



## TERMS OF REFERENCE FOR A CONSULTANCY AN EVALUATION OF AFAP PROGRAMS 2012 TO 2014

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### 1. Background.

The African Fertilizer and Agribusiness Partnership (AFAP) is a collaboration among partners : the New Partnership for Africa's Development (NEPAD), The Common Market for East and Southern Africa, the Alliance for Green Revolution in Africa (AGRA), the African Development Bank (AfDB), the Agricultural Market Development Trust- Africa (AGMARK), the International Fertilizer Industry Association (IFA) and the International Fertilizer Development Center (IFDC) These partners are working together to promote the development of sustainable fertilizer markets in Africa and have designed and supported AFAP to specifically increase **Private Sector Participation** and Investment in their on-going initiatives.

AFAP's goal is to establish competitive and sustainable fertilizer markets in Ghana, Mozambique and Tanzania that are capable of providing African smallholder farmers with the incentive and capability to source and use fertilizer to improve crop production and food security. This will be achieved by:

- Working with local, regional and international private fertilizer and other agribusinesses to identify, enable and deliver improvements in the fertilizer value chain that will strengthen the value cost ratio for end user farmers. This will be accomplished through activities that directly address supply, distribution and marketing arrangements that negatively impact the growth of sustainable markets or contribute to inefficiencies in enabling them;
  - Providing and leveraging targeted credit support and grant assistance to fertilizer suppliers, importers, blenders, wholesale and retail distributors for initiatives that contribute to the AFAP goal of developing sustainable fertilizer markets in Africa; and
  - Assisting agribusiness partners with training, mentoring and collaboration to identify value chain needs, potential partners and programs that will deliver real sustainable change;
2. Acting as a conduit between private and public sectors, as well as a coordination mechanism for donors, to ensure that the goals of all parties are being met and that an enabling environment is developed and maintained to engage participants consistent with the Abuja Declaration goal of June 2006 of increasing fertilizer consumption to 50kg of nutrients per /ha. In five years, AFAP will establish a more competitive and sustainable fertilizer industry capable of ensuring that farmers have affordable, timely and reliable access to improved fertilizers. **Structure of AFAP and Highlights of Achievements**

#### To-date:

## **2.1. Current Structure of AFAP**

Headquartered in South Africa in Johannesburg and overseen by a Board of Trustees that meets bi-annually, AFAP is headed by a President and Chief Executive assisted by a Vice-President and four Directors- Finance and Administration, Programs, East and Southern Africa and West Africa Forums. AFAP has country programs and fully fledged offices in the three priority countries supported under the AGRA grant comprised of Mozambique, Tanzania and Ghana. Annex 1 attached is a diagrammatic representation of AFAP institutional set up.

## **2.2. Achievements To-date.**

AFAP's has established an internal monitoring system that collects data on each of the objectives and reports on program **activities** and program **outputs** on a regular basis. The source of the data is largely from program records, partners' reports, returns from participating agribusiness, and relevant web-sites, etc. These data sources shall be available for review as part of the process of verifying progress and status of implementation against the set targets. Significant progress has been made in all the three focus countries as below.

- 62 APCs approved by the AFAP APC Review Committee and Investment Committee in implementation with an additional 19 under review.
- Current guarantees in escrow accounts and in full operation to the tune of \$ 5.585 Million that will release fertilizer to the tune of over \$348 Million
- Estimated additional guarantees for pipeline APCs \$ 2.29 M that will release fertilizer to the tune of over \$30.2 Million
- Current APC will move over 605,000 MT of fertilizer to smallholder farmers once in full implementation
- Reaching over 5.5 Million farmers through a distribution network of 2,786 retailers
- Additional over 954,000 farmers to be reached in pipeline APCs through a distribution network of an additional 407 retailers
- Current approved APCs will increase storage facilities in the rural areas of Ghana, Mozambique and Tanzania by over 119,583 MT (distributor/retail storage in rural areas)
- Additional APCs in pipeline will increase storage by an additional 26,015MT (distributor/retail storage)

Detailed achievements by country are available in the progress report dated December 2014 to be made available.

## **3. Objectives of the Evaluation:**

Since its inception on February 2012 when AFAP began executing its 5 year strategic plan, no external evaluation has been conducted. These Terms of Reference are for the first external evaluation of AFAP that will mark the mid-term evaluation of AFAP. The evaluation is aimed at assessing the impact of AFAP's work to date based on its Strategic and Business Plan of 2012. This will involve assessing the impact on the fertilizer value chain on actors in the private sector distribution system – importers, blenders, manufacturers, financiers, fertilizer supply companies, hub-distributors, agrodealers etc. and evaluating the linkages with the public sector and the regional bodies and how the AFAP initiatives, particularly the Agribusiness Partnership Contracts (APC) mechanism are impacting on availability of fertilizer and its usage at the smallholder farmer level. The focus is mainly in three AGRA priority countries of Tanzania,

Mozambique and Ghana and to a less extent the pilot countries of Cote d'Ivoire, Ethiopia, and Nigeria, where AFAP is implementing its activities.

