statement of work / Terms of Reference provided to all Offerors;
- ii) Public announcement and advertisement of the procurement and the opportunity to express interest;
- iii) Preparation of a shortlist of Offerors based on a standard criteria;
- iv) Release of a Request for Proposal to the short listed Offerors with criteria that outlines the basis for evaluation of their technical and financial proposals and award;
- v) Acceptance of proposals within the stated deadline;
- vi) Evaluation of proposals following the criteria in the RFP;
- vii) Award recommendation to the Offeror with the highest combined technical and financial proposal awards;
- viii) Appropriate record-keeping documenting the procurement process.

The Applicant must disclose to the best of its knowledge at the time of Expression of Interest and in any Proposal any potential conflicts of interest it may have in conducting Secretariat activities.

The Applicant will be expected to accept fiduciary responsibilities toward the donors in the discharge of its duties, and to expect no indemnification from them in respect of these activities.

The Applicant must identify, as part of its Proposal, the contracting and grant procedures it will implement which must be aligned with a set of internationally recognized procurement standards and requirements, together with special requirements the Steering Committee may require. These standards and requirements, in addition to those set out above, may include for example, audit rights and procedures, environmental assessment, non-discrimination, prevention of human and drug trafficking and terrorist financing, intellectual property, and dispute resolution.

Governance:

The Secretariat is required to provide services consistent with all relevant provisions of the agreed AgResults framework.

Subcontracting:

Applicants may associate with other firms and individuals to enhance their qualifications. The associated firms will be considered sub-contractors to the Applicants if selected. Applicants and their sub-contractors must meet the World Bank's vendor eligibility requirements found at www.WorldBank.org/corporateprocurement and cannot have been debarred by the World Bank Group. The Applicant will have the responsibility to supervise all work, accept payment for services rendered and ensure that the contractual requirements are met.

Preproposal Conference:

A pre-proposal telephone conference will be held on November 1, 2012. Please contact Ann-Marie Webster at awebster@worldbank.org for dialing instruction and time of the conference call. Offerors are encouraged to submit questions prior to the conference. All questions and answers will be posted in the Question and Answer Forum.

Defined Terms used in these Terms of Reference unless otherwise defined shall have the following meaning:

“AgResults Fund” means the financial intermediary fund managed by the World Bank as Trustee in relation to the AgResults Initiative;

“Award Recipient” means an entity that is entitled to receive an award from the AgResults Fund as identified by the Secretariat and the Verifier;

“External Impact Evaluator” means the evaluator appointed by the Steering Committee to carry out the impact assessment in relation to each pilot as well as the AgResults Initiative as a whole;

“Pilot Manager” means a project implementing entity appointed by the Secretariat in consultation with the Steering Committee and the Trustee;

“Pre-Designed Pilots” refers to three pilots for which substantial design work has already been completed. These pilots focus on Aflatoxin control in Nigeria, on-farm storage of maize in Kenya, and biofortified maize in Zambia. Additional information is available on the AgResults website referenced above.

“Steering Committee” means the governance committee of AgResults donors and the trustee established under the agreed framework of the Ag Results Initiative;

“Trustee” means the World Bank, acting as trustee of the AgResults Fund; and

“Verifier” means an entity appointed by the Secretariat in consultation with the Steering Committee and the Trustee to verify that each pilot has met the necessary terms and conditions for receiving an AgResults award.