

TERMS OF REFERENCE (TOR)

Individual Consultant – End of Implementation Evaluation of BDEC Programme

Client: NAFKA Kilimo (FtMA Programme)

Implementer: Flying Dream Company Limited

Assignment Duration: Seven (7) Working Days from 23RD to 27TH March 2026

Target Group: 97 Farmer Service Centres (FSCs) in Iringa, Njombe, and Mbeya regions

1. Background

NAFKA Kilimo, under the Farm to Market Alliance (FtMA) programme, engaged Flying Dream Company Limited to implement the Business Development and Entrepreneurship Coaching (BDEC) programme targeting 97 Farmer Service Centres (FSCs), including Agricultural Marketing Cooperative Societies (AMCOS), Farmer Organizations, Agrodealers, Small and Medium Enterprises (SMEs), and Village-Based Advisors (VBAs). The programme was initiated following the completion of a Business Capacity Assessment Tool (BCAT) exercise conducted by NAFKA Kilimo, which identified critical organizational, managerial, financial, and market-related capacity gaps constraining the effective performance and sustainability of these FSCs.

The BCAT findings demonstrated that most FSCs were operating at foundational to early development levels, with weak governance systems, informal and poorly enforced operational structures, limited financial management practices, low adoption of digital tools, and inadequate market engagement mechanisms. These gaps underscored the need for a structured capacity-strengthening intervention that goes beyond traditional training to focus on system building, behavior change, and sustained performance improvement.

In response to these findings, Flying Dream Company Limited conducted a Learner Needs Assessment (TNA) to capture the perspectives, readiness, and operational realities of the FSCs. The TNA validated the BCAT-identified gaps while providing deeper insights into seasonal business dynamics, role changes among FSC actors, informal record-keeping practices, weak enforcement of previous trainings, and sustainability challenges linked to leadership transitions. Together, the BCAT and TNA informed the design of a differentiated BDEC programme combining targeted training curricula, practical tools, coaching support, mentorship, and reinforcement mechanisms tailored to the specific needs of different FSC categories.

Following the completion of the BDEC implementation phase, NAFKA Kilimo now seeks to engage an independent individual consultant to conduct an end-of-implementation evaluation. The evaluation will assess the effectiveness of the BDEC programme in addressing the capacity gaps identified at baseline, examine improvements in business systems and practices among FSCs, document lessons learned, and generate actionable recommendations to inform future programming and potential scale-up.

2. Purpose of the Evaluation

The purpose of this evaluation is to:

- Assess the extent to which the BDEC programme addressed the capacity gaps identified through BCAT
- Determine improvements in business practices, systems, and performance of FSCs

- Evaluate the effectiveness of training, coaching, and follow-up mechanisms
- Identify lessons learned, good practices, and areas for improvement
- Provide recommendations for future BDEC programming and scale-up

3. Key Evaluation Questions

The evaluation should address, but not be limited to, the following:

i. Relevance and Design

To what extent did the BDEC programme respond to the capacity gaps identified by BCAT?
Were the differentiated training tracks appropriate for FSC categories?

ii. Effectiveness

What changes occurred in FSC governance, financial management, records, market engagement, and operational systems?

How effective were coaching and follow-up mechanisms in driving adoption of tools and practices?

iii. Adoption and Sustainability

To what extent have FSCs institutionalized new systems and routines?

What evidence exists that improvements will be sustained beyond the programme period?

iv. Outcomes and Early Impact

What observable business improvements have occurred (efficiency, transparency, market linkages, profitability practices)?

How has leadership and organizational functioning improved?

v. Implementation Quality

What worked well in programme delivery?

What challenges were encountered and how were they addressed?

4. Scope of Work

The consultant will:

- Review relevant programme documents, including:
 - BCAT assessment report
 - BDEC TOR and workplan
 - Training curricula and tools
 - Coaching and monitoring records
 - Inception meeting outcomes
- Design a rapid evaluation methodology, including:
 - FSC sample selection
 - Data collection tools (interviews, checklists, document review)
- Conduct field-level or virtual data collection with:
 - Selected FSCs
 - Coaches/trainers
 - Programme management team
- Analyze findings against:
 - BCAT gap areas
 - BDEC objectives and expected outcomes
- Prepare and submit an evaluation report with:
 - Key findings
 - Evidence of change

- Lessons learned
 - Actionable recommendations
- f. Present findings to NAFKA Kilimo and Flying Dream Company Limited.

5. Expected Deliverables

- i. Inception Note / Evaluation Plan (Day 1)
- ii. Data Collection Tools (interview guides, checklists)
- iii. Draft Evaluation Report
- iv. Final Evaluation Report incorporating feedback
- v. Presentation of Findings

6. Consultant Qualifications

The individual consultant should have:

- At least a Bachelor's degree in Business, Economics, Development Studies, Agribusiness, or related field (Master's preferred)
- Proven experience in programme evaluation, preferably in agribusiness, MSME development, or value chain projects
- Strong skills in qualitative and quantitative data analysis
- Experience working with farmer organizations, cooperatives, or enterprise development programmes
- Excellent report writing and presentation skills

7. Confidentiality and Ownership

All data, reports, and materials produced under this assignment shall remain the property of NAFKA Kilimo and shall not be shared without prior written consent.

8. Application Requirements

Interested consultants shall submit:

- Technical proposal outlining methodology and approach
- Updated CV
- Financial proposal

Submission Deadline:

All applications must be submitted via email careers@flyingdream.co.tz and copy to info@flyingdream.co.tz, no later than **13th March 2026**. Late submissions will not be considered.