



## TERMS OF REFERENCE

### **Consultancy for Organizational Capacity Building of Farmer Business Organizations (FBOs) and Strengthening Primary Producer Groups through the ICRA Agribusiness Cluster (ABC) Coaching Model**

#### **1. Background and Context**

Rikolto is an international network organization with over 50 years of experience collaborating with food chain stakeholders across Africa, Asia, Europe, and Latin America. We build bridges of trust and trade between the food industry, governments, research institutions, financial institutions, and farmers' organizations around one central question: *"What will we eat tomorrow?"* Our mission is to ensure sustainable incomes for farmers and to make nutritious, affordable food accessible to everyone. Rikolto's global strategy focuses on driving structural changes in the agri-food system and scaling up proven practices and policies that unlock the potential of smallholder farmers. We establish clear agendas for systemic change and develop specific strategies and actions to achieve them. This is complemented by designing and implementing concrete interventions in pilot value chains, creating space for experimentation, learning, and generating evidence that informs and influences broader transformation.

Rikolto in East Africa, with funding from NORAD through IDH, is implementing a project, namely the Growing Together programme, leveraging markets and data for food security and thriving communities in Ethiopia and Tanzania, from 2024 to 2028. The program vision is to contribute to transforming local food markets and improving food security and local economies by increasing the incomes of small-scale food producers and scaling operations of food SMEs to become large and reliable food companies in Africa, with Ethiopia and Tanzania being target countries

A core strategy of the programme is to professionalize Farmer Organizations (FOs), cooperatives and apex organizations so that they operate as strong, market-oriented and reliable business partners contributing to efficiency in the food systems. This includes improving governance, management, service delivery to primary producer groups, and their capacity to engage in inclusive value chains.

Therefore, Rikolto seeks to engage two consultants to lead organizational capacity-building of farmer business organizations, apex cooperative unions and applying Agri business Cluster Model (ABC coaching Model) trajectories targeting Achor firms in **Jimma & Adis Ababa**: These FOs & apex unions under Luna, Phibela, Quarity and FEFA Companies.

#### **2. Purpose of the Assignment**

The overall purpose of this consultancy is to collaborate with Achor firm, Apex Cooperative Unions to strengthen the organizational and business capacities of FOs through the ICRA Agribusiness Cluster (ABC) Coaching Model, so that they become Professional, member-driven organizations, providing sustainable services to their members, and effectively integrated into inclusive, climate-resilient short chains food supplying to urban markets in **Adis Ababa and Jimma** cities in Ethiopia.



### 3. Specific Objectives

For the assignment, we will aim to:

1. Apply and embed the ABC Coaching Model to organize/strengthen agribusiness clusters around selected value chains (Maize and Sunflower) and support them through structured coaching cycles. These clusters will be strategically established and linked to Luna, Phibela, Quarity and FEFA Companies.
2. Improve service delivery to primary producer groups, including aggregation, quality management, market access, and access to finance and ensure access to business development services by farmer groups
3. Support the development and implementation of practical action plans (per apex/FO/cluster) based on SCOPE assessments and D&D workshops.
4. Build the capacity of local coaches and FOs leaders to develop well-functioning agribusiness clusters that can continue facilitation, coaching and coordination beyond the consultancy period.
5. Contribute to improved business results (volumes, contracts, market linkages, financial access and Scope Insight scores) for targeted apex organisations, FOs and their primary producer groups these linked to **Luna, Phibela, Quarity and FEFA** Companies.

### 4. Target Organisations and Geographical Coverage

The consultant will work with a portfolio of:

- **Apex organisations** (e.g. regional/national associations or unions) relevant to the selected value chains. These FBOs are linked to **Luna, Phibela, Quarity, and FEFA Companies** along the maize, soybean and sunflower value chains.  
**Farmer Organizations (FOs) / Apex Cooperative Unions** affiliated with or linked to four anchor SMEs; which are as follows: Hibret Frie Seed Union in Arbaminich, Jimma Farmers Cooperative Union – Jimma, Admas Farmers Cooperative Union – Awi – Enjebara, Merkeb Farmers Cooperative Union – Bahir Dar, Bore Bako Farmers Cooperative Union – Bako, Gibe Didessa Farmers Cooperative Union – Nekemete. These **primary producer groups** (farmer groups/cooperatives apex union at village/ward level) organized under the ICRA ABCs model.

