



TERMS OF REFERENCE FOR FARMER ORGANISATION CAPACITY ENHANCEMENT AND BUSINESS LINKAGES IN KILOMBERO AND IHEMI LANDSCAPES

1. Introduction

Transitioning to sustainable food systems is essential to ensure continued stay within planetary boundaries, feeding an ever-growing global population and combating the perils of climate change. Farmers increasingly face serious land and soil degradation with associated biodiversity loss, crop, and market failures, shrinking natural resource base including water – all putting sustainability at stake. To redress these emerging issues, IUCN (International Union for Conservation of Nature) is implementing SUSTAIN Productive Landscapes for Inclusive Growth (SUSTAIN Pro), a 10-year initiative aimed at addressing livelihood inequalities, ecosystem degradation and agricultural challenges in key growth corridors in Tanzania and Mozambique.

The focus of SUSTAIN Pro is on making agriculture more sustainable through upscaling solutions for sustainable agricultural production; restoring land health and investing in sustainable and inclusive value chains to drive systemic change. Professional cooperatives and farmer organisations are key for sustainable economic development.

They are the engine of progress; they lead to a stable and prosperous agri-sector and economy.

A clear understanding of governance, inclusion, and gender responsiveness in selected out grower schemes and forest and farmers producer originations are crucial to understand, improve and strengthen public and private natural resource governing bodies. Governance is inclusive when it effectively serves and engages all people, considers gender and other facets of personal identity and when institutions, policies, processes, and services are accessible, accountable, and responsive to all members of the society.

On the other hand, IUCN wishes to develop and promote profitable sustainable value chain enterprises that potentially scale up sustainable agricultural solutions/ practices, protect land health, and achieve spin-off effects on the local economy. IUCN also would like to remove barriers to market access for products enhancing their competitiveness and creating multiplier effects throughout the value chains.

This initiative will target a total of six (6) farmer organisations from Kilombero (Morogoro) and Ihemi (Iringa) landscapes where Sustain Pro is being implemented.

This TOR serves to outline key activities that will be undertaken as follows:

- Improve inclusion and governance in selected out-grower schemes and forest and farm producer organizations in Kilombero and Ihemi
- Develop capacity in sustainable production practices and value chain linkages for selected farmer organizations in the landscapes building on Value Chain Scoping Study and SAGCOT's Compact Development Framework.

Objectives and purpose:

- To build the capacity of farmer organizations in leadership and governance to enhance services to small holder farmer families who are their members.



- To improve gender equality and women's economic empowerment (access and agency) in selected out grower schemes and farmer organisations.
- Provide follow-up coaching to business relationships and linkages.
- To facilitate producer-buyer meetings to create awareness of potential business partners; for promising buyer-supplier matches and follow-up with one-on-one business meetings to, start/improve business relations and to negotiate contracts.

Key indicators to be reported on:

- The number of smallholder farmers reached by type of support and training.
- Number of government extension and enterprise management staff trained.
- Models to empower women in out grower schemes developed and implemented.
- Number and percentage of smallholders, enterprises who have established viable commercial relationships with buyers and agribusinesses.
- Number of Farmer Organizations integrating IGG principles and kizimba model for agricultural waste management (collaboration with IUCN/SAGCOT).

The following key outputs will be accomplished at the end of the capacity building cycle:

- The competitiveness and viability of rice and soy/sunflower value chains is strengthened by improving inclusive business models.
- Support sustainable intensification for smallholder farmers (identify incentives for adoption of good practices i.e., IPM, IGG adoption, etc.)
- Agribusiness Management Practices and skills enhanced for producer organizations.
- Be equipped with effective skills for networking and creating collaboration.
- Appropriate business models for each value chain are tested and supported.

2. Proposed methodology

The consultant is expected to design and adopt appropriate capacity development tools and techniques that will impact on the farmer organizations and their members. This will involve use of interactive methods that increase their understanding of the subject matter as well as fostering required value chain linkages. The consultant is expected to provide further information on the methodological process and tools to be deployed.

3. Scheduling

The capacity enhancement trajectory is expected to last for a minimum of two months with a follow-up coaching and support plan to farmer organizations for another two-month period.

4. Management arrangement for the activity

Representatives from field offices (Ihemi and Kilombero) will be focal people for overall planning and coordination including providing relevant contacts for the logistical requirements for field visits when necessary.

5. Role of IUCN in the assignment

- To identify and book the training venues.



- Identify and make invitations for the participants to the training.
- Provide background information relating to the task.
- Organize logistics support to the participants.
- Facilitate payments to the consultant as per the payment schedule.

6. Role of the implementing consultant

- Prepare and submit an inception report.
- Prepare and share capacity building materials to be used for dissemination.
- Conduct the capacity building programme and follow-up coaching.
- Share process report after two weeks
- Prepare a final report two weeks after completion of the works.

7. Deliverables

- An inception report detailing delivery methodology, work plan/schedule and budget.
- Production of handout manuals for the training conducted.
- Development of at least two success stories or case studies in collaboration with IUCN on gender-sensitive business practices of selected agribusinesses
- At least one business to business meeting in each landscape
- Submission of final capacity building/intervention report.

8. Delivery consultant minimum requirements

- 5 years of experience in the strengthening of farmer associations
- 5-years of experience providing training in innovative approaches to organization development, including curriculum and module development
- 5 years of experience providing on-site field level training and coaching for business enterprises
- Fluency in English and experience in writing similar reports and preparing knowledge products.
- Proven understanding on agriculture organizations in Kilombero and Ilemi landscapes with particular attention to rice, sugarcane, soy, sunflower or similar commodities
- Experienced human resource capacity to deliver the required capacity enhancement and value chain linkages.

9. Application process and evaluation

Interested applicants are required to submit their proposals highlighting their experience in the field and a detailed action plan. Furthermore, the proposal should include a detailed budget description. Proposals will be evaluated based on the technical criteria (70%) and financial criteria (30%).

Applications should be sent electronically (email) to tenders.tz@iucn.org no later than 5.00 p.m. EAT, October 23, 2023. Any need for clarifications on the Terms of Reference should be directed to tenders.tz@iucn.org