

TERMS OF REFERENCE FOR PROVISION OF Fixed Term Agreement for Technical and Policy related Services on Digital Agriculture

Service:	Fixed Term Agreement for Technical and Policy related Services on Digital Agriculture
Organizational Unit:	Programme Management Division (PMD), Asia and the Pacific Division (APR)
Location:	South East Asia (Cambodia, Philippines, Vietnam)
Expected date of contract commencement:	June - 2023
Expected tenor for contract:	Fixed for 2,5 years/ 30 months - until December 2025
Working hours:	For SEA 08:30 to 17:30 UTC + 07:00/08:00, Monday to Friday

I. BACKGROUND

The International Fund for Agricultural Development (IFAD) is a specialized agency of the United Nations with its Headquarters in Rome, Italy.

IFAD was established as an international financial institution in 1977 to finance agricultural development projects primarily for food production in developing countries. IFAD's mission is to enable poor rural people to overcome poverty and is dedicated to eradicating rural poverty in developing countries. Working with rural poor people, governments, donors, non-governmental organizations and many other partners, IFAD focuses on country-specific solutions. This can involve increasing rural poor peoples' access to financial services, markets, technology, land and other natural resources. IFAD is a not-for-profit institution that relies on funding from its Member States.

While the Headquarters are in Rome, there are approximately 40 field offices in Africa, Asia and America. More detailed information regarding IFAD is available on the Organization's website (<https://www.ifad.org/en/>).

II. BACKGROUND AND OBJECTIVE OF THIS TENDER

The COVID-19 pandemic has highlighted the weaknesses in ASEAN food systems. In spite of the dynamic economic environment in many ASEAN countries, smallholder farmers in the region continue to struggle with competitiveness, productivity and food security. The promise of digital solutions in addressing many of these challenges is well documented and exists across multiple domains in the food system. Digital technologies hold the key to improving smallholder productivity through disseminating and promoting better farming techniques, lowering transaction and logistics costs, and

facilitating access to markets and financing. These digital tools include financing platforms, pest and disease detection, farmer training, satellite monitoring, weather information, product traceability and logistics planning. With these digital tools, farmers can increase their agricultural output and— together with other actors in the value chain—become financially included and prosper as middle-income families.

Against this backdrop, IFAD and Grow Asia are partnering to deliver the Smallholder Economic Empowerment through Digital Solutions (SEEDS) Project financed by the Ministry of Agriculture, Food and Rural Affairs (MAFRA) of the Republic of Korea.

The Project will be implemented in Cambodia, Philippines and Vietnam with an expected completion at the end of 2025. The target countries were selected based on an analysis of challenges and opportunities that smallholder farmers in these countries face in the digitalization domain, the prospective linkages with IFAD's ongoing portfolio and in-country capacity, and the support and momentum already established in the Grow Asia network.

The objective of the Project is to accelerate and scale-up social and economic development for smallholder households and poor rural people through digital and ICT solutions and interventions. The Project intends to bridge the digital gap that characterizes the majority of smallholder farmers in Southeast Asia, and in turn facilitate their access to services required for the modernization of their farms and agri-enterprises. This will allow smallholder farmers to be integrated into the evolving digital technology landscape, and to achieve higher farm productivity and incomes. SEEDS will build on Grow Asia's and IFAD's experience on bringing innovation through multi-stakeholder partnerships to the small-scale farming sector, as well as leveraging on the leadership of the republic of Korea in the field of digital agriculture. In doing that, the Project interventions will target three key sets of players in the digital ecosystem for smallholder agriculture.

- Developers of digital technologies (both startups and corporates).
- Smallholders and farmer organizations: building their capacity to use digital technologies.
- Policymakers and regulators: assisting them in establishing an enabling environment by identifying and addressing gaps in the regulatory and policy environment, including those that can provide the incentives to the private sector to expand coverage in rural and remote areas beyond the market frontier towards the public value frontier.

A holistic landscape approach is necessary to ensure complementarity and synergies between the interventions.

The purpose of this Tender is to identify a company/entity whose services, employees or consultants are experienced in the skills and technologies described in the *requirements* section in this tender and has presence in at least one of the three countries under this tender. The prospective company/entity will work with IFAD's country teams in the three target countries, as well as with Grow Asia counterparts in the three countries to deliver on the activities under this project, outlined in the *scope of services* section. The company shall perform these activities in the countries specified (Cambodia, Philippines and Vietnam).

