



## FARM-TO-MARKET ALLIANCE (FtMA)

### Terms of Reference (ToR) for the Provision of Business Development Training and Entrepreneurship Coaching for Farmer Service Centers (FSCs)

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#### Background

Farm Africa, in partnership with the Farm-to-Market Alliance (FtMA), a consortium of public and private stakeholders led by the World Food Programme (WFP), has signed a grant agreement to implement a twelve-month project from 01<sup>st</sup> April 2025 to 31<sup>st</sup> March 2026. The project aims to increase the incomes and resilience of smallholder farmers. This project focuses on enhancing farmers' access to commercially viable value chains by improving the functionality of markets, particularly for those with surplus produce or surplus potential.

Central to the initiative is the use of Farmer Services Centers (FSCs), which serve as hubs for delivering last-mile services to smallholder farmers. These centers offer agricultural inputs, extension services, market information, and aggregation support across key value chains, including maize, rice, common beans, sunflower, and soybeans.

The project is being implemented in three regions:

- [1] Manyara region = Babati, Hanang, Kiteto, and Simanjiro
- [2] Singida region = Singida DC, Iramba and Mkalama
- [3] Morogoro region = Mvomero DC, Kilosa and Kilombero

As of September 2025, a total of 342 FSCs have been onboarded to the program that are spread across the targeted project regions, 124 FSCs are from Manyara, 108 FSCs in Singida, and 110 FSCs in the Morogoro region and have engaged in different project interventions.

The FtMA project has four main intervention pillars that include:

1. **Intervention Pillar 1:** Building a strong network of Farmer Service Centers (FSCs) that provide last-mile delivery
2. **Intervention Pillar 2:** Farmer Service Centers (FSCs) services that enhance productivity and onboarding of smallholder farmers
3. **Intervention Pillar 3:** Market linkages
4. **Intervention Pillar 4:** Digitalization

To strengthen the network of Farmer Service Centres (FSCs) as hubs capable of engaging the private sector as business partners, it is essential to enhance their business management capacities. In pursuit of this objective, Farm Africa developed and implemented a tailored Business Capacity Assessment Tool (BCAT) for the FSCs. This tool was used to identify and evaluate gaps in knowledge, skills, and capacity, enabling FSCs to effectively manage last-mile distribution models and operate as commercially viable enterprises. The assessment was conducted for **342** FSCS enrolled in the program, comprising **142 Agro dealers, 53 AMCOS, 44 VBAA, 42 MSMEs, 59 Farmer Groups, and 2 SACCOS**. The FSCs' BCAT evaluated six key BDS parameters, including **Leadership and Management, Financial Capacity, Purchasing Capacity, Processing Capacity, Sales Capacity, and the overall general Business Enabling Environment**.

The survey results revealed that none of the assessed FSCs fall within the starter or mature/advanced stages. All selected FSCs for training are positioned at the mid-level growth stage. Based on these findings, Farm Africa intends to engage a business development service (BDS) consultancy firm to provide capacity-building support to 80 FSCs across Manyara, Singida and Morogoro regions.



## Purpose of Terms of Reference

This term of reference outlines the scope of work to be undertaken by the BDS consultancy firm and clearly defines its roles, responsibilities, and expected deliverables under this assignment. The consultancy firm is required to submit a comprehensive technical proposal detailing the approach, methodology and work plan for executing the tasks described in this ToR.

## Purpose of the Assignment

Farm Africa seeks to engage a BDS consultancy firm to design and deliver a comprehensive business development and entrepreneurship training program to Farmer Service Centers (FSCs). The training will encompass business management, coaching, and mentorship components targeting Agro-dealers, AMCOS, Farmer groups, SACCOs, SME processors, and VBAA. The overall goal is to strengthen the FSCs' business management capacities, enhance their competencies, and improve their profitability.

The assignment targets a total of **80 FSCs, comprising 8 AMCOS, 37 Agro dealers, 8 Farmer groups, 12 VBAA, and 15 SME processors** as detailed in the distribution below.