The overall objective of the mid-term evaluation is to make an independent assessment of the progress attained to-date in relation to expected early outcomes, from grant proposal indicators, highlighting what works well, and what can be improved to enhance the likelihood of achieving the program objectives. The evaluation shall also identify any changes in grant disbursement, donor requirements and the program implementation environment that may have occurred and establish whether the assumptions at the program inception still hold true.

#### **4. Scope of work:**

The mid-term review shall evaluate the AFAP program performance from its commencement in in 2012 to date in the four countries where the program operates. A representative sample of grants will be selected for review, based on the progress reports and documented success stories from the field. The review will also engage program stakeholders (including, but not limited to donors, AGRA, APCs, Suppliers, fertilizer Companies, Government officials etc.) through key informant interviews. The review will deal with a key question of whether the AFAP, as a program has made progress towards achieving its stated objectives. Specifically, the MTR will seek to obtain answers to the following evaluation questions:

The evaluation will address key questions responding to the five broad objectives of AFAP as below:

##### ***4.1. Changes in availability, usage and users of fertilizer in the target countries:***

- 4.1.1. What is the capacity of new/improved blending/granulation plants with AFAP support?
- 4.1.2. What are the incremental volumes and values of fertilizer entering the value chain through AFAP activities?
- 4.1.3. What is the effect of these changes at the smallholder producer level;
- 4.1.4. What linkages or partnerships (private/private; public/public or public/private) have emerged, created or strengthened as a result of AFAP activities;
- 4.1.5. How have the agribusiness partnerships in the form of agribusiness partnership contracts affected the flows, availability and affordability of fertilizer in the target countries.
- 4.1.6. What distribution channels are most effective and efficient in facilitating the flow of fertilizer along the value chain to smallholder farmers (comparing: para-government run distribution channels; cooperative/farmer run channels; agrodealer channels, etc)
- 4.1.7. What role has the supplier credit guarantee financing mechanism played to-date in unlocking flow of fertilizer between the large importing companies, large urban distributors and rural based agro-dealers/stockists?

##### ***4.2. Changes in major suppliers (manufactures, blenders, importers etc) in the target and pilot countries:***

- 4.2.1. Which are the new value chain drivers assisted by AFAP in the target and pilot countries;
- 4.2.2. What is the market share of new fertilizer suppliers that entered the market with AFAP support?
- 4.2.3. What benefits are accruing to farmers as a result of new players and competition in the fertilizer space. What evidence exists of these benefits in the form of improved prices and services to smallholder producers?
- 4.2.4. What changes in form of new investments, increases in fertilizer flows, distribution networks, etc have occurred through AFAP support?

- 4.2.5. What partnerships and linkages have been created along the value chain and the broader fertilizer industry in the target countries and how have they improved the flow of fertilizers;
- 4.2.6. What cost savings/changes can be attributed/associated with the new investments, partnerships and how are these likely to affect fertilizer prices at the farmer level.

#### **4.3. Changes in fertilizer warehousing capacity along the value chain in the target countries.**

- 4.3.1. Where along the value chain have the major investments in warehouse capacity occurred;
- 4.3.2. To what extent has the AFAP Matching Investment Fund catalyzed new investments in expanding the warehouse capacity in the target and pilot countries.
- 4.3.3. What is the value in new investments in warehousing capacity supported/attributable to AFAP involvement?
- 4.3.4. What is the total metric tonnage of additional warehousing capacity arising from AFAP matching investments;
- 4.3.5. What is the capacity utilization of the additional warehouse capacities created under the AFAP Matching Investments?
- 4.3.6. What are the spill over businesses created through this capacity increase?

#### **4.4. Changes in blending and granulation facilities in the target countries;**

- 4.4.1. Profile the new investments in blending and granulation facilities in the target and pilot countries;
- 4.4.2. What is the effect of these new blending facilities on the suitability, affordability and availability of fertilizer in the respective countries;
- 4.4.3. Do the new facilities address the site- and crop-specific fertilizer requirements
- 4.4.4. What are the target markets (smallholder farmers or large commercial farmers) for these new fertilizer investments;
- 4.4.5. What are the distribution channels adopted by the new investments to reach the smallholder producers;
- 4.4.6. What financing arrangements has AFAP facilitated and what benefits have these been?

#### **4.5. Market Information**

- 4.5.1. What is the impact to the fertilizer value chain of accessing the market information system?
- 4.5.2. What is the opinion of the suppliers about the available market information system?
- 4.5.2. What type of information from the system is beneficial to suppliers and how are they using the information?

#### **4.6. Resource mobilization and support from other donors**

- 4.6.1. What new funding opportunities have been actualized in support of the AGRA grant to date;
- 4.6.2. What is the potential of AFAP tapping into private sector corporate social responsibility funds to support fertilizer market development?
- 4.6.3. What new funding opportunities are emerging in support of the fertilizer industry and market development;

#### **4.7. Partnerships and Policy**

- 4.7.1. What partnerships have been created that are beneficial to the program?
- 4.7.2. What partnerships created are making a contribution to the AFAP goals?
- 4.7.3. What partnership opportunities are emerging/are out there to be pursued?