III. CONTRACT DURATION AND COST REVISION

The Fixed Term Agreement concluded between IFAD and the selected company will have a duration of 2.5 years/31 months until December 2025.

The agreement will have a fixed budget of approximately US\$ 900,000 to cover total project costs (inclusive of related costs including activities implementation, travels and event logistics).

IV. SCOPE OF SERVICES

IFAD recognizes the importance of ICT in reaching food security, rural sustainable and inclusive transformation goals. Its [ICT for development \(ICT4D\) strategy](#) aims to (i) build internal ICT4D awareness within IFAD; (ii) support the scalable uptake of ICT4D solutions; (iii) strengthen ICT4D partnerships; and (iv) promote knowledge management and sharing related to ICT4D. IFAD's Asia and Pacific Division has set the long-term goal of supporting the integration of ASEAN smallholders into the evolving digital technology landscape in agriculture. IFAD believes that suitably designed digital technologies can play a powerful role in increasing poor rural people's productive capacities, increase their benefits from market participation, and enhance their climate resilience. Furthermore, digital technologies can be leveraged to enhance the attractiveness of agriculture and agribusiness activities to the young, reduce the barriers that women engaged in agriculture face when accessing markets for outputs and inputs, and enhance the access to critical information on climate and production practices that smallholders require to adapt to climate change.

The proposed Project will build upon projects that were previously financed by the Republic of Korea¹. IFAD has supported the development of, access to, and dissemination of digital technologies for smallholders in diverse countries in Asia. Specific initiatives, also funded by the Republic of Korea, are currently being implemented in the Philippines, and completed recently in [Cambodia](#) and Vietnam. Such initiatives provide lessons and opportunities for targeted support and will complement a programmatic approach that will also develop an enabling and supportive environment for the systematic generation and diffusion of digital technologies, specifically designed for smallholders.

The Project references the nine [Principles for Digital Development](#): (i) design with the user; (ii) understand the existing ecosystem; (iii) design for scale; (iv) build for sustainability; (v) be data driven; (vi) use open standards, open data, open source and open innovation; (vii) reuse and improve; (viii) address privacy and security; and (ix) be collaborative.

Grow Asia and IFAD have designed the Project to be:

- Flexible and adaptable: With the pace of change in ASEAN's digital landscape, any future program needs to adapt to emerging needs and opportunities that will emerge over time.
- Supporting not directing: Supporting the on-going emergence of sustainable and scaled private sector solutions requires the program to allow those solutions to innovate and develop in their own ways.
- Supporting diverse technologies: Among the wide range of emerging digital solutions, Grow Asia and IFAD will support a variety of solutions that are smallholder relevant, but not always necessarily through direct service provision.
- Promoting key themes: Not all digital solutions will have specific gender, youth or climate outcomes but the program will seek to promote learning and innovation in these areas.
- Connected and collaborative: The program will seek to collaborate with other emerging digital programs wherever it makes sense. It will also need to be connected at the country level in ways that add unique value.

The SEEDs project has four components. The first component will be implemented by Grow Asia. The selected company is expected to implement components and activities under IFAD's responsibility as outlined in the table below (Components 2, 3 and activity 4.1).

¹ The Republic of Korea – IFAD Partnership:
https://www.ifad.org/documents/38714170/41984124/IFAD12_RepKorea_web.pdf/86d3b956-5941-2809-7d97-9c8cceb7b65f?t=1668185556012

	Description	Activities	Responsible implementing agency
Component 1	Support the development of digital technologies for smallholder agriculture	1.1: Support for In-Country Digital Initiatives	Grow Asia
		1.2: Grow Asia Innovation Challenge	Grow Asia
		1.3: Human-Centered Design Training	Grow Asia
		1.4: Grow Asia Digital Directory	Grow Asia
Component 2	Building the capacity of smallholders, through smallholder farmer organizations, in using digital technologies	2.1: Strengthening collaborative innovation platforms for digital transformation mainstreaming	IFAD
		2.2: Digital transformation of apex and grassroots farmer organizations at national and regional levels	IFAD
Component 3	Strengthening the enabling policy and regulatory environment for smallholder digital technologies	3.1: Fostering the use of smallholder-centric digital technologies through an enabling policy and regulatory framework	IFAD
Component 4	Knowledge Management on smallholder- centric digital solutions	4.1: Knowledge Management for Policy Engagement	IFAD
		Activity 4.2: Digital Guides and Reports	Grow Asia
		Activity 4.3: Digital Learning Series	Grow Asia

