

REQUEST FOR PROPOSAL (RFP)

CONSULTANCY: TO CARRY OUT ASSESSMENT OF OPERATIONALIZATION OF IHEMI AND MBARALI CLUSTER DEVELOPMENT FRAMEWORKS: LESSONS LEARNT

1. Introduction

CARE-WWF Alliance on behalf of the Environmental Feeder Group (EFG) of the SAGCOT Centre Limited is looking for a consultant to conduct an assessment of operationalization of Ihemi and Mbarali Cluster Development Framework (CDF) for the purpose of drawing lessons to inform development of the Kilombero Cluster Development Framework (KCDF). This document sets out the Terms of Reference for the services to be rendered.

1.1. About CARE-WWF Alliance

CARE, a global women's empowerment and poverty alleviation leader, and the World Wildlife Fund (WWF), a global conservation organization, have formed a global Alliance that has been in place for over ten years. This unique partnership brings together the experience of both organizations in over 90 countries around the world, integrating conservation and development with the goal of building just and sustainable food systems and resilient livelihoods. The Alliance piloted this vision for a decade in Mozambique and Nepal; there is now ongoing work in Nepal and Tanzania, as well as technical exchanges globally. Over the last several years, the Alliance has sought to scale up its ambitions by developing high-level partnerships that leverage investments and resources into inclusive green growth programs. In the Southern Agricultural Growth Corridor of Tanzania (SAGCOT), the CARE-WWF Alliance aims to demonstrate a model of agricultural growth that improves the livelihoods of smallholders while maintaining vital ecosystem functions and conserving globally significant biodiversity through private-public partnerships. The SAGCOT Centre Limited (SCL) has the potential to bring together government, businesses, civil society, donor partners and the farming community to pool resources towards a common goal. Many partners have already converged under SAGCOT1. With this regard, the Alliance's goal is to build a coalition of partners to co-create and design triple bottom line interventions that will contribute to lifting 2 million people out of poverty in SAGCOT by 2030 through sustainable, equitable and profitable agricultural development that protects and benefits wildlife, natural capital, climate adaptation, and ecosystems in general.

1 <http://sagcot.co.tz/>

1.2. About the Southern Agricultural Growth Corridor of Tanzania (SAGCOT)

SAGCOT is a **Public Private Partnership** that was initiated at the World Economic Forum (WEF) Africa Summit in 2010 with three overarching objectives: 1) Enhance Tanzania's food security and nutrition; and accelerate agricultural transformation and green growth, 2) Safeguard that #1 happens in a sustainable and responsible manner, 3) Improve livelihoods for smallholder farmers and their communities. The mandate of the partnership is to achieve this by catalysing responsible private sector led agriculture development. The **SAGCOT partnership** includes government, global and local agribusinesses, the Tanzanian private sector, Apex and farmer organisations, Development Partners, Foundations, Research Organisations, Academia and CSOs. Each SAGCOT partner commits to a number of principles of green and inclusive growth contributing to the objectives of SAGCOT. The government institutions have a key role to play in creating a favourable business enabling environment and incentivizing greener and more inclusive agribusiness development through both physical and policy infrastructure development, land use planning, investment promotion, agricultural research and extension services while civil society organisations and academia play a critical role in supporting the SAGCOT initiative in green growth (social and environmental) development. In the context of SAGCOT, inclusive and green growth refers to the development of agricultural value chains that offer strong linkage opportunities to a large number of smallholder farmers and local SMEs, and where the use of environmentally and socially sound and efficient technologies and business models is maximized.

1.3. The Cluster Approach

The SAGCOT initiative is implemented through a "Cluster" Approach to facilitate the development of profitable agribusiness partnerships in 'clusters' along the corridor to achieve economies of scale, synergies and increased efficiency. Clusters are geographic concentrations of interconnected farmers, companies, specialized suppliers, service providers, and associated institutions. Six Clusters were identified in 2010 as part of the design of the SAGCOT Initiative as defined in the SAGCOT Investment Blue Print. The six Clusters are Ihemi, Mbarali, Kilombero, Sumbawanga, Ludewa and Rufiji. SAGCOT Centre Ltd (SCL) started implementation of Cluster activities in late 2015 in the first priority Cluster— Ihemi—which covers the regions of Iringa and Njombe and later Mbarali Cluster which covers the region of Mbeya and Songwe.