## FSCs Distribution per Region/Category

Region	Agro dealer	AMCOS	Farmer Group	SME	VBAA	Total
<b>Manyara</b>	8	1	3	5	0	17
<b>Morogoro</b>	15	6	5	4	4	34
<b>Singida</b>	14	1	0	6	8	29
<b>Total FSCs</b>	<b>37</b>	<b>8</b>	<b>8</b>	<b>15</b>	<b>12</b>	<b>80</b>

The training, coaching, and mentoring program is expected to strengthen the six key business capacity areas, focusing on the following components: -

- Financial Plan and Management, including Budget development and management, proper record keeping and effective financial planning)
- Financing options and financial literacy, covering access to credit, financial management and strategies for sustainable business financing.
- Leadership and personnel management, enhancing leadership skills, team management and organizational effectiveness.
- Business Plan Development, utilizing the business model approach to document existing business models and develop new innovative models for potential growth and diversification.
  - (this will include, among others, key components such as value proposition, customer segmentation, channels and customer relationships, revenue streams, sales forecasting, the 5Ps or 7Ps of marketing, Porter's five forces (analyzing competition beyond direct competitors), market segmentation, supply chain development and management, as well as risk assessment and mitigation strategies)
- Business legal and regulatory compliance: covering relevant laws, taxes, policies, ethics, and regulations. This will include trade standards, customs exceptions, quality assurance, certification procedures and requirements, as well as applicable international market standards.



- Production and operations management. Focusing on stock control, Warehouse management, Value addition, quality control, Layout management (for SMEs), and Waste management. The training will also address the Control of MUDA Waste by minimizing inefficiencies related to waiting, transportation, processing, inventory, motion, defects/rework, and overproduction.
- Marketing; encompassing customer and partner relationship management techniques, sales and marketing strategies (with FSC clustered according to their categories), trust and loyalty development, packaging and branding, market segmentation, and value proposition enhancement.

The expected outcomes of the business development and entrepreneurship training, coaching, and mentoring program to the FSCs are as follows:

- FSCs should gain advanced competencies in leadership, business management, financial planning, marketing, and operational efficiency.
- The BDEC program should build FSCs' abilities in strategic planning, business analysis, and informed decision-making.
- The participants should be equipped with the knowledge, tools and best practices necessary to achieve long-term business growth and sustainability
- Each FSC should receive personalized support to address its unique business challenges, explore opportunities and enhance performance.
- The program should promote networking and the creation of a community of practice among FSCs to facilitate experience sharing, problem-solving collective growth.

The training is expected to further support FSCs in the following way;

- Enhancing FSCs' capacity to identify and access new markets and customer segments.
- Providing a deeper understanding of the business environment and regulatory requirements, enabling FSCs to navigate and comply effectively.
- The BDEC program should promote inclusivity, ensuring that all participants, including women and youth, are actively engaged, supported and empowered throughout the training.

Farm Africa reserves the right to replace FSCs as necessary, including instances where previously selected FSCs become unavailable, without changing the total planned number of 95 FSCs. The consultancy firm will be notified of any changes on time to ensure that the minimum number of FSCs to be trained is maintained.

### Scope of the Assignment

The assignment is divided into three tasks:

**Task I:** Designing the training courses (modules) and manual

**Task II:** Delivering the courses to the targeted FSCs

**Task III:** Providing coaching, mentorship, and support over the period of two months (February and March 2026). The training courses manual should be in Swahili and English and the consultant is required to undertake the following tasks:

#### Task I: Training Design

1. Develop and submit a comprehensive proposal that includes a detailed training module covering all topics outlined in the purpose of the assignment. The training



modules should incorporate specific sessions tailored to each category of FSCs, ensuring that the content is appropriately customized in the design and development of the training manuals.

2. Submit a detailed work plan for the training
3. Submitting a comprehensive and realistic coaching and mentoring plan
4. Submit a comprehensive coaching and mentoring checklist outlining the expected outcomes and deliverables. The checklist should clearly specify the activities and actions to be carried out during each visit to the FSCs.
5. Submit a detailed budget for this assignment.

