

Terms of Reference

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|-------------------------------------|---|
| Title | : Cooperatives assessment of FO |
| Country | : Côte d'Ivoire |
| Project number | : 26ATCI-10235 |
| Assignment number | : ASM.22669 |
| Period | : March 2026 |
| Cooperative advisor (CA) | : Rachel MIESSI AKA |
| Mode of Agripool involvement | <input type="checkbox"/> Remote (Online) only <input checked="" type="checkbox"/> Field visit included |

Background of the assignment

The Farmer-Focused Transformation (FFT) programme is Agriterra's long-term approach to strengthening Farmer Organisations (FOs) as professional, business-oriented and influential actors in agricultural value chains. During FFT Phase 1 (2021–2025) in Côte d'Ivoire, Agriterra supported 15 FOs in cocoa and cashew, achieving measurable progress in governance, financial management, access to finance, market integration, processing initiatives, and inclusion of women and youth.

However, FFT1 also revealed important lessons:

- Not all cooperatives progress at the same pace or demonstrate the same entrepreneurial readiness;
- Business-led transformation (processing, service provision, investment finance) requires stronger institutional maturity than basic cooperative support;
- Strategic focus and milestone-based engagement are essential to avoid dependency and maximise impact.
- Building on these lessons, FFT Phase 2 (2026–2030) introduces a more selective, milestone-driven and investment-oriented approach.

FFT2 in Côte d'Ivoire will prioritise cooperatives that show clear ambition and capacity to:

- Operate as viable agricultural enterprises,
- Invest in cocoa processing and by-products,
- Develop sustainable service models for members,
- Mobilise internal and external capital, and
- Engage credibly with financial institutions, buyers, and public authorities.

For the phase 2 of FFT, Agriterra must objectively assess and classify cooperatives to determine which new FOs will be onboarded into FFT2,

Agripool experts will support Agriterra Côte d'Ivoire by conducting structured, independent cooperative assessments using Agriterra's proven frameworks. Their role is not to provide implementation support, but to bring peer-based judgement, financial and business expertise, and external objectivity into a critical decision-making phase.

By mobilising Agripool expertise, Agriterra ensures that FFT2 portfolio decisions are:

- Evidence-based and transparent,
- Aligned with donor expectations on efficiency and impact,
- Credible to financial and private-sector partners, and
- Anchored in Agriterra's unique value proposition of farmer-to-farmer and cooperative-to-cooperative learning.

This assessment process is therefore a foundational investment for FFT2, ensuring that the next phase builds directly on FFT1 achievements while avoiding duplication, dependency, or dilution of impact.

Main objective

To support Agriterra Côte d'Ivoire in selecting high-potential, investment-ready Farmer Organisations for FFT Phase 2 through structured, independent cooperative assessments.

Specific objectives

- Assess institutional maturity (governance, leadership, accountability)
- Analyse financial management systems and finance readiness
- Evaluate business ambition and feasibility (processing, services, markets)
- Assess capacity for internal capitalisation and external financing
- Classify FOs according to FFT2 pathways or exit/graduation options

Expected results

Below are the expected results of the assignment:

1. Completed assessment reports for each FO visited
2. Clear scoring and classification aligned with FFT2 criteria
3. Practical recommendations for:
 - a. FFT2 implementation with the FO
4. Inputs to Agriterra's final FFT2 portfolio decision

Assignment details

- Composition of the Agriterra assignment team:
 - 1 Agripool expert
 - 1 Agriterra cooperative advisor
- Duration of the assignment: The time frame of the assignment will be nine days (including international travel) in the period of 7 to 14 March 2026 or 15 to 22 March 2026. This excludes two days for preparation, two days for reporting and one day for follow-up over a period of one month maximum.
- Arrangements:
 - Agriterra will arrange and cater for flight, hotel, transportation, programme for the Agriterra assignment team.
- Responsibilities Agriterra: Logistics, internet connection, expert contracting, approval of final report
- Responsibilities client: required information