The first approach of SCL towards promoting and strengthening inclusive green growth and agricultural transformation within clusters is to design the Cluster Development Framework (CDF) which analyses the current situation, prioritises strategic value chains of focus, and lays out an approach forward, defining initial key actions for SAGCOT and partners within the clusters while engaging key stakeholders. The Ihemi CDF was completed in October 2015 and under implementation since then, while the Mbarali CDF was completed in April 2019. Through the Ihemi and Mbarali Cluster Development Frameworks, SCL has facilitated successful public- private partnerships with specific focus on priority value chains to unlock key bottlenecks and improve the agribusiness policy environment. This was made possible through multi-stakeholder commitments (in a Compact) with a strategic focus to catalyze closer ties, open dialogue on constraints and opportunities for collaboration between Agribusinesses, Regional leadership, Development partners and Non State actors. These interventions have attracted new investments and projects in Ihemi and Mbarali. Equipped with experience from lessons learned in Ihemi and Mbarali clusters, SCL and its partners wish to replicate (and adapt where relevant) the approach used in Ihemi and Mbarali to initiate activities in the Kilombero Cluster (3rd priority cluster and covers the whole Morogoro region). This cluster was launched by the Minister of Agriculture on 24th November 2019 in Morogoro town.

2. SCOPE OF WORK

The scope of work covers assessment of operationalization of the Ihemi and Mbarali Cluster Development Frameworks (CDF) to inform development of the Kilombero Cluster Development Framework through in-depth analysis of the two CDFs process and their implementation.

2.1. Objectives

The overall objective of this study is to provide well-documented, well-structured and practical lessons learned from the planning and implementation of the Cluster Development Frameworks (CDFs) of Ihemi and Mbarali clusters of SAGCOT, and to identify recommendations based on those lessons learned for the development and implementation of future CDFs, in particular the Kilombero CDF.

The specific objectives of the study are:

- to analyse the processes and products of the CDFs to date to improve design and utility of future CDFs, especially the upcoming Kilombero CDF
- to understand better and improve engagement of key stakeholders, notably private sector and SMEs as well as local NGOs and civil society organizations in cluster-level agricultural transformation to improve roll-out of Inclusive green growth activities
- To better understand how Cluster Development Frameworks and associated planning/preparation can more effectively drive inclusive green agricultural transformation at a cluster level
- To identify success factors and positive experiences that have worked well in the planning and implementation of the two previous CDFs, honing in on what led to accomplishment of goals or objectives. What worked? What were best practices associated with planning and implementation of the CDFs?
- To identify weaknesses or areas of improvement, including actions or guidance that led to undesirable or less desirable outcomes. What could have been improved and how? What were the greatest challenges faced and how could these have been averted or dealt with better, particularly through the CDF
- To assess the effectiveness of the CDF approach to date and identify ways to improve it for immediate application in the Kilombero cluster
- To use the results above to document the "modus operandi" for cluster development: an attempt at the step-by-step guide for practitioners

Specifically, the consultant is expected to document the following:

1. To understand and analyse the following:

- Identification, engagement, and participation of key stakeholders and specifically SAGCOT partners such as Private sector and SMEs as well as NGOs and CSOs in cluster-level developments. Did the processes of planning and implementation of the CDFs lead to appropriate inclusivity and participation at all stages?
 - Linkage to groups such as Ihemi GRG, value chain partnerships, and multi-stakeholder processes such as the Cluster Review Meetings
- Data gathering and field work for the CDF. Were these adequate to collect the necessary information and make associated decisions about actions?
- Value chains. Selection and analysis of priority value chains. Identification and prioritization of

associated investment opportunities. What were the success factors and areas of improvement in both the planning and implementation of value chains (including investment opportunities) as laid out in the CDFs and subsequent adaptive management during implementation? How could the CDF better integrate those adaptations from the beginning, or conduct a more effective process of adaptive management during implementation?

- Green Growth strategies. Analysis and identification of priority initial Green Growth (GG) strategies and actions within the CDF. Were these appropriate? Implemented? Why or why not?
 - Could the GG actions/strategies have been better integrated into priority investment opportunities? Or were/are they adequately integrated?
 - Could the GG actions/strategies have been better identified/featured to improve implementation? Or have they been adequately implemented thus far?
- Infrastructure. Identification, prioritization, and implementation. Was priority infrastructure implemented – why or why not?
- Audience/users: Target audience appropriate? Level of usage of CDF? By whom?
 - Initial interventions. Did the CDF lay the foundation for subsequent identification of actions? What % was implemented? Why/why not?
- Technical appendix. Content, utility.
- GIS tools used and provided.
- E.g., AGRInsight – was this useful mapping tool? Why or why not? What would be most useful to have mapped and how would that info be used/accessed by whom?
 - Overall assumptions (e.g., functional cluster model). Did these hold up from the planning stage?
- Monitoring and Adaptive management.
 - Results framework (RF) at a cluster level. What worked, what could be improved? Does this RF at the cluster level appropriately integrate sustainability and inclusive green growth? how does it feed into/link to SAGCOT-wide RF and could this linkage be improved?
 - Adaptive management of all components. What happened and why?
 - Identify key content aspects that changed over time (e.g., priority value chains). Why? Implications for M&E system?
 - Ultimate use/application of CDF. How differed from original conception?
- Differences between the Ihemi and Mbarali CDF processes and products and how this influenced implementation in their respective clusters. Implications.