### **Task II: Training Delivery**

6. Launch and conduct the training sessions for 80 FSCs at the mid-level business maturity stage, comprising **8 AMCOs, 37 Agro dealers, 8 Farmer groups, 12 VBAA, and 15 SME processors**. The training should group FSCs by category to provide personalized sessions and facilitate peer discussions. The training content must be tailored to reflect the specific needs and characteristics of each FSC category.
7. Establish and agree on key performance indicators (KPIs) to be monitored during the two-month mentorship period. Throughout this period, FSCs should receive targeted support in the six core capacity areas: Leadership, Financing, Operation, Processing, Sales capacities and business enabling environment (including relevant regulations, policies, laws, certification and guidelines). The consultancy firm should document all support provided for each capacity element and regularly communicate progress to Farm Africa for follow-up and additional assistance.
8. Prepare and submit a timely training report.

### **Task III: Coaching Mentoring and other technical Support**

9. Provide virtual coaching, mentoring, and technical support to 80 FSCs at the mid-level business maturity stage, comprising 8 AMCOs, 8 Farmer Groups, 37 Agro dealers, 12 VBAA, and 15 SME processors.
10. Conduct physical, one-on-one visits to all trained FSCs to provide coaching and mentorship across the six core capacity areas: Leadership, Financing, Operation, Processing, Sales, and the business enabling environment.
11. Prepare detailed reports documenting both virtual and onsite coaching and mentoring activities, including progress, challenges and outcomes.
12. Compile and submit a comprehensive final report summarizing the entire BDEC/BDS assignment, including achievements, lessons learned, and recommendations for future interventions.



## Deliverables

The consultancy firm will complete the following deliverables, which are aligned with the specific tasks above:

1. Prepare and submit a comprehensive technical proposal for the BDS assignment that aligns with the specific tasks outlined in this TOR. The proposal should clearly describe and justify the methodology and implementation approach. It must include detailed training modules, a budget, a work plan with timelines, and a matrix specifying the employees who will be involved in the assignment.
2. A detailed and comprehensive coaching and mentoring plan aimed at enhancing the capacity-building efforts for FSCs. This plan should be structured around the six core areas of organization development: Leadership, Financial Management, Operations, Processing, Sales, and the business enabling environment.
3. Design and prepare the curriculum and accompanying training materials for the specified modules to be submitted to Farm Africa / FtMA for thorough review and formal approval before implementation.
4. Develop comprehensive monitoring and evaluation frameworks to measure the effectiveness and impact of the business development services provided, while identifying opportunities for improvement.
5. Plan and coordinate networking events, workshops, or conferences to promote knowledge sharing, collaboration and partnership-building among FSCs.
6. Provide training, coaching and mentoring to 95 FSCs to enhance their capacities and performance.
7. Preparation and submission of comprehensive training reports documenting the content delivered, participant engagement and outcomes achieved.
8. Preparation and submission of detailed coaching and mentoring reports outlining activities conducted, progress of FSCs and key insights for capacity enhancement.
9. Compilation and submission of a comprehensive final report summarizing all training, coaching, mentoring activities, outcomes, lessons learned and recommendations for future interventions.



### Period of performance

The agreement will be effective during the period of **two months** from **February 2026 to March 2026** guided by the timeline indicated in the table below:

Due Dates	Activity Descriptions
<b>22<sup>nd</sup> January 2026</b>	Submission of the Proposal
<b>23<sup>rd</sup> – 30<sup>th</sup> January. 2026</b>	Award of contract (Review of submitted proposal by evaluation committee for contract awarding)
<b>2<sup>nd</sup> to 6<sup>th</sup> February 2026</b>	Review the training courses' manual with Farm Africa and FtMA
<b>9<sup>th</sup> to 13<sup>th</sup> February 2026</b>	Pre-Training Logistics
<b>16<sup>th</sup> to 20<sup>th</sup> February 2026</b>	Training Delivery (Morogoro, Manyara and Singida)
<b>23<sup>rd</sup> to 27<sup>th</sup> February 2026</b>	Training Evaluation and Report Writing
<b>02<sup>nd</sup> to 06<sup>th</sup> March 2026</b>	Physical Coaching, Mentoring, and Support (1 on 1 Support to FSC)
<b>9<sup>th</sup> to 13<sup>th</sup> March 2026</b>	Virtual Coaching, mentoring support to FSCs
<b>23<sup>rd</sup> March 2026</b>	Submission of the final report (Training, Coaching and Mentoring) to Farm Africa
<b>24<sup>th</sup> to 27<sup>th</sup> March 2026</b>	Review of Report by Farm Africa
<b>30<sup>th</sup> to 31<sup>st</sup> March 2026</b>	Review of Report by FtMA and Final Submission to FtMA