Tentative programme

Cooperative assessment 1

| Day | Date | Programme | Available |
|-----------|------------------|--|---|
| Thursday | 26 February 2026 | Briefing Agripool experts Discussion on objectives and working methods | Agripool expert/CA |
| Tuesday | 3 March 2026 | Online Introduction meeting with client and Agriterra team | Agripool expert/CA/Cooperative |
| Saturday | 7 March 2026 | Flight to Abidjan | Agripool expert |
| Monday | 9 March 2026 | Introduction client and cooperatives assessments | Agripool expert/CA/Cooperative |
| Tuesday | 10 March 2026 | Cooperatives assessments | Agripool expert/CA/Cooperative |
| Wednesday | 11 March 2026 | Cooperatives assessments | Agripool expert/CA/Cooperative/ Others (if required) |
| Thursday | 12 March 2026 | Cooperatives assessments | Agripool expert/CA/Cooperative |
| Friday | 13 March 2026 | Final presentation, conclusions, recommendations action plan for follow up | Agripool expert/CA/Cooperative |
| Saturday | 14 March 2026 | Return travel | Agripool expert/CA |
| Sunday | 15 March 2026 | Arrival | Agripool expert |
| Thursday | 26 March 2026 | 2 hours online follow-up for finalising the report | Agripool expert/CA |
| Thursday | 02 April 2026 | 2 hours online follow-up for finalising the report | Agripool expert/CA |

Cooperative assessment 2

| Day | Date | Programme | Available |
|---------------------|----------------------|--|---|
| Thursday | 26 February 2026 | Briefing Agripool experts Discussion on objectives and working methods | Agripool expert/CA |
| Tuesday | 3 March 2026 | Online Introduction meeting with client and Agriterra team | Agripool expert/CA/Cooperative |
| Saturday | 21 March 2026 | Flight to Abidjan | Agripool expert |
| Monday | 22 March 2026 | Introduction client and cooperatives assessments | Agripool expert/CA/Cooperative |
| Tuesday | 23 March 2026 | Cooperatives assessments | Agripool expert/CA/Cooperative |
| Wednesday | 24 March 2026 | Cooperatives assessments | Agripool expert/CA/Cooperative/ Others (if required) |
| Thursday | 25 March 2026 | Cooperatives assessments | Agripool expert/CA/Cooperative |
| Friday | 26 March 2026 | Final presentation, conclusions, recommendations action plan for follow up | Agripool expert/CA/Cooperative |
| Saturday | 27 March 2026 | Return travel | Agripool expert/CA |
| Sunday | 28 March 2026 | Arrival | Agripool expert |
| Thursday and Friday | 02 and 03 April 2026 | 2 hours online follow-up for finalising the report | Agripool expert/CA |

CA = Liliane Tokore, Yann-Cedric Kouassi, Agriterra Cooperative Advisor

Agripool expert = [Name]

Annexes

1. Vacancy agripool
2. Cooperative assessment report and annexes

Agriterra, for cooperatives

We are a purpose-driven organisation, aimed at strengthening farmer cooperatives in 13 countries in Africa and Asia. Agriterra's wheel of impact depicts how strong farmer cooperatives contribute to societal development and the relevance to many of the Sustainable Development Goals of the United Nations. Positively impacting farmer cooperatives is at the heart of our identity and is reflected in our legal entity as a Dutch non-profit foundation.

Agriterra provides high quality and hands-on advice, training and exchange services to farmer cooperatives with maximum impact to support dynamic, economic and sustainably strong and productive rural areas. We draw on a century of cooperative knowledge in the Netherlands shared through our extensive network in the Dutch agri-food sector. These Agripool experts from farmer organisations across the world work with Cooperative advisors from our country offices, supported by staff teams in the Netherlands.

In 2022 Agriterra worked together with 579 farmer organisations, trained 8,989 people and 3,808,366 farmers were reached.

