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## Terms of Reference

### Case Study on Private Sector Driven Farmer Organizations Development Strategies within the Cocoa Sector in Côte d'Ivoire

#### Background

In 2020, AMEA published one case study<sup>1</sup> drawing learning from three IFC projects in West Africa:

- Cargill Coop Academy, Côte d'Ivoire;
- Telcar, Coop Academy, Cameroon;
- Olam Cocoa/Cotton capacity building program, Côte d'Ivoire

In addition, in early 2021 AMEA designed a guidance document for the activities of the Access to Finance Working Group (A2F WG), which includes a learning agenda outlining four key questions that the WG would like to answer this year:

1. Has Technical Assistance (TA) / Business Development Services (BDS) support to farmers and producer organizations (POs) enabled access to finance?
2. What are the most promising initiatives in each (AMEA Local Network) country to enable farmers and POs to have a financial track record and access to finance?
3. Would a PO database that provides details on PO capacities be valuable to Government, FSPs, and potential value chain partners?
4. What could be an efficient and effective approach for delivering segmented, targeted capacity building which enables access to finance?

In view of this background, AMEA aims to draw new and deeper lessons, building from the Case Study Report in 2020 and contributing to the A2F learning agenda.

#### Overview and Purpose of the Case Study

AMEA sees an opportunity to dive deeper into three projects in Côte d'Ivoire and draw learning from the design of BDS and the effectiveness of BDS to enable POs to develop capacities that enable them to deliver better returns to members. The case study will also examine the potential for BDS to be sustainably scaled up through recurring public sector programs and private sector business models. This will lead the consultant(s) to consider cost and effectiveness of BDS approaches, including methods of segmenting the PO market and delivering tailored BDS based on a deep understanding of the PO's needs.

This case study is therefore expected to be of value to a wide range of stakeholders in West Africa who aim to deliver BDS that transforms the prospects of millions of farmers and their organisations. We therefore encourage the consultant(s) to present their findings in a form that can be used by these stakeholders to design their next phase of interventions.

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<sup>1</sup> This case study was a result of the partnership between AMEA, FAO, IFPRI and the CGIAR Research Program on Policies, Institutions and Markets (PIM), who collaborated to review "Strategies to invest in human capital in agriculture"



## Case Study Approach and Backstopping

The case study will have available to it a range of quantitative data such as the following:

- AMEA West Africa case study which draws from IFC's recent evaluation of its work with Cargill
- IDH FCIP final report including survey data and impact evaluation report
- CNFA MOCA program final report which we would expect to be produced this year
- Data available from 343 SCOPEinsight assessments undertaken in the Ivory Coast in 2020
- Data available from Conseil Café et Cacao (CCC) 100+ assessments using a different tool.
- Data available from SOCODEVI assessments
- Data available from IDH Intelligence Centre

We therefore invite the consultants to propose an approach that will use these data sources to draw out lessons and good practices which can be supported by this data. We therefore expect that the approach will include quantitative analysis which is then followed by qualitative processes to interpret the data. These qualitative processes must involve interviews with the POs and reflections from a range of the key stakeholders in the programs.

The final approach should be agreed with AMEA and IDH prior to the start of activities and backstopping support will be provided from these organizations. AMEA has also ensured this case study has commitment from IFC and CNFA.

## Specific Objectives

The consultant should aim to triangulate information/data (incl. with companies) and to reflect on results by using a gender lens when possible. The case study process should aim to answer the following questions:

### 1. Design and delivery of BDS and other incentives/interventions

- How did the different programs choose which POs to work with?
- What are the lessons learned in the design, commissioning and implementation of assessment processes with farmers and FOs?
- How were the different BDS<sup>2</sup> designed? Did the design use the assessment data? If not, why?
- How were the different BDS delivered to farmers and the POs i.e. duration, format?

### 2. Effectiveness and attribution

- How was the effectiveness of BDS measured?
- What were the most significant improvements in farmers and POs capacity and did these significantly lead to improved business performance?
- What is the tipping point for POs to have a step change in their growth e.g. become bankable and part of a new supply chain that delivers better returns? Assessment data should be used to show the degree of correlation/causation and AGRA's Bankability Metrics should be tested if possible.
- What combination of BDS and other support (e.g. access to finance, storage, transport) leads to an sustained acceleration in FO development?
- What impact did the BDS have on farmers and POs taking into account the uncontrollable externalities?