### 5. Scope of Work and Key Tasks

Under the overall supervision of Rikolto's Programme and Project Managers for Growing Together, the consultant will undertake the following tasks as allocated:



### 5.1 Inception and Desk Review

- Review key programme and background documents, including Growing Together programme documents and value chain selection, Existing SCOPE Insight assessment reports and capacity development plans of targeted apex/FBOs
- Engage Rikolto, Anchor SMEs and local government staff to clarify expectations, target groups, existing partnerships and ongoing interventions.
- Prepare an **Inception Report** detailing: Understanding of the assignment and context, Refined methodology (combining organizational development and ABC coaching), Detailed work plan and timeline per region and per organization/cluster, Proposed tools and templates (e.g. capacity gap matrices, coaching logs, action plan formats).

### 5.2 Conduct D&D Workshops.

- Design and facilitate **Diagnosis & Design (D&D) workshops** with agribusiness actors in each target area, bringing together: Apex organisations and FBOs, Primary producer groups, Anchor SMEs and off-takers, Input suppliers, financial institutions and relevant support actors, Local government and other ecosystem actors (e.g. chambers of commerce).
- With D&D participants, co-develop **cluster-level action plans** addressing production, quality, aggregation, marketing, value addition, finance and business relations.

### 5.3 Formation and Strengthening of Agribusiness Clusters (ABCs)

- In collaboration with Rikolto, local authorities and apex/FBO leaders, form or strengthen agribusiness clusters around priority value chains in each region (e.g. horticulture clusters, grains/oilseed clusters).
- Support the selection and screening of Local Coaches (ABC coaches) from FBOs, SMEs, LGAs or other local actors based on criteria agreed with Rikolto (experience, networks, facilitation skills).
- Provide intensive training and coaching to Local Coaches on: ABC principles and facilitation methods, Organizational and business coaching, Use of tools for planning, monitoring, documentation and learning.

### 5.4 Organizational Capacity Building for farm business organizations (FBOs)

- Based on identified gaps and action plans, design and deliver a coaching-oriented capacity-building trajectory (not one-off training) for FBOs based on weakness identified.
- Facilitate iterative coaching cycles with Local Coaches, cluster members and FBO leaders to implement action plans, monitor progress and adapt strategies,
- Provide ongoing backstopping and mentoring to Local Coaches through joint field visits, reflection sessions and remote support,



- Organize reflection and adaptation sessions (e.g. mid-term & end-of-cycle workshops) with key stakeholders (ABCs, Local Coaches, apex unions/FBOs, local government authorities, Anchor SMEs) to review progress, share lessons, and adjust action plans.

## 6. Expected Deliverables

The consultant will produce at least the following:

1. Inception Report
2. D&D and 12 Clusters Formation Report
3. Organizational Capacity-Building Outputs for each scope dimension and gaps identified
4. Periodic Progress Reports (Monthly report)
5. Activities conducted (coaching sessions, workshops, visits) reports
6. Final Completion Report (at the end of the assignment), presenting what has been achieved and its sustainability plan in place.

## 7. Duration of the assignment

- The consultancy is expected to run from **February 2026** for **four (04)** months.
- A detailed schedule will be agreed during the inception phase, aligned with the agricultural calendar and programme milestones.

## 11. Application Procedure

Interested consultants (individuals or firms) are invited to submit:

1. Technical Proposal (maximum 10 pages) including: Understanding of the assignment and context, proposed approach and methodology (showing how you will combine organizational development and ICRA ABC coaching), Draft work plan and timeline, Team composition and roles (for firms/consortia). At least three relevant references (similar assignments with FBOs/ABC/MSD).
2. Financial Proposal for the assignment detailing how the costs have been calculated

### Mode of Application.

- Qualified candidates (either Individual Consultants or Consultant Firms) are invited to submit their Technical and Financial proposal with the following documents:
- Cover letter,
- CV of proposed consultant/Expert including reference details of previous clients.
- References with detailed contact address of at least 3 organizations in which the consulting firm /Individual provided similar services recently.
- Samples of 2-3 similar previous work pieces



Interested applicants should submit their proposals via email to [estafrica.recruitment@rikolto.org](mailto:estafrica.recruitment@rikolto.org) no later than **18<sup>th</sup> February 2026**. The email subject line should clearly indicate the title of the assignment and the source of the advertisement. Please note that only shortlisted candidates will be contacted. If you do not receive a response within two weeks after the closing date, consider your application unsuccessful. For more information about this consultancy opportunity, please visit the Rikolto website.