



## Call for Expression of Interest (Eoi) for Partnership with MADE Programme

### What is MADE?

The Market Development (MADE) Programme for Northern Ghana is an agricultural sector programme funded by the British Government (UK Aid) and operating in the five regions of the Northern Savannah Ecological Zone (NSEZ) of Ghana<sup>1</sup>. MADE adopts a “market facilitator” approach<sup>2</sup> supporting private sector enterprises and public-sector organizations to develop, run and grow/expand businesses (in the case of private sector firms) and to deliver mandates more effectively (in the case of public sector institutions) in a way that offers benefits and value e.g., higher yields and sales contributing to increased income to smallholder farmers and traders in the region.

Since its launch in 2014, MADE has engaged and worked with 60 agribusinesses in Northern Ghana (mainly nucleus farmers/produce aggregators and input dealers) supporting them with technical and financial assistance to adopt, adapt and implement profitable and sustainable business models that enabled them to work more effectively and efficiently with smallholder farmers, improve the overall running of their businesses and increase revenues and profits. Following a successful extension, MADE is currently looking for opportunities to work with and support more enterprises<sup>3</sup>. The programme is looking for firms/businesses that are seeking to increase their revenues and profitability and may have already decided or are considering how this might be achieved. There is a particular interest in firms/businesses that are seeking to work with smallholder farmers in the region as either customers or suppliers.

If you own and/or run a business and are interested in working in partnership with the MADE programme, please complete the attached form and return it to: The Marketing Development Team, MADE, RC 49A, Gumani, Tamale, Northern Region, Ghana. Tel: +233 (0) 372028228; email: [japeeliga@ghana-made.org](mailto:japeeliga@ghana-made.org) **not later than close of business on Friday 13<sup>th</sup> April 2018**. Any information provided will be treated in strict confidence.

Further information about the MADE programme can be found on [www.ghana-made.org](http://www.ghana-made.org). Expressions of interest will be assessed against the key objectives of the programme and selected applicants will be contacted by no later than **20<sup>th</sup> April 2018**.

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<sup>1</sup> The NSEZ covers the three northern regions as well as ten northern districts of Brong Ahafo and Volta Regions.

<sup>2</sup> Previously when smallholder farmers had restricted access to seeds or other input supplies, a business or NGO would have been contracted to provide those goods, with the cost being met in part or in whole through public or donated funds. This is known as the direct support or delivery approach. The market facilitator approach on the other hand supports the seed company, e.g., with business development assistance, to be able to sell seeds to smallholder farmers at affordable prices while still making a decent profit. The advantage of market facilitation over direct support is that it safeguards firms that would otherwise lose potential sales and ensures continuity of supply once the donor funding ends.

<sup>3</sup> The programme has another component that is targeted at the public sector. **This call for expression of interest is limited to private sector firms**. This excludes some NGOs and other organizations that operate as not for profit businesses.

Please complete all relevant Sections below by filling in the shaded boxes.

**Section 1: Basic Information**

Business Name		
Business Owners' Name(s)		
Contact No.		
Email Address		
Location of Business Main Office		
Year Operations Commenced		
Year of Registration		
Business Registration Number		
Type of Business (Tick as appropriate)	Sole Proprietorship	
	Limited Liability Company	
	Partnership	

**Section 2: How would you describe your business? Please tick where applicable.** You may tick as many as applicable.

i. Nucleus farmer	
ii. Aggregator	
iii. Input supplier	
iv. Transport and mechanization service provider	
v. Specialized Support Service Provider (e.g. extension, irrigation, etc.)	
vi. Others (please specify)	

**Section 3. What type of services do you provide? Please tick where applicable.** You may tick as many as applicable.

i. Sell and/or provide (as input credit) agricultural inputs (e.g., seeds, fertilisers, weedicides, watering cans, hoes and cutlasses, etc.)	
ii. Sell and/or provide (as service on credit) tractor (e.g., ploughing, harrowing), and/or other mechanisation services (e.g., planting, weeding, harvesting, shelling/threshing equipment, etc.)	
iii. Provide other specialised services (e.g. land use planning, extension, haulage, refrigeration, business development services, etc.) on a stand-alone basis for a fee and/or as part of (or embedded in) other products or services on credit	
iv. Buy agricultural produce from targeted farmers (e.g., farmers your business may have supported to produce the crops) or from the open market and sell on the produce to buyers (e.g., market queens,	

government organisations) or processors (e.g., rice and groundnut oil millers)	
v. Any other services not covered above. Please specify.	
a.	
b.	

