

The logo for AGRI TERRA, featuring the words "AGRI" and "TERRA" stacked vertically in white, bold, sans-serif capital letters on a dark blue square background. Below the text are three curved, orange lines that sweep upwards and to the right, suggesting a horizon or a path.

**Request for Proposal (RfP) for Mid-Term Review
(MTR) of the Farmer Focused Transformation
(FFT) Programme**

Contact:

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1 Background

The Farmers Focused Transformation (FFT) programme runs from 2021 to 2030 and is financed by the Netherlands Ministry of Foreign Affairs (MFA), amounting to a total of €81 million. Whilst the full FFT programme period is 10 years, it is divided into two phases, in which the first 5 years (2021-2025) of the programme are described in detail in the initial proposal. Yet, the second 5 years (2026-2030) period is to be given shape and substance based on the learnings of the first phase.

This Request for Proposals (RfP) for a Midterm Review (MTR) of the first phase of FFT programme is intended to provide key insights, reflections, and recommendations based on key OECD DAC evaluation criteria¹, primarily relevance, coherence and sustainability, for the following primary and secondary reasons:

1. Firstly, to draw key lessons to be integrated into the design and implementation of the second phase of the FFT programme (2026-2030). The MTR should determine the extent to which the FFT phase 1 programme design characteristics can be improved based on the existing ToC. Specifically, the MTR aims to critically evaluate and refine the FFT Theory of Change, with a particular focus on illuminating how to strengthen the impact component of the FFT ToC to ensure that the programme's interventions are well positioned to achieve the desired impact.
2. Secondly to highlight key elements to be considered for the endline evaluation of the programme by 2030. In this light, this means placing the FFT programme in the changing external environment referring to the current and future client farmers' organisation's needs, the demands of the (Dutch) private sector and the policy priorities of the Dutch Ministry of Foreign Affairs (MFA), particularly the Sustainable Economic Department (DDE) through its Private Sector Development (PSD) policy.

1.1 Description of the Programme: The FFT Theory of Change

The FFT Theory of Change (ToC) maintains that the inequality in access to resources by farmers in rural areas can be explained by the fact that individual farmers in developing countries face challenging barriers in both the market and the political arena. They are held back by many factors: disadvantages consequence of their small size, remoteness and poverty; expensive and inconvenient access to agricultural inputs; low pricing power with buyers and suppliers- and their voices are unheard by policymakers.

The agricultural sector is pivotal in guiding the structural transformation inherent to these countries' development, with this transformation having profound, lasting impacts on societal structures and food systems. Without equitable redistribution of agricultural resources, this transformation risks negative outcomes such as rural exodus, widening income disparities, urban overpopulation, environmental degradation and severe food insecurity.

The solution posited in the FFT programme centres around the given that societal development is faster and more equally distributed when farmers join into self-organised, self-steered and self-financed associations and cooperatives. This becomes particularly effective when farmers themselves take initiative **to form processing and trading cooperatives** and contribute to social infrastructure in their immediate environment. In turn, this leads to desired transformational outcomes such as employment generation, sustainable economic growth, increased productivity and living standards, increased public and political

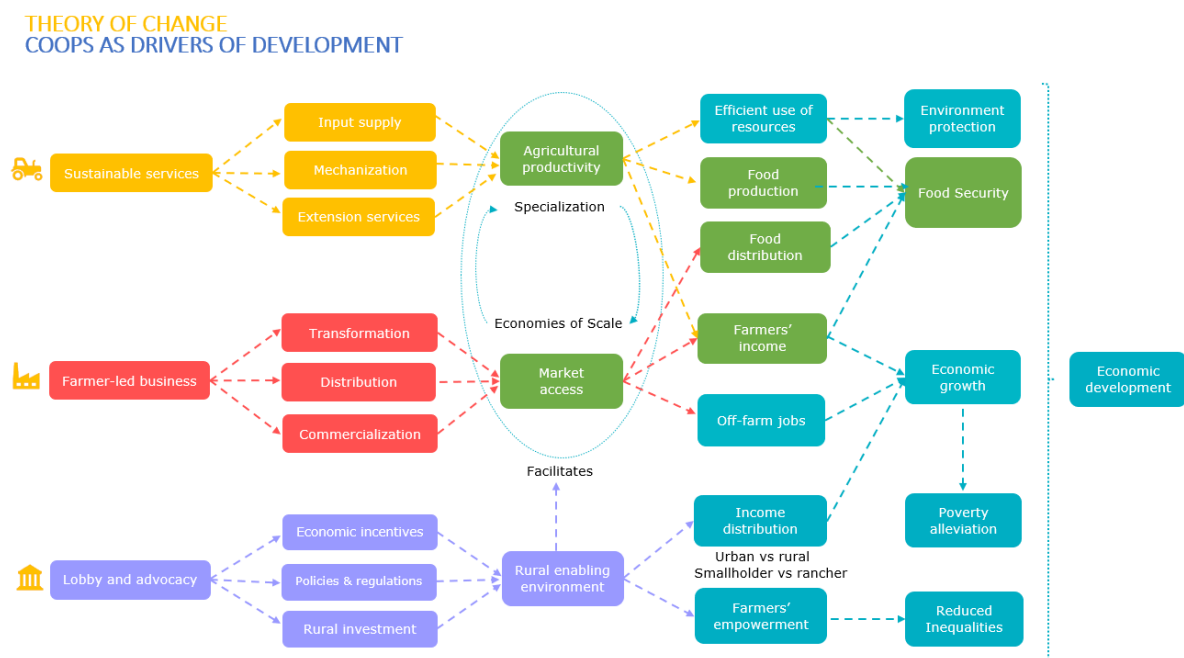
¹ Adheres to the standards for assessing relevance, coherence and sustainability.

awareness about rural agricultural issues. This assumption is central to the thinking of Agriterra and the FFT programme.

