



**NATIONAL PROGRAM COORDINATION OFFICE
OF
SPECIAL AGRO-INDUSRIAL PROCESSING ZONES
PROGRAM**

REFERENCE NO: NPCO/IFAD

August, 2024

TERMS OF REFERENCE FOR ENGAGEMENT OF CONSULTANT FOR THE DEVELOPMENT OF TRAINING MANUAL/CURRICULUM FOR FARMERS ORGANIZATIONS AND ENTERPRISE GROUPS

1.0 BACKGROUND

The Federal Government of Nigeria has received a Facility from the African Development Bank (AfDB), International Fund for Agricultural Development (IFAD) and the Islamic Development Bank (IsDB) to finance the cost of the Special Agro-Industrial Processing Zones Program (SAPZ), and intends to apply part of the proceeds towards carrying out various consultancy services. The SAPZ Program is being implemented in the seven (7) States and the Federal Capital Territory (FCT). The States are Cross River, Imo, Kaduna, Kano, Kwara, Ogun and Oyo.

The overall development objective of the SAPZ programme is twofold: (1) Support the development of SAPZ in high food production areas to supply the domestic food market and create exportable surpluses; and (2) Capacitate smallholder farmers, small agro-processors and traders, and community-based service providers, including women and youth; to take advantage of the market demand created by the SAPZ to sustainably enhance their income, household food security and resilience to climate change.

The SAPZ program will follow a two-phased program approach. Under phase I (2022-2028), the Government and AfDB, over a period of 5 years, will set up enabling infrastructure and investment policies in targeted states. IFAD will operate over a period of seven years. This slightly longer period will allow IFAD to empower smallholders to take advantage of the SAPZs when they are fully operational. The program will be expanded into additional states in subsequent phases, based on lessons learned and the availability of funding.

In phase I, the program will support the set-up of SAPZs in the Federal Capital Territory and seven states, namely Kano, Kaduna, Oyo, Kwara,

Ogun, Imo, and Cross River. IFAD will focus on Kano and Ogun states, leveraging its ongoing programs.

This Terms of Reference (ToR) is for consultancy services to carry out the development of training curriculum/manual for Smallholder farmers, Farmers Organizations and Enterprise Groups for the FGN/IFAD-funded program titled Special Agro-processing Zones (SAPZ).

Phase I will directly benefit 1.5 million households, including private sector agribusinesses and agro-processors, smallholder farmers, agro-entrepreneurs and agro-dealers. IFAD investments, including through the Green Climate Fund (GCF), will target a total of 100,000 direct beneficiaries (and 500,000 indirect beneficiaries). Rural women and youth are core target groups. Opportunities for participation will be created for internally displaced persons and persons with disabilities.

The programme has four components namely:

➤ **Component 1:** Infrastructure Development and Management for Agro-Industrial Hubs (AIHs). Under this AfDB-led component, the programme will support the FGN in developing and setting up SAPZs in high potential states.

➤ **Component 2:** Agricultural Productivity, Production, Market Linkages and Value Addition in SAPZ Catchment Areas. Under this component, SAPZ's objective is threefold: (i) support smallholder farmers and small operators to increase their productivity/production and capacity to add value to raw materials on a profitable and environmentally sustainable basis; and (ii) link them to the additional market outlets offered by the Agro-Industrial Hubs (AIHs), off-takers supplying the local and national market who operate in the target area, and small processors/traders supplying the local markets, including primary processors operating in the Agricultural Transformation Centres (ATCs); iii) enhance the resilience and adaptive capacity of smallholder farmers to climate change..

➤ **Component 3:** Policy and Institutional Development Support. The objective of component 3 is to support the development of enabling policies, legislation, and regulation for SAPZs in Nigeria to create a

conducive business environment for private sector investment and to address inefficiencies and market failures in agricultural value chains.

➤ **Component 4:** Programme Coordination and Management. This component will ensure that the programme is efficiently and effectively managed to achieve expected results.

2.0 OBJECTIVES OF THE ASSIGNMENT

The objective of the Consultancy is to produce a standardized training curriculum/manual for the capacity building needs of Farmers Organizations and Enterprise Groups. The specific objectives are:

- I. Conceptualization and design of rural institutions Training Curriculum based on the agreed topics and which should be dynamic and interactive.
- II. Conduct the review of documentation and samples of IFAD assisted VCDP, CASP and LIFE-ND training curricula for rural institutions to enrich the SAPZ rural institutions training curriculum.
- III. Development of a SAPZ rural institutions training curriculum incorporating principles and practices of adult learning.
- IV. Development of a training guide for training consultants appropriate to the proposed target groups.

