



Terms of Reference

Improved mango processing capacity in Chad **Moundou and N'Djamena, Chad**

Background

Based on the request – and input provided – by the ecosystem of entrepreneurs in Moundou (supported in project PSS21TD01 NL Ecosystem Initiative Chad), RVO and Netherlands embassy office in Chad decided to commission a mango value chain assessment (PST22TD01 Study mango value chain Moundou), and subsequently the Route de la mangue project was developed (project PKB23TD01). Implementation of the project started in April 2023. End date was initially set at 30 September 2024, but extended to 30 April 2025. The project covered two mango production seasons.

The “Route de la mangue” project aimed to professionalise the mango value chain in Moundou region, decrease loss of huge volumes of mangoes, better valorise production through processing (mostly drying) and create sustainable and decent jobs. Objective was to implement both quick wins identified during the value chain assessment conducted in last quarter 2022 (to be implemented during mango season of April-May 2023 and subsequent season of 2024) in improving the mango sector, as well as to strengthen the mango sector in Moundou to better valorise and sustain the mango production in the longer term.

Key results of the project include: A number of innovations introduced in different steps of the value chain, mostly in production process of the chain. Mango platform is not established (conflict and distrust in local network in Moundou, involved in initial project idea as part of NL ecosystem approach). New dryers installed and study on processing companies is available.

During evaluation phase of the project and discussing potential follow-up activities, it was decided to focus on processing companies as drivers of change in the value chain. The available study on processing companies (annex to these ToR) forms a starting point for selection of companies (update of the 2023 study would be needed). Besides dried mango, it was suggested to also include diversification of products since mango production remains seasonal (lessons learnt from a.o. DryMore project).

Besides a value chain approach, targeting the processing companies allows for clearer impact measurement on business development and employment, and therefore value addition. This approach will also be less sensitive for conflict and distrust among value chain actors.

Baseline for the project will be the available study entitled “Rapport diagnostic des technologies de transformation de la mangue”. This study:

- assessed the state of the various mango processing methods (mainly mango drying) in Chad.
- evaluated equipment and tools used for mango processing in Chad.
- proposed a strategy for improving mango processing methods and tools used in Chad.

Nineteen production units (10 in N'Djamena and 9 in Moundou) were surveyed and assessed on criteria like processing operations, quality of final product, environmental and hygienic measures, equipment used, and human resources. The study “Rapport de l'étude de diagnostic du système de production de la mangue séchée dans les unités de production dans les villes de Moundou et N'Djamena” is available as an annex to these ToR.

Objective

Objective of this project is to professionalise mango processing companies in Chad. These processing companies play a key role in decreasing loss of huge volumes of mangoes, better valorise mango production and create sustainable and decent jobs. By better valorising the mango production, the mango processing units can contribute to regional sustainable economic development and creation of employment, including job opportunities for youth and women specifically.

Activities

As the available assessment report is quite directive, candidate implementing parties are requested to elaborate proposed activities required to achieve below-mentioned expected results. In the assessment report, some operational aspects of processing companies are evaluated as unsatisfactory. Candidate implementing parties should address and propose how to deal with these.

As benchmark for suggested activities:

- Update of the assessment report review and assess evolution of the companies since the assessment;
- Based on the updated assessment, include a selection process and elaborate selection criteria including motivation of the companies to actively engage and contribute to the project;
- positive selection during the trajectory as well as separated and tailor-made (to the level) capacity building trajectory could be considered, as well as joint activities and joint training sessions;
- Elaboration of action plans per company for 18 to 24 months including operations, HR, quality, marketing, access to market, access to finance, like:
 - Infrastructure & Equipment Support: Provide advice on actual processing equipment, storage and packaging tailored to each company's production.
 - Technical training for processors on food safety, hygiene, and quality control.
 - Identify opportunities to increase sustainability, e.g. by promoting renewable energy solutions like solar dryers, and attention for working conditions, especially for women.
 - Facilitate partnerships for marketing, support certification and product branding.
 - Business and financial management training for company staff.
 - Set up of an M&E plan including set of key performance indicators, including "fixed" PSD Toolkit indicators as well as additional indicators on business performance and quality.

Results/Deliverables

At least 5 mango processing companies implement a more sustainable and economically viable business model, leading to more income and better jobs.