Key Assumption 1: Farmers’ organisations lead to development that goes faster, with less inequality and is better attuned to other societal interests.

Strong farmers’ organisations increase the purchasing and selling pricing power of their member farmers, create a united voice for policymakers, and establish agri-services that offer competitive market solutions to their member farmers. Therefore, when farmers’ organisations lobby the government to invest in better infrastructure (**lobby and advocacy**), build a factory to add value to the crops (**farmer-led business**), or hire extension officers to train farmers (**sustainable services**), they exert a fundamental driving force on the rural fabric and the local community, generating economic activity and jobs in impoverished rural areas. These three trajectories form the foundation of the intervention in the FFT programme and are interlinked.

Figure 1: Conceptual framework for Farmers' Organisations and economic development



The Lobby and Advocacy trajectory focuses on increasing the capacity of Farmers' Organisations to effectively lobby for their interests, thereby enhancing the rural enabling environment. Lobby and advocacy activities, such as the development of Lobby and Advocacy proposals, aim to influence the policy-making process to change or revise laws and regulations, or obtain financial resources for a specific issue relevant to a group of farmers.

The Farmer-Led Business trajectory focuses on better ingraining the Farmers' Organisation into the agricultural value chain, to facilitate market access to farmers and increase market power through commercialisation, distribution of produce, and transformation of produce. Key activities in this trajectory include the development of business plans in collaboration with the FO, the establishment of new enterprises at the Farmers' Organisation, brokering commercial contracts, and the mobilisation of capital through financial contracts and equity agreements.

The Sustainable Services trajectory equips and strengthens Farmers' Organisations to boost the service delivery to its members. Sustainable Services include input supply, extension services, and mechanisation to boost agricultural productivity, leading to more efficient use of resources, increased food production and ultimately food security and a higher farmer income.

To ensure the long-term sustainability of our interventions, good financial and governance practices at the Farmers' Organisation are crucial. The FFT programme includes financial management and governance as transversal themes to support the three main trajectories. These practices reduce risk for members and external investors, attract investment capital, and improve cooperative performance. Furthermore, FFT includes gender, youth and climate as cross-cutting issues embedded in the three main trajectories. As such, the programme aims to contribute to a more equal distribution of income and wealth, by integrating a gender and youth mainstreaming approach into all activities. Lastly, the climate trajectory focuses on sensitising farmers and cooperative leaders on the effects of climate change and equips them with the skills and tools to overcome climate-related challenges.

Key Assumption 2: Selection leads to better development outcomes

A second crucial component in understanding the approach of the FFT programme is that Agriterra prioritises its selection process, identifying and working with farmers' organisations and cooperatives that demonstrate clear goals, dedication, and a commitment to realising their ambitions. This selection process is seen as crucial in fostering significant, sustainable, and legitimised progress within the agricultural sector. As a result, Agriterra's methodology encompasses three key strategies to ensure the effectiveness of its interventions.

1. **Screening Ambitious Farmers in the Selection Mechanism:** Agriterra employs a robust two-stage selection process. A critical component of this stage is assessing the organisation's willingness to change and its alignment with ambitious long-term goals, referred to as the big hairy audacious goal (BHAG).
2. **Periodical Assessment of Progress and Willingness to Change:** Agriterra periodically evaluates the progress of farmers' organisations against the activities and results outlined in their action plans. This continuous assessment ensures that only those organisations demonstrating real progress and a continued willingness to evolve are considered for ongoing collaboration.
3. **Minimise Grants and Co-finance Activities:** Agriterra implements a strategy of providing limited, selective grants, termed "smart grants," to fund specific activities identified as priorities. These grants, typically ranging from €5,000 to €10,000, require a level of co-funding from the farmers' organisation. This approach not only leverages additional resources for the action plan but also ensures engagement with organisations genuinely committed to development rather than merely seeking free resources.

Planning, Monitoring, Evaluation and Learning

Agriterra's PMEL strategy is based on principles of result chain, documentation, and attribution, organised to create a powerful methodology that supports farmers' organisations in reaching their objectives, with comprehensive project and organisational data. Agriterra measures Key Performance Indicators (KPIs) at several levels of the result chain, following international standards to determine the effectiveness and efficiency of activities, with a

monitoring, evaluation, and learning (PMEL) system developed in cooperation with renowned stakeholders.

In 2023, as depicted in chapter 3 of the Multi-Annual Plan (MAP) 2024-2026, Agriterra introduced a 'spheres of influence' (control, influence, interest) approach to the programme KPIs to better understand and define its KPIs. The spheres of influence help with the formation of more accurate goal setting and projections for the future. The KPIs across these three spheres are depicted below.

Table 1: Spheres of Influence of FFT programme ToC.