3.0 JUSTIFICATION

Having a functioning and inclusive rural institution is vital to rural transformation and to ensuring that poverty reduction efforts are significantly sustained. For rural institutions and organizations to act as drivers of rural change, the capacity of beneficiaries through the farmers organizations and stakeholders who make up such groups must be built. Training of enterprise and other groups to identify and address infrastructure, policy and regulatory challenges are critical as they are

crucial. Similarly, the need to build the capacities of project identified rural institutions (existing as well as new ones to be established) to participate in assisting in orientating beneficiaries in agribusiness development is very important. There is therefore a compelling need to engage a reputable Consultant to develop a training curriculum/manual and carry out capacity building of rural institutions which will play key roles in driving the SAPZ Program.

In recognition of the above, It is therefore necessary to develop a customized training module/curriculum that would appropriately address the identified gaps and other relevant areas that would make the institutions more robust, effective and sustainable. Consultants would be engaged to carry out duties as specified below for training of the farmers organizations and enterprise groups under the SAPZ.

3.0 SCOPE OF WORK

The Consultant is to liaise with the Rural Institutions Development Officer for SAPZ on the most appropriate areas of capacity requirement (logical skill gap) for targeted curriculum development to address the identified areas of skill constraints of the Farmers Organizations and Enterprise Groups. In considering the training approach (content, product and Process approach) should be explored.

The Consultant is required to perform the following specific assignments:

- a. Conceptualize and design curriculum based on the following topics and other relevant ones:
 - I. Farmer Organization basic
 - II. Formation of Farmers Organization
 - III. Leadership and Governance Management Skills
 - IV. Resource / Savings Mobilization and Management
 - V. Operation of Group Resources
 - VI. Loan Administration and Management
 - VII. Delinquency Management
 - VIII. Input and Product Marketing
 - IX. Enterprise Development and Management

- X. Strategic and Business Planning
- XI. Risk Management and Internal Control
- XII. Financial Literacy and Records Keeping
- XIII. Conflict Management and Resolution
- XIV. Group Dynamics and Management
- XV. Group Apexes: Operational level and Responsibilities
- XVI. Community Infrastructure Development and Maintenance to Support Production by Apexes
- XVII. Gender Mainstreaming and Development
- XVIII. Nutrition Knowledge
- XIX. Climate Change and its effect on Farming Households and Farmers
- XX. Planning, Monitoring and Evaluation
- XXI. Community Procurement Management
- XXII. Knowledge Management and Policy Dialogue

- b. Prepare training curriculum for capacity building for identified rural institutions.
- c. Produce suitable training methodologies to enhance participation and capacity building for rural institutions for effective partnership with the project.
- d. Provide training in various topics to include planning, monitoring and evaluation, knowledge management, policy dialogue, funds/financial management and governance, procurement, group dynamics, nutrition knowledge, conflict mitigation, gender and climate change mainstreaming in the training manual to be produced.
- e.** Develop a training plan for short, medium and long term for rural institutions.
- f. Consult with farmers organizations and their subsequent review of the proposed manuals especially by leaders of farmers organizations of other FGN-IFAD projects including SAPZ.

- g. Consult with firms involved in partnership with farmers for agro-industrialization will be key. Linkage with VCDP members of CAF will be key as well as leverage on the best practice of the VCDP.
- h. The consultant should cover both training of trainers manual, farmers organizations training manual to be used by the trainers to deliver the training.
- i. The individual consultant for the Development of Training Manual / Curriculum for Farmers Organizations and Enterprise Groups should provide a database of key documentations to guide the development of the manual including policies, regulations for the types of farmers organizations, FO training manuals developed by government and its agencies, the training manuals of VCDP, LIFE ND, CASP and that of other international partners funded development projects.
- j. The training materials should be provided in English and in two local languages (Hausa, Pidgin)
- k. The material should be provided in paper format and in digital format.
- l. The consultant should submit a methodologic note including the types of farmers organizations' manuals to be developed and propose curriculum for the key themes.