The detailed description of the services that follows further divides the services and activities expected of the selected company into three phases (start-up phase, implementation phase and completion phase). During the whole duration of the project, from start-up to completion, the selected company will be expected to collaborate closely with Grow Asia to ensure that deliverables under its responsibility link to Grow Asia’s activities, thus ensuring a seamless implementation.

Should the selected company need to sub-contract any of the work for certain deliverables they will be responsible for preparing the Terms of Reference (ToR) for the specific deliverables as required and submit to IFAD for clearance, both the ToR and the shortlisted candidate.

1. Start-up phase

During the start-up phase of the project, the prospective company will be closely liaising with HQ IFAD project team, as well as with IFAD country teams and Grow Asia counterparts for the planning and execution of the start-up workshop for the project, which is expected to take place in July.

During the workshop, the prospective company, in consultation with all participating stakeholders, will facilitate the fine tuning of the annual work plan and budget and the stakeholder engagement plan, the development of a knowledge management plan and a monitoring and evaluation plan for the project. Under the M&E plan, the prospective company will also be responsible for developing and carrying out a baseline survey during the start-up phase of the project.

2. Implementation phase

During the implementation phase of the project, the prospective company will carry out activities as specified under the various components in the table above. The expected outputs/deliverables in relation to these activities are detailed in the section *expected deliverables* below.

In addition, the prospective company will be expected to maintain regular communication with the IFAD country teams throughout the course of the implementation and submit regular progress reports to IFAD as outlined in the section *reporting and management* below. The regular communication and

coordination with Grow Asia and country teams will also be crucial throughout the implementation of the project.

3. Completion phase

During the completion phase of the project, the prospective company will be responsible carrying out a final impact assessment, and submitting to IFAD a final progress and outcome report, including financial and audit reports.

V. EXPECTED DELIVERABLES

The Project aims to directly benefit 12,000 smallholder beneficiaries (48,000 including family members) engaged in relevant farming systems. The Project is also going to directly benefit 30 start-ups and 150 government officials. The number of indirect beneficiaries over the longer-term is difficult to estimate at this stage.

Component 2: Building the capacity of smallholders, through smallholder farmer organizations, in using digital technologies

Activity 2.1: Strengthening collaborative innovation platforms for digital transformation mainstreaming

The Project will establish collaborative platforms involving apex regional and national farmer organizations, commercial agribusiness companies, developers, and management of IFAD-funded projects to identify the most relevant smallholder-oriented services to be addressed through innovative digital technologies.

- Output 2.1: Gaps Assessment and Action plans for digital transformation of target apex and grassroots farmer organizations. The action plans will be mapped to specific IFAD-funded projects to ensure consistency in their execution and monitoring. The gap identification and the action plans will be informed from the activities under Component 1 (implemented by Grow Asia).

Activity 2.2: Digital transformation of apex and grassroots farmer organizations at national and regional levels

The Project will assist grassroots farmer organizations engaged under IFAD-funded projects to acquire digital literacy and to master the use of digital technologies as identified through the preparation of the action plans. The Project aims to pilot a ToT modality that can be replicated and scaled-up through other initiatives, including IFAD-funded projects, Grow Asia's Country Partnerships, or government agricultural development programs. The Project will target four Farmer Organizations in each country, for a total of 12 FOs and an estimated number of 12,000 farmer beneficiaries (48,000 beneficiaries including family members).

- Output 2.2: Development of training material and modules; trained managers and directive staff of agricultural cooperatives, rural micro and small enterprises; trained youth and women farmers and rural producers; business plans for the mainstreaming within the targeted farmer organizations of the acquired digital skills in support of their core operations.