Sphere of Control	Sphere of Influence	Sphere of Interest
# of Farmers supported # of Direct jobs supported # of FOs supported # of Entrepreneurial plans # of People trained # Lobby & Advocacy (L&A) proposals developed	# New farmers enterprises # Youth councils # Female leadership training # Women councils	€ L&A mobilisation € Mobilised Capital

In that context, the FFT programme 2021-2025 has set ambitious targets for 2025, focusing on lobby and advocacy, farmer-led business, and sustainable services, with goals aligned with measurement tools, processes, and systems for efficient reporting. The goals of the FFT phase 1 (2021-2025) programme are:

- 1 million farmers supported through 320 farmers' organisations
- € 50 million mobilised as a result of 150 lobby and advocacy proposals
- € 60 million in mobilised capital with 70 farmers' organisations linked to financial institutions
- 30 new farmer-led enterprises as a result of 150 entrepreneurial plans
- 10.000 direct jobs supported
- 30.000 people trained of which 9.000 women and 4.500 youth, implementing 50 female leadership trainings, and establishing 30 youth councils and 20 women councils

2 Purpose of the Mid-Term Review

This MTR serves two immediate purposes:

firstly, for evidence-based decision-making on final design of phase 2 and secondly to take stock of initial lessons from experience in preparation for the end evaluation of the entire 10-year programme. It aims to provide a basis for identifying appropriate actions to: (a) address particular issues or problems in design, implementation, and management, and (b) reinforce initiatives that demonstrate the potential for success.

Specifically, this means firstly to critically assess the relevance of the FFT Programme in relation to its initial design, with a particular focus on how well it addresses the evolving needs and priorities of DDE, and the Farmers' Organisations it supports. This will require reviewing how well the FFT programme's current ToC (March 2021) aligns with the DDE ToC (October 2022)² identifying areas of synergies and divergence. DDE's key learning questions, as outlined in Annex 3 and DDE's ToC on PSD in Annex 4 will as a result, play a guiding role. Based on the findings, actionable recommendations for the design of the second phase of the programme should be defined.

Secondly, it is to take stock of the core results achieved and lessons learned in phase 1 in preparations for the end evaluation in the context of its full duration 2021-2030. This includes the identification and recommendation of KPIs that need to be included in the second phase of the programme to effectively measure the programme's impact at the end-term evaluation in 2030. This is necessary as phase 2 of the FFT programme will be designed in the context of partnerships, something that was not a pivotal feature of FFT phase 1³.

Ultimately, the MTR should provide a comprehensive analysis of the FFT programme's relevance, coherence and sustainability offering insights and recommendations that will inform strategic decision-making for the second phase of the programme, ensuring that the programme in its entirety achieved its desired outcomes and impact by its end in 2030.

2.1 Key Objectives

Lesson Learning: To systematically capture and document the key lessons learned from the implementation of the FFT programme's initial years. This involves an assessment of both the successes and challenges encountered, ensuring these insights are utilised to refine future strategies and actions.

Strategic Recommendations for Phase 2: To derive actionable and strategic recommendations that will guide the planning and execution of the FFT programme's Phase 2. Specifically, this includes recommendations for adjusting the programme's strategies and interventions to better meet the needs of the target communities and to align more closely with SDG 8 ensuring that Agriterro's FFT programme contributes to global efforts for sustainable development.

Timely Integration of Insights: To ensure the timely integration of the mid-term review findings into the final proposal for Phase 2 of the FFT programme, scheduled for submission in June 2025. This aims to facilitate a seamless transition and the effective execution of the

² Annex 4: DDE Theory of Change for Private Sector Development

³ Annex 10: An Invitation to Co-create: Shaping the Farmer Focused Transformation Partnership for the period 2026-2030

programme's next phase. As a result, timing is crucial and thus approaches should be practical.

3 Scope of the Evaluation

This chapter highlights what part of the programme, evaluation period, and ToC is of interest for the MTR.

Programme: The MTR will concentrate on evaluating the interventions and outcomes of the FFT programme implemented in a selection of the countries of operation. It is important to note that this review is not an assessment of Agriterra as an organisation in its entirety, nor does it focus on the ongoing processes at the Dutch office. Instead, the review seeks to better understand the workings of the FFT programme in the countries of operation.

Evaluation Period: The MTR will cover the first phase of the FFT programme, spanning from 2021 to 2025. Specifically, the evaluation will focus on the period from 2021 to 2024, utilising the latest progress report (2023) available as of July 2024 as a primary data source. Where feasible and verified by the Planning, Monitoring, Evaluation, and Learning (PMEL) team, more up-to-date data may be incorporated to ensure the evaluation reflects the most current understanding of the programme's progress and challenges.

Theory of Change: The FFT programme operates primarily through three tracks: lobby and advocacy, farmer-led businesses, and sustainable services. These tracks are designed to merge synergistically to enhance agricultural productivity, improve market access, and support the development of a conducive rural enabling environment. The ToC for the FFT programme has been well validated up to this point. However, beyond this point things start becoming vague and the potential pathways to impact, in line with the DDE ToC as well as other key policy areas such as food and nutrition security and climate resilience or not well defined. The scope of this MTR is to illuminate these less clear areas of the ToC and will be guided by the Department for Sustainable Economic Development (DDE)'s key learning questions as outlined in Annex 3 and DDE's ToC on PSD in Annex 4.