2. Identify several key challenges of cluster development / inclusive green growth at the cluster level with key stakeholders that may not have emerged from the above analysis, and analyse how these challenges could have been or could be better addressed through the Cluster Development Framework process and document (i.e., planning, implementation, monitoring and adaptive management).

- To develop recommendations based on the above analyses applicable for planning and implementation of Cluster Development Frameworks (CDFs), in particular the Kilombero CDF, regarding
 - Planning process
 - Stakeholder and partner engagement and buy-in, particularly SMEs and private sector
 - Content of final CDF document including structure and organization of document as well as associated tools/analyses
 - Approach to implementation
 - M&E and results framework at cluster level
 - Knowledge management and learning

4. Based on all of the above, to document a draft step-by-step guide for end-to-end planning and implementation of Cluster Development Frameworks for practitioners.

2.2. Tasks

This consultancy will involve:

- Review of previous Ihemi and Mbarali CDF TORs, final documents for each priority value chain, value chain partnership, soil health partnership, and cluster level GRG, technical appendices;
- Review key SAGCOT documentation for clear and up-to-date background information.
- Interviews with SAGCOT Center Ltd staff (central and cluster based), key stakeholders and partners engaged in development and implementation of the CDFs, particularly those based in the clusters
- Consultations at key points with GRG Feeder Groups (i.e Environmental Feeder Group (EFG) and SFG), Regional governments, SAGCOT Centre and others as appropriate to inform of progress and receive key guidance
- Write report and step-by-step guide

2.3. Deliverables

- A report of no more than 40 pages (excluding annexes) that sets out:
 - CDF process and products for both Ihemi and Mbarali clusters
 - Lessons learned in planning and implementation of the Ihemi and Mbarali CDF; including challenges of cluster development / inclusive green growth at the cluster level with key stakeholders.
 - Recommendations for planning and implementation of Kilombero cluster based on lessons learned from the previous 2 clusters (including the list above)
- Step-by-step best practice CDF guide
- Annexes to include
 - Documents referenced
 - List of interviewees and contact information
 - Detailed assessment information
- PowerPoint presentation that summarizes results

3.3. Consultant Qualifications

- CARE-WWF Alliance is looking for a reputable national or internationally recognized consultancy firm, with at least 10 years of experience in agricultural development, preferably with experience in Value Chain analyses and agricultural resilience and sustainability.
- The team must include significant experience in measuring partnership approaches and development framework design.
- The team leader must possess at least a Master's degree in Agricultural Economics, Agribusiness, natural resource management and/or related fields; possess a genuine breadth of experience in assessing agricultural value chains; ability to engage all stakeholders, especially SAGCOT Centre as well as private sector and policy makers both at national and local level; ability to engage farmers and a wealth of practical experience in economic analysis of mixed farming systems; and evaluation skills.
- Previous experience in programs evaluation, working in Tanzania considered a plus.
- Must have knowledge of local context.
- The Alliance recognizes that the consultancy may require different skillsets in the fields of Value chains, mapping, agronomy and specialization on environmental issues and therefore will expect this combination of skills in the consultant team.

3.4. Time Frame

The assignment is expected to be carried out for a period of 40 days from the date of signing of the contract, including five (5) days of draft report writing and five (5) days of the final report submission. Note: Allow at least 1-2 week review by SAGCOT, EFG, SFG and other key reviewers.

Please, submit your application letter, CV and all relevant documents to tz.procurement@wwf.panda.org

Physical Address: (mostly we work from home) Kiko Street, Mikocheni – Off Mwai Kibaki Road Plot 252, P. O. Box 63117, Dar es Salaam, Tanzania Tel: +255 22 277 5346/277 2455/270 0077 Fax: +255 22 277 5535; Website: www.panda.org

4. Deadline for submission:

Applications should be concise full combined Curriculum vitae & financial proposals fully signed, highlighting applicant's company or personal profile, relevant and concrete evidences of experiences on similar works, the proposed approach and methodologies, work schedule and timings of the process. Also apart from one pager application letter, financial proposal should clearly specifying time and other expenses both direct and reimbursable, these include unit costs on professional fees and the eligible taxes; kindly submit your applications as instructed by **Thursday 25, June 2020 at 17.00hrs** Tanzania local time. Only successful applicant will be contacted.

Evaluation of the consultancy applications will be done based on WWF procurement guidelines and that

WWF Tanzania is not bound to accept any lowest or highest proposal/bid.