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<sup>2</sup> Please provide a typology of the type of BDS delivered such as the one included in <https://www.icco-cooperation.org/en/wp-content/uploads/sites/2/2021/04/BDS-Learning-brief.pdf>



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- Did other factors (e.g. policy interventions; other forms of support) have a stronger impact in terms of contributing to PO development?
- What do we not know? How would we improve the generation of data to enable effectiveness of BDS to be measured more reliably?

### 3. Scaling strategies

- What is the cost effectiveness of different BDS approaches used to support the FOs that have achieved a step change in their growth?
- Do stakeholders<sup>3</sup> see value in the development of a PO data set? If they do, what are their opinions on how this would be set up and financed in a sustainable way. Consider both public and private sector strategies; and the possibility of a phased approach.
- What are the triggers for private sector clients to integrate BDS to POs into their business model?
- What is the role of public sector organizations in providing BDS to POs and how could they integrate the learning from this case study in their programs? Consider the different segments of the PO market such as early developers where private sector is unwilling to invest.
- Do stakeholders see value in creating a digital platform for sharing data and/or collaborating on BDS? If they do, how would this platform be created and sustained?
- Which (digital) agricultural technologies would be recommended for the AMEA AgTech Guide? Provide details on results and potential of the AgTech, including PO members demand.

## Deliverables and Timelines

### *Deliverable*

A high quality Case Study Report (20-25 pages) in English and French with the following content:

- Background
- Case study methodology
- Overview of case
- Key Findings from the Data Analysis
- Lessons Learned
- Recommended Good Practices
- Scaling Strategies
- Solid reflections on transferability of lessons to other value chains and country contexts
- Conclusion with proposed next steps for key stakeholders
- References
- Annex with the data analysis which is usable by AMEA and members

### *Timeline – max. 50 contract days*

- AMEA internal agreement/procurement: September/October 2021
- Data collection and analysis: October/November 2021
- Draft Case Study Report: 03<sup>rd</sup> December 2021
- Finalized Case Study Report: 15<sup>th</sup> December 2021

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<sup>3</sup> Public sector, private sector, financial sector, PO sector, etc.



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## Selection Criteria

### *Overall*

- Strong background (10+ years of experience) working with agricultural supply chains
- Strong background in research and case study design
- Strong written and oral communications skills in French and English

### *Expertise/experience*

- Deep knowledge of the principles around BDS development and Access to Finance for producer organizations
- Deep knowledge of agricultural producer organizations in emerging markets
- Good knowledge of human capital, training, and adult education
- Good knowledge of the country (Côte d'Ivoire)
- Experience in data collection, analysis, and report writing
- Experience with the case study methodology in particular is preferred
- Some knowledge/experience in using virtual methods for data collection, stakeholder meetings, etc. along with decent connectivity

### *Characteristics*

- Well-connected – knows whom to talk to and where to get information
- Non-biased and objective about the case
- Responsive, organized, and timely
- Collaborative, participatory, and a team player

### *Logistics*

- Available to commit time in October/November for data collection, analysis, and report writing
- Connect regularly with Case Study lead for AMEA to coordinate data gathering and analysis
- Have sufficient resources or institutional support for reliable internet connectivity, equipment, software, etc. to conduct the necessary research
- Reliable internet connectivity able to support participation in occasional video calls and virtual presentations
- Somewhat flexible schedule to be able to participate in trainings, calls, meetings
- Consultants who are already located in Côte d'Ivoire will be preferred

## How to apply

The consultant should submit a proposal which addresses the needs of this ToR. The proposal must include a detailed workplan, budget, and approach. Applications must be made by 27<sup>th</sup> September, 1 pm CEST, to [info@ameaglobal.org](mailto:info@ameaglobal.org).

A round of interviews will be conducted in the week of the 27<sup>th</sup> September and the consultant is expected to start work on 10<sup>th</sup> October.