## **5. Methodology and Approach:**

The review shall entail a mixture of methods, both qualitative and quantitative for data collection and analysis. The consultants will review key program documents, and reports from grantees, field officers and other partners. Such documents shall include but not limited to the background program documents, grant proposals, progress reports, consultancy reports, and other documents related to the program. Besides review of relevant literature related to the assignment, the consultants shall also undertake data collection using structured interviews with key informants, as well as administer questionnaires to a statistically acceptable sample size of AFAP grantees, agro-dealers, and other relevant respondents to enrich the program review with quantitative information.

As part of the tendering process, the consultant shall outline the methodology and approach in carrying out the mid-term evaluation. The methodology(s) proposed should combine a blend of quantitative and qualitative approaches. AFAP expects that the methodology for evaluation shall address the question of how to attribute changes to AFAP strategies and incorporate the “with project and without project” comparison. The dimensions of change, and the questions to be addressed, are illustrative of the information that should be analyzed, and should be treated as a starting point only. Additional and pertinent questions and issues that enrich the evaluation are welcome.

## **6. Expected Deliverables**

The consultant (s) shall be expected to prepare and submit to the client a set of key reports in the course of undertaking this assignment. These reports shall be reviewed and accepted by the client before payment is approved. The following have been identified as key reports to be submitted:

- 6.1. **An Inception Report** – This shall be prepared and submitted within two weeks after the signing of the contract. The consultant will prepare this after reviewing key technical documents and after discussion with the client. The inception report shall focus on: the understanding of the Terms of Reference and scope, the relevant methodology to be adopted, the evaluation design and key questions, and, the work-plan for the assignment. The inception report shall be reviewed by AFAP management within 5 days after submission, and shall have to be approved before proceeding to the next phase.
- 6.2. **Progress brief** - While there is no formal progress report required during the assignment implementation, between inception and Draft report submission, the consultant (s) shall be expected to regularly (bi-weekly) share with the client, key emerging issues and trends to avoid surprises or misconceptions by either party.
- 6.3. **Draft Report** – This shall be prepared and submitted to the client towards the end of the assignment. The draft report shall require feedback in form of comments, questions and inputs from the client. In addition, the consultant (s) may also be required to present the Draft Report to a wider AFAP audience for validation.
- 6.4. **Final Report** – This shall be no more than 30 pages, and submitted to the client on, or before the expiry of the assignment contract. Any valid extension may be mutually agreed between the Consultant (s) and the Client, provided it carries no extra cost to the latter. The following will also be expected from the Consultant:
  - A master copy of the final report suitable for reproduction, and four copies, in full-color and bound, as well as soft copies.
  - Submission of the final report, after incorporating the comments/inputs on the presented draft report. The final report shall have actionable recommendations

- All data-sets (in SPSS/Stata) and questionnaires used during the review shall be a property of AFAP, and shall be the responsibility of the consultant to carefully deliver them to AFAP.

## **7. In-house Resources**

The Consultants (s) shall be provided access to documents, databases, financial records, contacts for AFAP grantees, program staff, introduction letters and other program related files upon signing the contract, and thereafter, as need arises.

## **8. Budget and Proposed Payment Schedule:**

The consultant (s) shall be required to submit a budget breakdown, in form of a financial proposal. The budget presented should include professional fees, travel and subsistence, reproduction charges, courier costs (if applicable) and unit costs should be calculated as a per day tariff (e.g. fees).

## **9. Payments will be made as per the following schedule:**

- 40% of total payment upon submitting an acceptable Inception Report
- 20% of total payment upon submission of an acceptable Draft Report
- 40% of total payment upon submission of an acceptable Final report (as specified in this TOR)

## **10. Criteria for selection of the Consultant**

The consultant shall be selected on the basis of their proven experience, qualifications and ability to deliver a quality product in a timely and efficient manner. Particular qualifications and experience of the lead consultant and team members include:

- At least a Masters' degree in either Agricultural Economics, Agri-business Rural Development, or a related field and at least 5 years of relevant experience in fertilizer business industry in Africa (Team leader); and at least a Bachelor's degree in the similar disciplines and 3 years of experience for other team members.
- Experience in conducting Program evaluations, particularly in the area of agricultural programming, project cycle management, fertilizer business value-chain and development, Agro-dealer development, farmer cooperatives and produce marketing.
- Experience in planning and conducting both qualitative and quantitative research (conducting survey fieldwork, data collection, validation, entry and analysis)
- Demonstrated ability and experience in working with the business industry and the capacity to undertake the study in at least four African countries;
- Excellent writing skills, with publication record in one discipline related to assignment
- Demonstrated analytical skills;
- Past related experience in sub-Saharan Africa; and
- Excellent English communication skills.

**11. To apply:**

A firm or a group of individual Consultants who have the above specified skills and qualifications are invited to confidently apply to the address below:

To: Chief Executive Officer/President  
Attention: Programs Director - Africa  
African Fertilizer and Agribusiness Partnership (AFAP)  
Edenburg Terraces, Block D, Third Floor  
348 Rivonia Boulevard  
P.O. Box 53  
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