Input for end-evaluation: The MTR will identify the key elements and indicators pivotal for the end-term evaluation in 2030. It serves as the foundation for the subsequent evaluation, providing vital inputs for a comprehensive assessment of the programme's outcomes over the 10 years, spanning Phase 1 and Phase 2 of the programme.

3.1 Specific Questions to be answered

The following questions (delivered in the sub-questions under each Learning question) are stated to provide insight into the key learning areas of the FFT programme. They are based on the DDE learning questions (Annex 3) and have been adapted to best represent Agriterra. It's important to note that, unlike the 3 learning questions, the sub-questions are not exhaustive, and the consulting firm is expected to include and/refine/propose other questions in its proposal to comprehensively evaluate the programme in line with its methodology

Table 2: Specific questions based on DDE learning questions.

STRENGTHENING THE BUSINESS CLIMATE OF FARMERS' ORGANISATIONS AND THEIR MEMBER FARMERS	
<p><i>Learning question 1.1. In the programme, what specific resources, approaches, knowledge, and expertise does Agriterra provide that farmers' organisations have identified as vital for achieving sustainable scalability and increased productivity?</i></p>	Cross-cutting themes to consider include climate, gender, digitalisation, innovation, and private sector engagement.
<p>Rationale: The 'systemic' result⁴ that this portfolio aims to contribute to is to support "<i>More, better and more productive jobs through strong, sustainable and inclusive entrepreneurship</i>". This learning question specifically focusses on the aspect of raising productivity of farmers' organisations, and what specific added value Agriterra offers to do this sustainably (in socio-economic and ecological terms, as well as durability of results).</p>	
<p>Sub Questions 1.1:</p> <ol style="list-style-type: none"> 1. How does the FFT's approach (FLB, L&A, SS) contribute to the sustainable scalability and increased productivity of farmers' organisations? 2. To what extent does the implementation of the FFT programme demonstrate coherence in its approach to simultaneously advancing sustainable services, Farmer-Led Business and Lobby & Advocacy? 3. Are there examples or evidence of these trajectories mutually reinforcing each other to achieve greater impact in economic development? 4. What strategies could be employed to enhance the coherence of the three trajectories, to improve the programme's ability to achieve its intended impact on particularly SDG 8? 5. To what extent do farmers' organisations identify Agriterra's contributions as essential for their sustainable scalability and increased productivity? 	
<p><i>Learning question 1.2. How, and under what conditions, can local Farmers' Organisations contribute to strengthening the business climate in focus countries?</i></p>	
<p>Rationale: The two long-term objectives of the thematic ToC are assumed to be mutually reinforcing: "<i>without an enabling environment, MSMEs cannot make an effective contribution to the envisioned development goals. And without strong, active, vocal MSMEs, the engine of a healthy and inclusive economy is lacking.</i>" This question focuses on the second part of this assumption regarding the role that a 'strong, active and vocal' MSME segment can play in improving the business climate in focus countries.</p>	
<p>Sub Questions 1.2:</p> <ol style="list-style-type: none"> 1. What specific role do local Farmers' Organisations play in enhancing the business climate in their communities? 2. How does the programme ensure the active participation/buy-in of local Farmers' Organisations? 3. What specific steps does Agriterra take to utilise the potential of local Farmers' Organisations for strengthening the business climate? 4. What mechanisms have been put in place to ensure the sustainability of the FFT programme's outcomes and the potential for long-term benefits beyond the life of the project? 5. What key criteria and indicators should be included in the second phase of FFT, to ensure that the envisioned outcomes and impact can be effectively measured by 2030? 	
<p><i>Learning question 1.3. How to include/integrate the commitment of external (Dutch) partners and companies effectively in phase 2?</i></p>	
<p>Rationale: One of the assumptions underpinning the work of portfolio 1 regarding the favourable business climate⁵ is that "The commitments, knowledge and skills of Dutch and other companies contribute to improving the enabling environment to strengthen MSMEs in focus countries.". This learning question specifically focuses on increasing the commitments of Dutch companies to contribute to SDG8 targets 8.1, 8.3, 8.8, and 8B (see: https://sdgs.un.org/goals/goal8#targets_and_indicators)</p>	
<p>Sub Questions 1.3:</p> <ol style="list-style-type: none"> 1. How can organisation and governance communication be optimised to improve the inclusion of (Dutch) agricultural sector companies in phase 2? 2. What role does target setting play in successfully integrating the commitment of these companies, and how can this be effectively implemented? 3. How can thematic focus (value chain, etc) be used to enhance the integration of private Dutch companies in phase 2? 4. What are the best ways to structure financing to foster the effective inclusion of these companies in the given phase? 5. How do private companies also benefit from participating in such a partnership? 	

⁴ See results matrix for portfolio 1 n p.12 of the thematic ToC

⁵ See third assumption in top right quadrant of the result matrix for portfolio 1 on p.12 of the thematic ToC

3.2 Geographical Scope

The FFT programme applied a geographical focus strategy and evolved since the start of the programme in 2021 into a programme that is now active in 12 countries spread across 4 regions. To support an appropriate methodology and promote the independence of the independent evaluator, the choice of countries for specific case studies is up to the evaluator. Agriterra's only request is that the country selection is distributed between the regions of operation. The selected regions are:

- West Africa: Ghana, Ivory Coast & Burkina Faso
- East Africa: Kenya, Tanzania, and Ethiopia
- Great Lakes: DR Congo, Rwanda & Uganda
- Southeast Asia: Indonesia, Vietnam and The Philippines

A minimum of two (2) case studies (preferably in DDE focus countries)⁶ are to be included and a maximum of three (3). Each case is therefore in a different region.