4.0 QUALIFICATIONS/COMPETENCIES

The Firm should meet the following requirements:

- a. The Lead Consultant should have at least a Master's degree in Agricultural Economics, Business Administration, Finance or Economics.
- b. Associate Consultants should have Academic qualifications or equivalent work experience in Agribusiness Development, Agricultural Economics, Extension and Marketing as well as Value Chain Development.
- c. A proven track record in development of training curriculum for rural institutions in agricultural or rural development projects.
- d. Experience in working with diverse stakeholders, especially women and youth, in Nigeria.
- e. Strong analytical and report-writing skills.
- f. Participatory learning and adult learning skills

- g. Knowledge of the agro-pastoral and processing sector in Nigeria would be an advantage.
- h. Previous experience in working with IFAD, other donor-funded agencies, or NGOs in value chain development will be an advantage;
- i. Familiarity with the program area is necessary.

5.0 DELIVERABLES

The successful Consultant shall deliver the following milestones to SAPZ as time-lined below:

MILESTONES			TIMEFRAME
S/N	TASK	DELIVERABLE	
1	Inception Report	Inception report detailing the methodology and detailed work plan.	One week after signing of contract agreement
2	Mid Term Report	Detailed Curriculum outlining the various topics with illustrations incorporating principles and practices of adult learning.	7 th week of signing contract agreement
3	Final Report	The final report should contain information in the draft document updated with feedback from the review of the draft curriculum.	8 th week of signing agreement
4	TOTAL CONSULTANCY TIME		8 weeks

Payment schedule

35% of the contract sum upon submission of the inception report

40% of the contract sum upon submission of the draft final report

25% of the contract sum upon submission of the final report acceptable to SAPZ and IFAD.

Cost Estimate

S/N	Job Title/Position	Location	Staff Input-Week	Man-Week Rate (N)*	Amount (N)
1	Lead Consultant	Office/field	4	1,050,000	4,200,000
2	Associate Consultant	Office/field	3	840,000	2,520,000
3	Flight (2Nos)				600,000
4	Car Hire				500,000
5	Drafting and production of reports				200,000
6	Secretary	Office	2	140,000	280,000
7	Contingency				830,000
8				Sub-Total	N8,300,000
9	Printing	LS		Sub-Total	5,500,000
10			Grand Total		N13,800,000

*Lead Consultant rate N150,000 per day, Associates: N120,000 per day

6.0 OUTCOMES/OUTPUTS

At the end of the assignment, a comprehensive capacity training curriculum/manual that would aid training of identified rural institutions for enhanced performance with regards to project implementation is developed.

7.0 METHODOLOGY

This assignment will be carried out as follows:

- a) Review report of capacity building needs assessment of Rural Institutions. Specifically, findings from the community mapping and needs assessment exercise were identified institutions will be the guiding document.
- b) The conduct of a desk review of training curriculum from previous IFAD assisted Programs such as VCDP, CASP, LIFE-ND for capacity building of Value Chain Apex Groups (VCAGs) Community Development Associations (CDAs), Commodity Apex Development Associations (CADAs) and other rural institutions, review of LIFE-ND Project Implementation Document and Project Design Report.
- c) He/she is expected to also propose methodology, tools, and processes and work plan for the development of a training curriculum and carry out capacity building of rural institutions including field experience acquired in similar project.

8.0 RESPONSIBILITIES OF THE CLIENT (SAPZ)

SAPZ shall be responsible for the following:

- i. The Rural Institutions Development Officer (RIDO) at the National Coordination Office shall be the Focal Person for the assignment.
- ii. SAPZ shall allow the consultant access to past reports/documents that may be relevant to the assignment

9.0 RESPONSIBILITIES OF THE CONSULTANT

- i. The Consultant shall be responsible for his/her accommodation and transportation expenses in the course of carrying out the assignment;

- ii. Bears cost of logistics (transport) for official movements for all staff related to this task;
- iii. Bear the cost of production of reports and related documents;
- iv. The Lead Consultant shall be the Focal Person of the assignment for the Firm.

10. PROCUREMENT METHOD

The Procurement method for the Consultant's Qualification Based Selection method (CQS).

11. PROPOSED DURATION OF ASSIGNMENT

It is envisaged that the consultancy will take 30 days from the time the contract is signed. The Consultant/Consultancy Firm should develop a feasible cost-work plan/activity schedule covering a maximum of 60 days and submit as integral part of the proposal for this consultancy.

12. REPORT SUBMISSION

A total of four (4) copies of the report are to be submitted to the National Program Coordinating Office (NPCO) Abuja.