The prospective company will develop and implement training modules for apex farmer organizations and for grassroots organizations, focused on developing skills tailored to maximize the benefits from access to the most relevant digital services. Training modules will be designed in collaboration with the startups and private sector partners engaged under Component 1 (see above). Furthermore, apex farmer organizations will assist grassroots

organizations in formulating business plans that include equipment and facilities needed for transforming their training into practice with the objective of seeking additional funding. Training and other forms of engagement under this activity will target particularly youth and women, focusing on both staff engaged in relevant functions within the farmer organizations as well as farmer members. In all cases, and at the implied different levels, the Project will focus on identifying the role digital technologies can play in transforming the business model of the targeted farmer organizations within a realistic assessment of their operational environment and skills.

Component 3: Strengthening the enabling policy and regulatory environment for smallholder digital technologies

Activity 3.1: Fostering the use of smallholder-centric digital technologies through an enabling policy and regulatory framework

The prospective company will conduct a scan of the policy and regulatory environment influencing the uptake of digital innovations for smallholder agriculture, including policies aimed at fostering coverage in rural and remote areas. Once key issues are identified, it will work with governments and private sector partners (e.g. GSMA) to develop specific action plans and build their capacity to deliver solutions, including through reforms in policies and regulations.

- Output 3.1.a: Assessments for the target countries of policy and regulatory environments, identifying critical factors hindering uptake of digital technologies for smallholder farmers.
- Output 3.1.b: Staff of selected national and/or local government agencies and local governments trained on the design of regulations and policies aimed at fostering use of smallholder-oriented digital services.
- Output 3.1.c: Roundtables/knowledge exchanges among ASEAN policymakers and the private sector aimed at identifying issues and solutions for increased broadband coverage in rural and remote areas organized.

Component 4: Knowledge Management on smallholder- centric digital solutions

Activity 4.1: Knowledge Management for Policy Engagement

The Project partners will capitalize on the knowledge generated under Component 1 and Component 2 to inform policy engagement processes under Component 3.

- Output 4.1.a: One study on economic returns and social benefits deriving from the inclusion of smallholder farmers in the digital technology market
- Output 4.1.b: One policy brief published
- Output 4.1.c: One policy dialogue workshop engaging government/policymakers
- Output 4.1.d: A baseline assessment undertaken during the start-up phase of the Project
- Output 4.1 e: A final impact evaluation report based on the baseline assessment
- Output 4.1.f: A final symposium on digital solutions in smallholder agriculture

VI. REPORTING AND MANAGEMENT

IFAD will coordinate the management of the project, communications with the donor and provide guidance and support as needed to ensure effective implementation of project activities. The prospective company will be expected to have monthly calls with IFAD to report on the progress of activities and raise any issues that might emerge.

In addition, the prospective company will be expected to prepare and deliver quarterly and annual reports on the delivery of project activities and coordinate with Grow Asia implementing partners on a regular basis to ensure the seamless implementation of the project.

The prospective company will also be expected to engage with key stakeholders as needed under the project, these may include start-ups, agribusiness companies, farmer organizations, CSOs, government agencies engaged in the implementation of IFAD-funded projects, and research centers. An indicative stakeholder engagement plan for this project can be found in Annex 1. The final plan will be developed and agreed during the start-up workshop for the Project.

VII. REQUIREMENTS

This process is open to all legally constituted companies that can provide the requested services to the highest standards and professionalism available on the market and have legal capacity to perform in the countries specified.

Bidders are expected to provide the information requested by IFAD in the format defined in the Technical Proposal to ensure that all information is clearly communicated. All submissions must be made in English. Any documentation submitted in a language other than English, must be accompanied by a translation into English.

All prices should be quoted in US Dollars.

- 1. Location of service delivery:** The prospective company is expected to have an office in at least one country and capacity to operate across all three countries specified and whenever required, must travel to the sites where the project will be implemented in each country.
- 2. Coordination:** The prospective company is expected to work under the supervision of IFAD personnel and coordinate with IFAD country teams on the ground, as well as with Grow Asia's counterparts in the three countries.
- 3. Communication skills:** All individuals proposed for this assignment should have excellent written and verbal communication skills in English. Experts with good communication skills in local languages are expected to be included in the team if needed.
- 4. Experience:** All individuals proposed for this assignment should have substantial experience and expertise in the area of digital agriculture and/or on the policy landscape on ICT for development in the ASEAN.
- 5. Professional Standards and Confidentiality:** The expert(s) will be expected to adhere to the highest professional standards both in the performance of the work, as well as in his/her conduct within the organization. Acceptance of this assignment will automatically imply the obligation to maintain strict confidentiality on all information that becomes known to the selected expert(s) as a result of this assignment. The selected expert(s) will not transfer outside the premises of the Fund or retain after the end of the assignment any documentation related to the content of which would entail risks for IFAD if divulged to other parties.