3.3 Stakeholders to be engaged

To garner a comprehensive understanding and diverse insights into the FFT programme, the following stakeholders will be engaged during the MTR process:

- Farmers' Organisations: Representatives of FOs, including women and youth, selected randomly from the country portfolio, keeping in mind diversity in FO type, size and value chain.
- Agriterra Staff: Including both local and international team members involved in the programme's design and implementation.
- Dutch Embassies: Representatives from the Dutch embassies in the selected countries, providing a diplomatic and governmental perspective.
- DGIS Members: Specifically, members from DDE, offering insights into the programme's alignment with broader developmental goals and funding perspectives.
- National and local authorities: Representatives of national and local governments in the focus countries, providing insights into the programme's efforts to enhance the rural enabling environment through Lobby and Advocacy.
- Dutch Diamond players: Companies, Civil Society, Knowledge Institutes and Government (other than DGIS & embassies) involved in trade and development in the Agrosector, preferably in countries of case study selection.

3.4 Sources of information

Throughout the ToR, mention to various Annexes have been made. In this section, these documents as well as others are also mentioned. These are provided in the annex as well.

Annex #	Document Title
1	Context of intervention Programme Coordinators Notes
2	FFT ToC
3	DDE Portfolio 1 Learning Questions
4	ToC PSD DDE
5	Agriterra Multi Annual plan 2024-2026
6	End term evaluation 2020 (ECORYS agriterra evaluation - Google Search.)
7	Evaluation of Proposals
8	FFT Proposal 2020
9	Budget template
10	Invitation to Co-create FFT phase 2 (2026-2030)

⁶ [Development Cooperation focus countries of the Dutch Ministry.](#)

4 Methodology

Agriterra requests the submitting firm/consortium to consider the best fitting methodology in line with the purpose, objectives and questions provided. The methodology should be clearly documented, and explanation should be provided that justifies the chosen methodology and any adjustments made. In doing so, please consider the following key factors:

- Mixed Methods approach: Specify qualitative and quantitative methods suitable for evaluating the intervention.
- Independent information sources: Consider data from sources independent of those being evaluated to ensure objectivity.
- Participatory in approach: not only in the data collection, but also in the data dissemination with Agriterra office in the Netherlands, through for example sensemaking workshops.
- Hybrid review: Consider some of the interviews and discussions can take place online.
- Sampling strategy: Details the approach for selecting samples that are representative of the population of interest.
- Analysis: Explain the analytical methods used to interpret data and derive findings.
- Case studies managed ideally through locally based teams.
- Indicators for result areas: Identifies appropriate indicators to better capture the planned results across the Theory of Change.
- Evaluation matrix: Provide a structured framework linking evaluation questions to data sources, collection methods, and analysis.
- Discussion of bias - Acknowledgment and addressing potential biases in the evaluation process.
- Validation of conclusions - Involves verifying that conclusions are supported by the evidence.
- Limitations - Recognition and acknowledgement of the limitations of the evaluation design and methodology.
- Conclusions answer questions: Ensures that the evaluation conclusions directly address the evaluation questions.
- Usefulness of the recommendations: Focus on recommendations that are practical and actionable for the improvement of FFT 2 design.

5 Expected Deliverables

5.1 MTR Report

Section	Description	Pg # (max)
Executive Summary	Brief overview of the evaluation purpose, methodology, key findings, conclusions, and recommendations.	2
Introduction	<ul style="list-style-type: none"> Background information on the FFT Programme, including objectives, target groups, and expected outcomes. Purpose of the Midterm Evaluation (MTR), including primary and secondary needs as outlined in the Terms of Reference (ToR). Overview of the report structure. 	2
Methodology	<ul style="list-style-type: none"> Description of the evaluation approach and design, including the rationale for chosen methods. Details on data collection methods (e.g., surveys, interviews, focus groups) and analysis techniques. Country selections for case studies Limitations of the review and how they were addressed. 	8
Programme Context and Implementation	<ul style="list-style-type: none"> Overview of the programme context, including the country context, target sectors, and key stakeholders. Summary of programme activities and interventions up to the midterm point. Assessment of the programme's implementation process, including challenges and successes. 	10
MTR Findings	<ul style="list-style-type: none"> Relevance: critical assessment of the relevance of the FFT Programme in relation to its initial design, with a particular focus on how well it addresses the evolving needs and priorities of DDE, and the Farmers' Organisations it supports. ToC Review: Examination of how well the FFT programme's current ToC (March 2021) aligns with the DDE ToC (October, 2022), identifying areas of synergies and divergence. Coherence: Assessment of the coherence of the three core trajectories of the FFT programme: FLB, SS and L&A. Sustainability: Assessment of net benefits of the intervention to date, accompanied by crucial KPIs that need to be included in the second phase of the programme to effectively measure the programme's impact and effectiveness at the end-term evaluation in 2030. 	12
Lessons Learned	<ul style="list-style-type: none"> Reflection of the Key learning Questions (Table 2) and the provision of insight on what worked well and what could be improved. 	6
Discussion	<ul style="list-style-type: none"> Beyond explaining the findings and lessons learned, the report should also dive into a discussion on practical elements to consider for future programming with an emphasis on programme design for phase 2, its ToC and corresponding M&E framework. 	3
Recommendations	<ul style="list-style-type: none"> Specific, actionable recommendations for improving the programme design for phase 2, addressing both primary and secondary needs from the ToR. Suggestions for addressing identified challenges and leveraging opportunities for enhancing programme effectiveness and impact. 	2
Conclusion	<ul style="list-style-type: none"> Summary of the main evaluation findings and their implications for the future of the FFT programme. Final thoughts on the programme's potential for contributing to sustainable economic development in the focus countries 	1
Appendices	<ul style="list-style-type: none"> List of documents reviewed. Details of the evaluation team. Data collection tools and instruments. Additional data and analysis supporting the evaluation findings. 	n.a