### FSCs BDS Training, Coaching and Mentoring Timeframe

S/No.	Activity Descriptions	FSCs BDEC TIMELINE															
		NOVEMBER 2025				JANUARY 2026				FEBRUARY 2026				MARCH 2026			
		W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4
1	Submission the Proposal																
2	Award contract																
3	Review the training courses' manual with Farm Africa and FtMA																
4	Pre - Training Logistics																
5	Training Delivery																
6	Training Evaluation and Training																



	Report writing												
7	Physical (1 on 1) Coaching, Mentoring, and Support to FSC												
8	Virtual Coaching, mentoring support to FSCs												
9	Preparation Submission of the final report to Farm Africa												
10	Review of Report by Farm Africa												
11	Review of Report by FtMA and Final Submission to FtMA												

### Proposal Structure

The proposal should not exceed more than 10 pages and should include the following:

- i. **Technical proposal:** A comprehensive technical proposal outlining the BDEC/BDS (Business Development Entrepreneurship Coaching/Business Development Support) approach, including the methodology, expected outputs and the proposed delivery structure.
- ii. Provide relevant credentials for BDS provision, along with CVs of the core team. Include at least three references from the past five (5) years, either from SMEs that have benefited significantly from the firm's BDS support. — **These references and support documents can be included as annexes.**
- iii. Financial proposal
- iv. Audited financial statements at least for the past year – **Attachments**
- v. Registration certificate – **Attachments**
- vi. Tax certificate of conformity (Tanzania Regulatory Authority) – most recent financial year - **Attachments**



## Minimum Qualifications and Experience of the BDS Firm, Including Lead Consultants Assigned

- A minimum of 5 years' experience in business capacity strengthening for entrepreneurs, and agricultural micro, small and medium enterprises (MSMEs), including Agro dealers, processing firms, and cooperatives. This should cover enterprise assessment, MSME business plan development, facilitation of access to finance, marketing and promotion strategy preparation, and financial literacy training.
- Demonstrated experience in training, coaching, and mentoring entrepreneurs in rural and agribusiness contexts, particularly those at mature and mid-growth stages of business maturity.

The consultancy firm should demonstrate the internal capacities, experiences and resources necessary to provide Agro-dealers with personalized support aimed at enhancing their capacities. This includes expertise in;

- Excellent communication and presentation abilities with the capacity to effectively conduct and facilitate training, coaching, and mentorship in both English and Swahili.
- Strong understanding of the Country's Business Environment, including regulatory framework, market dynamics, and sector-specific challenges.
- Proven expertise in training and capacity building in business management, finance, marketing, and agricultural enterprises.
- Ability to design and develop tailored solutions and training materials that address the specific objectives and needs of different FSC categories.

### **Rights of Data Ownership**

All reports, research, data, intellectual property, and work products developed or utilized under this agreement shall remain the property of Farm Africa. These materials must be delivered or returned to Farm Africa upon request at the conclusion of the agreement. The Consultant agrees not to publish, distribute, or otherwise use any such materials without the prior written consent of Farm Africa.

### **Proposal Submission and Reporting**

Proposals should be submitted as Microsoft Word documents to [infotanzania@farmafrica.org](mailto:infotanzania@farmafrica.org), with the subject line **FTMA FSCs BDEC Training Consultancy by 22<sup>nd</sup> January 2026**. Any queries regarding this term of reference should be directed to the same three contacts and the subject line.