VIII. MINIMUM REQUISITES

- A. Organisation must be legally registered in an IFAD Member State².
- B. Organisation must have at least three years of experience working with digital agriculture and/or farmers capacity building
- C. Organisation must be able to prove that they have been audited in the last three years.

IX. CONTENT OF THE TECHNICAL AND COMMERCIAL PROPOSAL

Both a Financial Proposal and a Technical Proposal must be submitted to IFAD (templates found below).

The overall Submission must be accompanied with the following minimum supporting documentation.

1. CVs (establishing competence and demonstrating qualifications/skills relevant to the TOR) of the technical, management and implementation support personnel proposed to work on the Project.
2. Profile of the company/entity, including the mission of the organization and date of founding of the organization.
4. Evidence of previous relevant experience that qualifies the organization to undertake this Project.

X. PROPOSAL EVALUATION CRITERIA:

IFAD will conduct a fair and transparent process to select successful organizations. Below is the scoring that will be used to rank the proposals:

Technical and Financial Evaluation Scoring:

Categories	Sub-categories	Total Score Weight
1. Expertise and Experience of the Organization	Previous experience of organisation in digital agriculture related projects and capacity building on ICT	20%
	Experience of organisation in prioritised countries	
2. Expertise and Experience of Proposed Personnel	Expertise and Experience of Team Leader in digital advisory and or implementation of ICT4D in Agriculture projects and policy interventions.	30%
	Expertise and Experience of proposed personnel on digital agriculture and policy related work in this domain	
3. Proposed Methodology, Approach and Implementation Plan (including availability of local offices)	Methodology	40%
	Approach and Engagement/Coordination with other project stakeholder	
	Implementation plan	
4. Management and Financial Proposal	Management	10%
	Financial Proposal	

² IFAD Member States: <https://www.ifad.org/en/member-states>

Total		100%
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Financial Proposal Template:

Budget (put to Excel)

Activities	Outputs	Unit Price (USD)	Number of Units	Total Budget Amount (USD)
Activity 1				
Sub-total Activity 1				
Activity 2				
Sub-total Activity 2				
Activity 3				
Sub-total Activity 3				
Activity 4				
Sub-total Activity 4				
Project Management - maximum 10% of total budget (e.g. relevant staff, M&E, reporting, logistics, office premises rent, utilities, etc.).				
TOTAL BUDGET				

Technical Proposal Template:

The technical proposal should be written in English and should give an outline of the goals of the project and the activities that will be undertaken. The proposal can follow the different sections below:

SECTION 1: Basic Information (put to Excel)

Project Title	
Expected Output(s)	
Target Direct Beneficiary Categories and Number	
Implementation period	
Implementation locations	
Organization Name	
Contact Information	(Name and Title) (Address) (E-mail Address) (Phone Number)
Legal Registration Details and Year of Establishment	

SECTION 2: Approach and Implementation Plan

2.1 Context and Problem Analysis: Describe the situation, highlighting needs and challenges on the proposed countries and provide brief description of emerging opportunities and key objectives. Ensure relevant gender analysis as required for the work defined in the Terms of Reference is included.

2.2 Justification: Provide an analysis from the perspective of the Organization of why it is important to implement the proposed project.

2.3 Project Design and Methodology: Provide a detailed description of the methodologies and approaches that the organization proposes to adopt or utilize in order to achieve the scope of work in the Terms of Reference, keeping in mind the appropriateness to local conditions and project environment including accountability to FOs, gender equality and women's empowerment, value for money, capacity building of national institutions as well as environmental and social impact.

Please ensure that explanations are provided as to whether any work will be sub-contracted (to whom, what % of work, the rationale for sub-contracting, and the proposed role to be assigned).

2.4 Target Beneficiaries: Describe the populations targeted and principles for identifying the target groups or beneficiaries. Ensure gender and other key considerations are referred to.