5.2 Kick-off Workshop

In early October, the selected firm is expected to deliver a kick-off workshop to present the design, methodological approach and workplan, including timeline, of the Mid-Term Review.

5.3 Sensemaking Workshop(s)

Due to the importance of the elements and the need for this MTR to feed into the updated programme design, up to 3 key sensemaking workshops are to be included in the process. These sensemaking workshops will be hybrid in nature (online and offline) most likely organised in the Netherlands, with the possibility for the global teams to join online.

Sensemaking 1: This workshop should be scheduled as early as possible and should be based on the analysis of the ToC. Ideally this is happening in January. During this sensemaking **workshop**, the analysis of the existing ToC will be presented. Furthermore, the Team working on the updated ToC will present their main approach. What should follow is an exchange of ideas and inputs to enrich and hopefully also further simplify the new ToC based on the analysis. This sensemaking will be primarily for the PMEL team and Project Leads. Potentially representatives from DGIS will be invited as well.

Sensemaking 2: This workshop is focused on the direct findings of the MTR and is to be scheduled in Q1 2024, ideally in early March 2025. Target group of this sensemaking workshop is the proposal writing team for FFT 2 and the FFT 2 Working group. This workshop will also serve as a moment of discussion before the submission of the draft report. Potentially members of Agriterro Management and representatives from DGIS will be invited as well.

Sensemaking 3: This workshop is the final workshop before the submission of the final report and serves to be a place for discussion on the ways forward together, the key recommendations and finalisation of the FFT 2 proposal with the core staff of the FFT 2 Proposal writing team, Extended Management and Project Leads.

5.4 Sharing of report

The report will be shared with the programme stakeholders and may be made available to the public on our website and/or social media channels.

5.5 Timeline

The assignment is expected to be conducted between October 2024 and April 2025. Bidders are invited to develop a detailed workplan of the activities that will be conducted allowing to achieve the deliverables as outlined in Chapter 5.

Table 2: Timeline and Deadlines

#	Deliverables	Deadline
1	Kick-Off Workshop	Early October 2024
2	Data Collection	October 2024 – February 2025
3	Sensemaking Workshop 1 (ToC Analysis)	End January 2025
4	Sensemaking Workshop 2 (Findings from case study)	Early March 2025
5	Draft Report	End March 2025
6	Sensemaking Workshop 3	Early April 2025
7	Final Report	End April 2025

6 Consultant profile

Agriterra welcomes applications for this assignment from multidisciplinary, diverse and gender-balanced teams from consultancy firms and consortia. The use of local consultants for in-country data collection is encouraged. Experience and a track record in the inclusion of the target groups (cooperatives, smallholder farmers) in the review is valued as well as the use of creative communication products to share the findings of the study with the target groups. Furthermore, demonstrable experience with ToC reviews and adaptations is highly valued. The consultant should not be involved in implementation of the FFT Programme at any time.

The team leader will be responsible for overall coordination and implementation of the MTR. He/she will manage the team and will be responsible for submitting the draft and final versions of the MTR report as well as organising all sensemaking workshops. He/she will also be responsible for day-to-day management and keeping the FFT Coordinator and reference group up to date on a regular basis.

6.1 Professional qualifications of the team

- Significant experience in monitoring and evaluation, including hands-on experience in designing and undertaking MTRs of development interventions as well as ToC analyses, showing a good understanding of result frameworks, ToC and KPI identification.
- Demonstrated track record in conducting evaluations, specifically MTRs in the field of Private Sector Development in Agriculture, Farmer & Farmers' Organisation Development, Agriculture and Gender and youth inclusion.
- Experience in carrying out blended evaluations (online and in person) making use of innovative tools that strengthen the methodology.
- Demonstrated experience within the last 5 years in conducting evaluations for programmes funded by the Dutch Ministry of Foreign Affairs (MFA).
- Demonstrated understanding of the social, political, economic, cultural, and historical context and dynamics of the countries where the project/programme's operations take place. This includes demonstrated capacity to collect primary data and understanding of the context and sensitivities in regard to data collection in the country selection.
- Demonstrated experience with facilitating focus group discussions and key informant interviews.
- Demonstrated experience in sense-making sessions, presentations of evaluation or research findings to different targeted audiences.
- Knowledge of the Dutch PSD development policy, its framework and measurement. Knowledge of the Dutch Food and Nutrition (FNS) Policy is a plus.
- Familiarity in working in the field of agricultural development programmes is an asset.
- Fluency in English is required with good verbal and written skills. Fluency in French is an asset.

