

# Terms of Reference (ToRs) -Dynamic Procurement System (DPS) Farmer Business School (FBS)

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## I. General information

### 1. Brief information on the training approach Farmer Business School

Farmer Business School (FBS) is an Agribusiness Training Approach developed in 2010 by the Sustainable Cocoa Business Project<sup>1</sup> of Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) with support of the Bill & Melinda Gates Foundation and member companies of World Cocoa Foundation to promote entrepreneurial skills for smallholder farmers. In the beginning, the focus was on cocoa smallholder farmers in West- and Central Africa. However, due to growing demand, FBS has soon been adapted to other value chains and has been implemented in other regions beyond Africa.

Since 2010, 79 development programs and international organisations have adopted and adapted FBS for more than 100 production systems other than cocoa in 25 African countries. Over 130 curricula have been developed with the support of the Sustainable Smallholder Agri-Business program (SSAB) and the successor program Agri-Business Facility for Africa (ABF). As of April 2024, the total outreach in Africa is exceeding 1.9 million smallholders. On average, 35 percent of farmers trained are women. Since January 2020, the ABF programme's Advisory Help Desk supports development cooperation programmes, companies and institutions in the introduction and implementation of agribusiness trainings. Other approaches such as Cooperative Business School (CBS) and Processor Business School (PBS) have been developed on demand and, like FBS, are already adopted by development institutions and programmes. FBS is based on the quality standards established by SSAB and proven impact models.

FBS focuses on empowering smallholder farmers through improving the farmers' business skills, informed decision-making, and mind-set change to see themselves as businesswomen and -men. This is an important prerequisite to ensure adoption of improved techniques and investments in agricultural production.

12 training modules comprise simple tools for better planning, economic analysis and decision-making built on technical recommendations to produce perennial and annual crops or livestock products. Topics related to nutrition, market opportunities, farm management and financial management for household, improved productivity, family income increase and diversification, as well as climate-smart practices and investment analysis are tackled. The training curriculum has been designed and implemented for large-scale outreach. FBS is a decentralised approach, meaning qualified trainers are training smallholder farmers in the communities. One FBS training usually involves 25-35 farmers who are trained in five subsequent mornings with four to five hours per day, allowing time for farm work in the afternoon.

The effectiveness of the FBS training has been evaluated several times in 2013, 2015 and 2023 and confirmed by partners, target groups and external consultants. The approach has demonstrated several positive impacts on trained farmers, including the adoption of the presented tools, leading to increased yield, higher income, enhanced financial planning and saving strategies involving for example newly opened bank accounts which in turn create the opportunity to obtain loans. Diversified cultivation and improved nutrition are another result. Additionally, the approach has contributed the formation or consolidation of producer groups and better overall living conditions, such as improved housing and increased ability to pay

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<sup>1</sup> GIZ implemented the Sustainable Cocoa Business project (from 2009 to 2014) commissioned by the German Ministry of Economic Cooperation and Development (BMZ) and co-funded by the World Cocoa Foundation as part of its on-going Cocoa Livelihoods Program. The latter was financed by the Bill & Melinda Gates Foundation and private partners. The program was renamed in 2014 to Sustainable Smallholder Agri-business (SSAB) and it received funding from BMZ and European Union.

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school fees for children. The increasing training demand from farmers as well as training evaluation by farmers reveal how much FBS fits to their needs.

Different partner structures, such as public or private extension services, parastatal sector bodies such as Ghana COCOBOD, financial institutions, NGOs, private sector organisations or private companies implement the trainings.

## **2. Context**

The concept for FBS is in line with the ABF sustainable exit strategy.

## **3. Authorization to use**

The GIZ GmbH is authorized to use the DBS for contract awards. In addition, other direct departments of GIZ GmbH, such as its country offices and commissioned projects, may also be authorized in individual cases.

## **4. Tasks and activities**

The scenarios and respective tasks and activities listed in the following describe the current need at the time of initiating this DPS. They are non-exhaustive and may change as further aspects could arise after the initiation of this DPS.

The scenarios described are modular and can be combined in the tenders of the individual competitions.

The general categorisation given does not have to appear in the same way in the individual tenders but may include slightly fewer or more activities and tasks. Tasks and activities will be further specified and, if necessary, adjusted in the individual tender documents.