2.5 Expected Project Outcomes, Outputs and Planned Activities: State the expected outputs and outcomes the project aims to achieve and describe activities corresponding to each output.

2.6 Technical Quality Assurance/Review Mechanisms: Provide details of the Proposer's internal technical and quality assurance review mechanisms.

2.7 Monitoring & Evaluation (M&E), Reporting and Knowledge Management: Describe how the organization will conduct M&E, manage knowledge generated by the Project and ensure quality reporting to IFAD, including a reporting schedule. Please ensure reference to the relevant technical capacities required for this are also detailed. M&E plan is mandatory as part of the submission.

2.8 Communications and Visibility: Describe how the organization will conduct communications and visibility actions, including ensuring alignment with IFAD’s Guidelines on Visibility

2.9 Partnerships: Explain any partnerships with local, international or other organizations that are planned for the implementation of the project. Special attention should be given to providing a clear picture of the role of each entity and how everyone will function as a team. Letters of commitment from partners and an indication of whether some or all have successfully worked together on other previous projects is encouraged.

3.0 Risk analysis: Indicate the possible risks in relation to project implementation and suggested countermeasures in the table below. Likelihood and Effect/Impact of the risk can be scaled High, Medium and Low

Description of the Risk	Likelihood of risk occurring (High, Medium or Low)	Level (High, Medium or Low) and Type Impact on the Achievement of Results	Risk Mitigation Measures

3.1 Other: Provide any other relevant information regarding the submission that the organization wishes to share.

Project Planning Template

Activities	Outputs	Time Frame (months)					
		1	2	3	4	5	6
Activity 1	Output 1.1						
	Output 1.2						
						
Activity 2							
Activity 3							
Activity 4							
Project Management (e.g. recruitment of staff, M&E, reporting, etc.).							

Annex 1: Stakeholder Engagement Plan

Stakeholder Organization/ Group	Potential Role in the Activity	Engagement Strategy (How will you engage this stakeholder in the activity? At what phase of the project?)	Follow-up Strategy/ Feedback Mechanism
Agribusinesses	Champion program initiatives and activities by providing financial support, network, access to farmers to conduct pilots, and business mentorship to startups where necessary.	Through Grow Asia, the Project already has a network of over 500 partners across the region, of which half are private sector players. Grow Asia works very closely with a number of agribusinesses with regional operations. The Project will reach out directly to relevant agribusinesses in the design phase to ensure their engagement and to make sure value is being delivered to agribusinesses in addition to Project beneficiaries. This helps to ensure the sustainability of the Project (see Section 3.5).	Partner surveys, regular checkins through in-person meetings or conference calls for partners who are actively involved in particular activities in the program.
Startups	The role of startups include: 1) developing innovations to address smallholder value chain challenges; 2) improving their solutions and business models; 3) participating in pilots with smallholders and corporate and/or government partners, as necessary	Through Grow Asia, the Project will have access to a network of startups that are engaged through Grow Asia's work program (see Grow Asia Digital Directory). In terms of engagement strategy, the Project will reach out directly to relevant startups to get their involvement and support as necessary. Furthermore, the Project will facilitate the link up with Farmer Organizations and governments through the stakeholder platforms under Component 2.	Partner surveys, regular checkins through in-person meetings or conference calls for partners who are actively involved in particular activities in the program.
Farmers' Organisations (FOs)	They have a key role in helping their members acquire digital literacy and access and use technologies.	FOs will be engaged at two levels. At the national level selected apex FOs will be supported in developing their capacity to provide technical assistance on digital services to grassroots organizations. The Project will target selected grassroots organizations linked to IFAD-funded Projects in the region, in agreement with the respective Project Management Units. The Project, through the apex FOs, will build the capacity of grassroots FOs to make use of relevant digital solutions/technologies and strengthen their digital literacy. Furthermore, grassroots FOs will be assisted by the Project in tapping into IFAD-funded Projects to acquire the equipment and assistance required for capacity-building. FOs at the apex and grassroots level will be invited by the Project to contribute to its M&E activities. Finally, through the stakeholder platforms under	Apex FOs will also be invited to submit scorecards to evaluate the services received by the Project. At the same time, grassroots FOs will be invited to submit scorecards on quality of services and/or assistance received from both Project and apex FOs.