6.2 Team Composition

Based on the comprehensive requirements and areas of focus for this MTR of the FFT programme, the composition of the review team should be carefully curated to encompass a broad range of skills, experiences, and contextual knowledge. Here's a suggested composition for the review team:

6.2.1 Team Lead

Experience and Skills Required:

Monitoring and Evaluation Expertise: Extensive experience in monitoring and evaluation, with a specific focus on designing and conducting MTRs of development interventions. Hands-on

experience with Theory of Change (ToC) analyses and a solid understanding of result frameworks.

Sector Knowledge: A demonstrated track record in conducting evaluations, particularly MTRs, within the realms of Private Sector Development, Farmer Cooperative Development, Agriculture, and Gender and Youth Inclusion.

Policy Understanding: Knowledge of the Dutch Private Sector Development (PSD) policy, including its framework and measurement criteria. Familiarity with agricultural development programmes and FNS policy is considered a significant asset.

6.2.2 Regional/Country Experts (2-4 Members)

Experience and Skills Required:

Contextual Understanding: Demonstrated understanding of the social, political, economic, cultural, and historical dynamics of the countries where the FFT programme operates. This includes an ability to navigate the sensitivities around data collection and a capacity for primary data collection within these contexts.

Sectoral Expertise: Knowledge in agriculture, cooperative development, and the specific challenges and opportunities in the regions of operation. Familiarity with gender and youth inclusion in the context of agricultural development is desirable.

6.2.3 Farmer Cooperative Development Specialist

Experience and Skills Required:

Deep understanding of Farmer Cooperative Development landscape with experience at both farm and cooperative level. Experience in integrating gender and youth perspectives into programme evaluations and development interventions is an advantage and knowledge of best practices and strategies for promoting inclusivity within agricultural programmes is valued.

6.2.4 Additional Considerations

Team Size: A total of 4-6 members is ideal, ensuring the team is manageable yet diverse enough to cover the necessary expertise, perspectives and contexts.

Collaborative Skills: All team members should possess strong collaborative skills to work effectively as a team, respecting and leveraging each other's expertise.

Communication Skills: Excellent communication skills are crucial for all team members to facilitate clear reporting, stakeholder engagement, and dissemination of findings.

Language Proficiency: Depending on the countries of operation, language proficiency may be necessary for regional/country experts to facilitate data collection and stakeholder communication.

7 How to Apply

Interested applicants should provide a technical and financial proposal covering the following aspects:

1. Proposed timeline, methodology & approach, description of data collection instruments and procedures, information sources and procedures for analysing data, as well as the proposed approach for reporting findings, including a list of deliverables (max 15 pages)

2. Ethics and safeguarding approaches, including any identified risks and mitigation strategies
3. Detailed financial budget in Euros that includes all fees including VAT, travel costs, translation and facilitation costs and field visits to project areas (3 pages)
4. Summarised CVs for the team leader (3 pages) and key team members/local consultants (2 pages each)
5. Short overview of how the candidate(s) meets the competencies and experience reflected above
6. 3 references of similar assignments conducted in recent five (5) years
7. Sharing samples of similar mid-term assignments is encouraged (2 pages total)
8. For Dutch applicants, submission of a Police Certificates of Good Conduct (in Dutch: VOG) will be required before commencement of the assignment. Proposals can be submitted to the FFT programme coordinator sablerolles@agriterra.org, no later than Sunday 21st July 2024 23:59pm CET

7.1 General tender procedure and timeline

The tender procedure will be as follows:

1. Publishing the tender and inviting evaluation consultants to submit a proposal based on this ToR.
2. Interested consultants can send their organised and compiled questions on the ToRs once by email until the below-mentioned deadline. Questions are to be addressed to the programme coordinator.
3. All questions will be collected, answered, and responded to via e-mail by the below mentioned deadline. Questions will be handled confidentially meaning that competing firms will not be able to see the answers of other firms.
4. Deadline to submit the proposals is July 21st 2024.
5. Decision on selection of the service provider based on the selection criteria published in the ToR.
6. Expected awarding of the contract

Table 3: Tender Process

#	Tender process	Deadline
1	Publication of ToR	7 th May 2024, 23:59 CET
2	Deadline to submit questions (Q&A) on the ToR*	2 nd June 2024, 23:59 CET
3	Response to Q&A by Agriterra	18 th June 2024, 23:59 CET
4	Deadline for submission of proposals**	21 st July 2024, 23:59 CET
5	Selection of Service Provider	12 th August 2024, COB CET
6	Contracting	12th August- 6 th September 2024
7	Assignment Start	1 st October 2024

*Questions received by Agriterra after this date will not be answered

** Proposals submitted after the deadline will not be considered in the tender procedure

7.2 Evaluation Quality

Agriterra adheres to the evaluation quality criteria of the Policy and Operations Evaluation Department of the Ministry of Affairs of the Netherlands (IOB)⁷. In line with IOB's guidance,

⁷ IOB. (2022). *IOB evaluation quality criteria*. Department of International Research and Policy Evaluation of the Ministry of Affairs of the Netherlands (IOB). <https://english.iob-evaluatie.nl/publications/guidelines/2022/04/22/evaluation-quality-criteria>

when assessing the overall quality of the final evaluation report and the evaluation process, at least 23 of the 26 evaluation criteria must be scored as 'adequate' or 'good' to consider the final report valid. In addition, there are 13 knock-out criteria. If an evaluation scores 'inadequate' on one of these 13 criteria, the evaluation as a whole should be regarded as inadequate and cannot be accepted by Agriterra.