Inception Phase

- Updated assessment report including actual status of processing companies and assessment of progress made and current situation.
- Elaborated selection criteria and transparent selection process discussed with EKN and RVO.
- Action plan per company is fine-tuned based on updated assessment.
- M&E plan is developed.
- Baseline is conducted.

Implementation Phase

- At least 5 mango processing companies are selected based on updated 2023 assessment report.
- Selected mango processing companies have more efficient and more sustainable business operations in aspects like sustainability, quality, quality control.
- Strengthened technical and managerial skills for selected local processors.
- Increased value addition: Production of mango-based products (dried mango, juice, puree, jam) that meet local market standards.

Selected processing companies have improved market access based on a more robust and sustainable business plan and a strengthened marketing strategy, including optimal use of processing equipment year-round, and diversification of products.

KPI's

The PSD Toolkit includes a number of obligatory indicators for the implementing team in order to aggregate project results at programme level. In addition project specific monitoring and evaluation criteria can be included in your offer.

Minimum indicators to be included in reporting include following PSD Toolkit indicators:

- A1 Number of companies with a supported plan to invest, trade or provide services - Number of MSME's with a supported plan to invest, trade or provide services
- A2 Number of direct jobs supported in individually supported MSME's -
- A6 Number of people trained or skills developed
- A7 The extent to which local MSMEs use increased resources and capacity to perform better (more inclusive, social, sustainable and profitable)

A minimum target of 40% of participants being youth and women is set. This covers all management, technical and support staff if the companies. The implementing partner is requested to elaborate a plan of approach to actively engage women and youth. Candidate implementing party is requested to elaborate a concise monitor & evaluation plan including the above-mentioned indicators, but also more indicators on outcome level to measure a professionalized mango processing capacity.

Corporate Social Responsibility

One chapter of the final report has to deal with corporate social responsibility (CSR) issues (e.g. gender, land rights etc.) and a description to which Social Development Goals (SDGs) the project contributes and how.

Communication

The project will start with a kick off meeting with the counterparts in the Netherlands embassy office in Chad and with RVO to align expectations of parties involved, to scope the already present information and to plan activities of the inception phase.

Regular contact with the representative of the Dutch embassy and key partners is requisite. The consultant is requested to elaborate at least 1 news items every 3 months (with photos/videos) for communication purposes to be shared on relevant social media channels. As part of the assignment the consultant will provide RVO a two pager on the project and the results (if possible, with a photo, free of rights) which can be used for communication purposes.

Implementation

The assignment should start as soon as the contract has been awarded (planned for 1 January 2026) and is expected to last until 31 December 2027.

The consultant will submit the following report(s) according to the given timeline:

- Inception report including the following elements;
 - Updated assessment report including actual status of processing companies and assessment of progress made and current situation.
 - Elaborated selection criteria and transparent selection process discussed with EKN and RVO.
 - Action plan per company is fine-tuned based on updated assessment
 - M&E plan and baseline.
- A draft final report will be submitted to all parties involved for comments within 1 month before the deadline of the project. These comments should be taken into consideration when finalising the report. The report will be submitted to the Dutch embassy and RVO.nl.

About RVO

The Netherlands Enterprise Agency (Rijksdienst voor Ondernemend Nederland, RVO) is an executive body of the Dutch Ministry of Economic Affairs. RVO helps business owners run sustainable, agricultural, innovative or international businesses. RVO operates in the Netherlands and abroad in partnership with governments, knowledge centres, international organisations and numerous other bodies. The Netherlands Enterprise Agency's overall aim is to improve opportunities for business owners and help them become more competitive. As part of the Sustainable Development Department, several RVO teams work on development cooperation.

About PSD Toolkit

PSD Toolkit contributes to local private sector development by creating an enabling environment for sustainable economic growth and strengthening local MSMEs. It furthermore aims to strengthen the impact of other programmes (with a link to private sector development). The PSD Toolkit interventions are tailored to address local challenges by leveraging Dutch knowledge and expertise wherever possible."

The PSD Toolkit empowers NL embassies in the PSD countries to contribute to private sector development in 'their' countries, both through tailor-made interventions and long-term programming (where possible with other PSD interventions and programmes).

Annex

Rapport de l'étude de diagnostic du système de production de la mangue séchée dans les unités de production dans les villes de Moundou et N'Djamena.