		component 2, FOs will be able to engage with private sector, startups, CSOs, and government agencies and better understand their scope for tapping into digital solutions to address their specific challenges.	
Civil Society Organizations (CSOs)	Provide technical assistance and network to program activities where necessary.	The Project has a network of partners from civil society in each of the countries involved. They are already engaged in various activities through ongoing programs.	Recipients of TA activities provided by CSOs will be invited to fill out scorecards evaluating the quality of the services received.
ASEAN Secretariat	The ASEAN Secretariat plays an important role in enhancing the role of Knowledge Management and in facilitating the coordination among the government agencies engaged in the Project.	The ASEAN Secretariat will be engaged under the PPP Regional Framework for Technology Development in the Food, Agriculture, and Forestry Sector. This framework has the objective of promoting PPP by creating a predictable and efficient environment for innovation. The ASEAN Secretariat will be invited to chair or co-chair knowledge events and facilitate engagement of targeted government agencies involved in the implementation of the PPP Framework	The ASEAN Secretariat will be part of the Project Steering Committee. It will also be part of the final Project evaluation in order to facilitate the transmission of lessons learned to other relevant programs it is leading (e.g. the PPP Regional Framework)
Governments	The role of governments is to create an enabling policy environment and necessary infrastructure for further scaling of the adoption of digital solutions among smallholder farmers. Component 3 of this Project will focus on the engagement with governments and will act as a foundation (and a feedback mechanism) for the activities under Component 1.	Both Grow Asia and IFAD have close relations with governments in the targeted countries as part of their respective mandates. Grow Asia, through its respective Country Partnerships can reach out directly to relevant government bodies where necessary. Similarly, IFAD can partner with government agencies both through its country offices as well as through the partnerships with IFAD funded projects. In particular, the Project will engage extension agencies at national and local levels as well as agencies tasked with delivering marketing services to farmers. Furthermore, the Project will seek to reach selected local governments as they are often tasked with delivering frontline services to smallholders.	As part of the participatory approach to M&E activities, the Project will invite the target government agencies and project management units to provide their feedback on the services received and activities implemented.
MAFRA, KREI and other Korean Government Agencies	Suggest linkages to relevant Korean organizations and technology companies to act as subject matter experts in various activities under Component 1. Attend training and learning opportunities with agribusinesses and startups that are operating in Southeast Asia to promote crossregional learning in agritech. The program will benefit from	Build a community of practice within Korea and use this group of stakeholders to participate in the program, provide feedback and guidance on their needs and aims. Within the ROK government, the Project will seek to partner with KREI for activities 4.1 and for the final evaluation of the Project. It will partner with MAFRA to participate in specific policy-related events the Project will contribute to (e.g. the	Partner surveys, regular checkins through in-person meetings or conference calls for partners who are actively involved in particular activities in the program.

	<p>ROK's expertise in identifying promising new technologies, creating effective partnerships with startups and innovators, and embedding new technologies into products.</p>	<p>final Symposium). It will liaise with KOICA to promote ODA opportunities the agency may want to promote as part of its institutional mandate. Through MAFRA, the project will also reach out to potential new partners such as the Korea Institute of Planning and Evaluation for Technology in Food, Agriculture and Forestry (iPET); KOPIA (Korea Programme on International Agriculture) Centres in the Philippines, Viet Nam, Cambodia; EPIS, whose mandate includes training, capacity building and international cooperation for agriculture and rural areas; and National Information Society Agency (NIA), to explore opportunities for collaboration.</p>	
<p>Korean Enterprises and NGOs</p>	<p>The Project will better enable Korean innovators to identify and successfully introduce new products and technologies to the ASEAN farming sector. They will have access to earning and a network of potential local partners.</p>	<p>Through the Asian Farmers' Association, the Project will engage NGOs like the Korean Advanced Farmers' Federation (KAFF) and Women Advanced Farmers' Federation (WAFF) for their insights and experiences that can be shared with ASEAN farmer organizations. In addition NGOs such as Good Neighbors International (GNI) and Asia Pacific Women's Information Network Center will be approached</p>	<p>Partner surveys, regular checkins through in-person meetings or conference calls for partners who are actively involved in particular activities in the program.</p>