7.3 Evaluation criteria

The proposals will be evaluated along three criteria:

- **Consultant profile and team composition 20%**
- **Overall technical approach 50%**
- **Price 30%**

The following page will highlight the bid evaluation template and each specific component in line with the three main criteria.

7.3.1 Consultant profile and team composition

The profile of the consultant, including the team composition, is to be presented, demonstrating the extent to which the consultant presents the required level of expertise and experience to fulfil the objectives of the MTR. Assessment scores (1-5) will be awarded for each of the sub-criteria:

Criteria	Sub-criteria
The extent to which the consultants present the required level of expertise and experience to fulfil the objectives of the ToR.	The extent to which the consultants provide evidence of their experience in designing and undertaking MTRs of development interventions, as well as ToC analyses, showing a good understanding of result frameworks.
	Relevant expertise and sector experience of the consultants: the extent to which the consultant demonstrates the required experience in conducting evaluations in the field of Private Sector Development, Farmer Cooperative Development, Agriculture and Gender and youth inclusion, with demonstrated knowledge of the Dutch PSD development policy.
	Relevant regional, local, and field-level experience. The extent to which the consultant provides evidence of the social, economic and environmental context of the FFT countries of operation.
	Demonstrated experience in: <ul style="list-style-type: none"> - Facilitating focus group discussions and key informant interviews - Facilitating sensemaking workshops and presentations of evaluation or research findings
	Capacity to operate in and understand the following languages: <ul style="list-style-type: none"> - English (Fluent) - French (Fluent where necessary, such as in Francophone countries)

7.3.2 Overall technical approach

A technical approach is to be presented, demonstrating a clear understanding of the ToR, and a sound methodology to achieve the objectives of the assignment. Assessment scores (1-5) will be awarded for each of the sub-criteria:

Criteria	Sub-criteria
The extent to which the consultant demonstrates a clear understanding of the ToR, and the soundness of the proposed	Clarity of the methodological approach developed in the technical proposal
	Quality of the proposed methodology, including the extent to which the methodology can deliver on the objectives set out in chapter 4.
	Sampling design, method and size
	Quality of the overall proposal writing, argumentation, structure of the text and visuals.
	Adequateness of the workplan

methodology to achieve the listed objectives outlined in the ToR.	
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7.3.3 Price

A combined price in Euros (including VAT) is to be presented. The financial proposal will be evaluated in terms of the “best price for the proposed level of quality” with a grading ranging from 1 to 5 on the below sub-criteria:

Criteria	Sub-criteria
Best price for the proposed level of quality of the proposed deliverables	Daily fee per consultant
	Travel and transport expenses
	Data collection cost per unit
	Cost per deliverable
	Contingency budget
	Overall budget

7.4 Awarding process

Once Agriterra has selected the consultant to which it intends to award the consultancy, a written notification thereof is sent to all applicants, including the results of the tender assessment.

8 Confidentiality

The documents provided by or on behalf of Agriterra will be handled confidentiality. Applicants will also impose a duty of confidentiality on any parties that it engages. Any breach of the duty of confidentiality by an applicant or its engaged third parties will give Agriterra grounds for exclusion of the applicant, without requiring any prior written or verbal warning. All information, documents and other requested or provided data submitted by the applicants will be handled with due care and confidentiality by Agriterra. The provided information will after evaluation by Agriterra be filed as confidential.

9 Disclaimer

Agriterra reserves the right to update, change, extend, postpone, withdraw, or suspend the ToR, this tender procedure, or any decision regarding the selection or contract award.

Agriterra is not obliged in this tender procedure to make a contract award decision or to conclude a contract with an applicant.

Applicants in the tender procedure cannot claim compensation from Agriterra, any affiliated persons or entities, in any way, in case any of the afore-mentioned situations occur.

By handing in a proposal, applicants accept all terms and reservations made in this ToR, and subsequent information and documentation in this tender procedure, albeit applicants are allowed to pull out in case updated ToR are issued which they do not accept.

10 Submission Deadline

The deadline for submission of the proposal is Sunday 21st July 2024 23:59 CET. Any proposals submitted after this time will be disqualified. Proposals may be submitted digitally via email to: sablerolles@agriterra.org & schuppen@agriterra.org

Interested parties can submit their questions by 2nd June 23:59 CET via email to sablerolles@agriterra.org. These should be submitted in a word document to support easy and direct response. The response will be delivered in a PDF. Any questions submitted after this time will not be considered. Interested parties will receive a copy of their questions and the corresponding answers. All questions will also be made available to all interested parties through a general document that will group the questions, made available on development aid. Answers will be provided by June 13th 23:59 CET.

11 Budget

The total budget available for the mid-term review is EUR 200k incl. VAT.

The financial proposal must include a budget in Euros. An indicative budget template is included in Annex 9 of the ToR. Agriterra is interested in seeing a detailed breakdown of each consultant's daily fee, the total number of working days for each consultant, the total budget including taxes, the cost per primary data collection item as well as the cost of travel and transport. Applicants are also encouraged to provide budget notes informing the assumptions used for budget calculation.

12 Contact Information

- FFT Programme Coordinator: sablerolles@agriterra.org
- FFT PMEL Lead: reus@agriterra.org