### **Scenario 1: Support in decision-making**

#### **a) Objectives:**

Interested projects, development organisations or local stakeholders have received a detailed introduction into the FBS approach and came up with a decision whether to implement it or not.

#### **b) Main tasks:**

- Introduction to approach & requirements
- Optional: organize FBS exposure visit
- Support interested organisation or project to decide whether to introduce FBS
- Coordinate the process of agreement on target outreach, products, time frame, language, cost sharing model, implementing partners, potential supervisors, strategic content and value chains as well as potential promotion strategies
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#### **c) Estimated scope: approx. 9 expert days over a period of 1-3 months (per scenario)**

## **Scenario 2: Development and adaptation of training material**

- a) Objectives:  
Finalized training material do reflect the economic values and agricultural practices, in line with project objectives and ready to be tested in a pilot training with smallholder farmers.
- b) Targeted experts: Agribusiness trainer or coordinator
- c) Main tasks:
- Optional: If no suitable economic analysis has yet been done by local experts, conduct analysis in the field, comprising a current and improved gross margin study of one main and two complementary farm enterprises using a provided Excel tool. Followed by validation of results from GIZ Headquarters and finalisation of economic analysis according to the received feedback.
  - Adapt already existing training material with information included in the economic analysis provided while considering the context (including among others climatic and cultural particularities of the location, inflation and market price related changes) in line with FBS quality standards
  - Document/integrate feedback/advice on potential improvements of FBS training material (e.g. contents, Excel spreadsheet, methodology/didactics, flow of trainer guide, training notebook/farmers' workbook, posters) for the revision of the FBS material
- d) Estimated scope: approx. 29 expert days (per scenario)

## **Scenario 3: Pilot training and Training of Trainers**

- a) Objectives:  
Training material is tested in a pilot training, adjusted and finalized according to the feedback of training participants. Selected trainer candidates have received a full-fledged Training of Trainers (ToT), including classroom sessions and sessions in the field under supervision.
- b) Main tasks:
- Provide feedback and advice on potential improvements of FBS material (content; methodology/didactics; flow)
  - Prepare contents, methodology and program of FBS pilot training
  - Conduct 1x5 days pilot training with max. 25 participating farmers to test the already adapted training material
  - Facilitate partner discussions and feedback on FBS content, methodology and implementation arrangements
  - Finalise training material: Contribute to the consolidation, final review and validation of the FBS curriculum in line with FBS quality standards and the improvement suggestions made during pilot training, partner discussions and feedback given
  - Submit a report of the pilot training
  - Prepare contents, methodology and program of full-fledged ToT
  - Conduct 2x5 days ToT for groups of max. 25 participants to capacitate future FBS trainers
  - Oversee Trainer Learning Group (TLG) trainings (2x5 days) consisting of 4-5 future trainers together with selected supervisors and coordinators
  - Oversee Pair Learning Group (PLG) trainings (2x5 days) together with selected supervisors and coordinators
  - Submit a report of the ToT
- c) Estimated scope: approx. 39 expert days (per scenario)

#### **Scenario 4: Quality management during implementation**

- a) Objectives: Training material and FBS trainers are updated.
- b) Main tasks:
  - Updating of training material, e.g. prices, good practices, etc.
  - Organisation and facilitation of refresher trainings for trainers (ca. 3 days).
    - o Update trainers' knowledge
    - o Stimulate competition
    - o Introduce innovations
  - Coordination of trainer network
  - Management of post-training support for participants, e.g. additional technical trainings
  - As ambassador, ensure promotion of training measures and its impacts as well e-learning offers
- c) Estimated scope: approx. 47 expert days (per scenario)

#### **Scenario 5: Monitoring and Evaluation**

- a) Objectives: A functional and effective monitoring and evaluation system is set up.
- b) Main tasks:
  - Lead role in the monitoring and evaluation of implemented trainings
  - Set up a functioning monitoring system, including adaptation of standard M&E Excel tool
  - Adapt adoption study questionnaire and conduct adoption study
  - Share results with implementing stakeholders
  - As ambassador, ensure promotion of training measures and its impacts as well as e-learning offers
- c) Estimated scope: approx. 37 expert days (per scenario)

## **II. Tender requirements**

### **Period, Scope and Location of Procurement**

The exact conditions of the respective assignment, the location as well as the timeframe will be announced by GIZ when inviting to tenders as part of the individual competitions.