**Section 4: Who have been the main customers and/or suppliers of your business over the last three years? Please tick as applicable and indicate the number of customers/farmers against each selected category.**

**4 a. Farmers as Customers** (Note: This may not be applicable to businesses that buy from farmers and sell on.)

Type of Customer	Tick to select type	Please indicate the number of farmers
Smallholder farmers (maximum size of land cultivated per individual crop, is 1 hectare, i.e., 2.5 acres)		
Medium size farmers (maximum size of land cultivated for any individual crop, is more than 1 hectare but not more than 5 hectares, i.e., 12.5 acres)		
Large scale farmers (farmers who cultivate more than 5 hectares for any individual crop)		
Other customers (please specify)		

**4 b. Farmers as Suppliers** (Note: This may not be applicable to businesses that sell inputs and services. It may, also, not be applicable to businesses that buy from the open market)

Type of Supplier	Tick to select type	Please indicate the number of farmers
Smallholder farmers (maximum size of land cultivated per individual crop, say rice, is 1 hectare, i.e., 2.5 acres)		
Medium size farmers (maximum size of land cultivated for any individual crop, say groundnuts, is more than 1 hectare but not more than 5 hectares, i.e., 12.5 acres)		
Large scale farmers (farmers who cultivate more than 5 hectares for any individual crop, say maize)		
Other suppliers (please specify)		



**Section 5: Please indicate your average turnover for the last 3 years and an estimate of revenue increases (if any) that your business has experienced.**

**5 a. Average Turn-over in GHS**

Average turnover in past three years	GHS
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**5 b. Percentage annual revenue increase**

Less than 5%	
5% - 10%	
11% - 15%	
16% - 20%	
More than 20%	

**Section 6: What are the factors you think account for the increased revenue your business has experienced in the last three years. Please complete 6a if your business sells inputs or provides services to farmers and 6b if your business mainly buys produce from farmers. Please fill both if your business both sells and buys from farmers. You may tick against more than one factor in each table.**

**6a: Factors that account for increased revenue as a supplier**

Increase in the number of customers served	
Increase in the sales of agricultural inputs and services to farmers	
Sale or provision of additional goods and services	
Sales/provision (for a fee cash or in kind) of new products (including inputs such as seeds) and services (including services such as land preparation)	
<b>Please list the new products and services provided</b>	
i. ....	
ii. ....	
iii. ....	
iv. ....	
Increase in the price(s) of the business' products and services	
Any other (Please specify): .....	

**6b: Factors that account for increased revenue as a buyer**

Increase in the number of suppliers you buy from	
Increased volume of produce bought from farmers and sold on to buyers and processors	
Bought additional products	
Increase in the price(s) of the produce sold to off-takers and processors	
Any other (Please specify) .....	

**Section 7: Please indicate how you wish to increase your business revenue in the next three years by ticking against the text that may be applicable. You may tick against more than one.**

<p>Making the business and the products and services sold, provided or bought better known to the target customers          Please specify how you propose to do this: .....</p> <p>.....</p> <p>.....</p>	
<p>Finding and taking advantage of opportunities to buy, sell or provide more of the current range of goods and services          Please specify how you propose to do this: .....</p> <p>.....</p> <p>.....</p>	
<p>Finding and taking advantage of opportunities to buy, sell or provide additional products and services.          Please specify how you propose to do this: .....</p> <p>.....</p>	
<p>Please specify any others:</p>	

Please indicate what you may need/use support and assistance to achieve/do by ticking against the applicable text in the table below. You may tick against more than one.

**Section 8: Support and Assistance**

<p>To increase the number of smallholder farmers who my business works with as customers, i.e., farmers who the business sells or provides (for a fee cash or in kind) agricultural inputs such as seeds and fertilisers or services such land preparation and other tractor services.</p>	
<p>To increase the number of smallholder farmers who my business works with as suppliers, i.e., farmers from whom the business buys agricultural produce such as rice and maize to consolidate and later sell to bigger buyers and processors.</p>	
<p>To identify the right farmers, e.g., how much land should the farmers each have and/ cultivate, and how to work with them to increase revenues for them and for my business</p>	
<p>To identify the right bigger buyers and processors or bigger input distributors/wholesalers and how to work with them to increase revenues for them and for my business</p>	
<p>To address challenges/weaknesses that I think I currently face in running my business which I think are preventing my business from increasing its revenue</p> <p>Please give one example of the challenges/weaknesses</p> <p>.....</p> <p>.....</p> <p>.....</p>	

**Section 9. Please indicate what you may need in terms of support and assistance to achieve the business growth you described by ticking against the applicable text in the table below.** You may tick against more than one.

Financial Support	
Technical Assistance	
Access to networks	
Business advisory services	
Access to market information	
Training and capacity building	
Risk sharing/co-investment	



## Expression of Interest Form

### **Attestation**

*I have read and responded to this questionnaire to the best of my knowledge and understanding with facts that reflect my business as accurately as possible. By signing this questionnaire, I express my interest to develop a working relationship with the MADE programme.*

**Name of Business Owner:**

**Signature:**

**Date:**