

# **TERMS OF REFERENCE**

**BASELINE STUDY FOR THE IRRIGATION  
SCHEMES DEVELOPMENT PROJECT IN  
UNYAMA, NAMALU AND SIPI REGIONS,  
UGANDA.**

## **1.0 Introduction**

The Government of Uganda with support from the Islamic Development Bank (IsDB) and the Arab Bank for Economic Development in Africa (BADEA) is implementing the Irrigation Schemes Development Project in Unmaya (Adjumani, Amuru, Nwoya and Gulu), Namulu (Moroto, Napak, Nakapiripiriti, Soroti, Katakwi, Ngora, Kumi, Nabilatuk and Amuria) and Sipi (Amudat, Bukedea, Kapchorwa, Bulambuli, Sironko and Kween) regions.

The expected outcomes by 2028 is to enhance agriculture production, productivity and increase farmers' revenue and welfare of the rural communities in a climate of climate change by improving timely water delivery, water use efficiency, and introducing Natural Resource Management (NRM) in the project catchment.

The Project components comprise the following: (A) Agriculture Infrastructure Development; (B) Agribusiness Development; (C) Integrated Natural Resource Management; (D) Project Management and Coordination; (E) Project Financial Auditing; and (F) Contingency Emergency Response Component. These in brief are:

### **1.1 Agriculture Infrastructure Development:**

This component will focus on irrigation infrastructure and will include the following three sub-components: (i). Irrigation Infrastructure Development, (ii) Sustainable Management of Irrigation Scheme through Farmer Based Organizations and (iii) Irrigated Agronomy, Soil and Land Improvements.

### **1.2 Agribusiness Development:**

This component aims Capacity building of farmer groups in post-harvest handling & management technologies, food processing technologies and phytosanitary measures, value chain actors on product standards and food safety, farmer groups in commodity bulking ,collective marketing & establishment of sustainable market linkages, equipping farmers with agribusiness skills, financial accessibility & financial management, farmer organizations in business skills and development & general accounting skills and entrepreneurship skills and linking of farmers to input providers, financial institutions, traders and processors.

### **1.3 Integrated Natural Resources Management:**

This component aims at establishing a viable basis for irrigated agriculture and natural resources management in the five irrigation schemes and their surrounding watersheds. It will support Soil and Water conservation, Sustainable Forest Management and Capacity Development.

### **1.4 Project Management:**

The National Project Coordination Unit (NPCU) is responsible for overall project coordination, financial management, procurement, monitoring and evaluation and capacity building.

## 2.0 Baseline Purpose and Scope

The project is anticipated to benefit **15,200 farmers** through providing training on value addition and processing; **12,700** producers shall be linked to high value markets and **20,360** beneficiaries shall be trained in Natural Resource Management from the proposed schemes in Unyama (Adjumani, Amuru, Nwoya and Gulu); Sipi (Amudat, Bukedea, Kapchorwa, Bulambuli, Sironko and Kween); Namalu (Moroto, Napak, Nakapiripiriti, Soroti, Katakwi, Ngora, Kumi, Nabilatuk and Amuria).

The baseline survey will facilitate the first step in building an M&E system a primary element of the project monitoring and evaluation plan. Also, the baseline shall serve the following purposes:

1. To provide an information base against which to monitor and assess project progress and effectiveness during implementation and after the project is completed. Mid-term reviews, project completion reports and other evaluations judge progress largely by comparing recent data with the information from the baseline study.
2. The baseline will provide data upon which projects' progress on generation of outputs, contribution to the expected outcomes and impacts is assessed.
3. The baseline study will gather the information to be used in subsequent assessments of how efficiently the project is being implemented and the eventual results of the project, and forms a basis for setting performance targets and ensuring accountability to partners and other stakeholders.

The firm will particularly take the following issues into consideration:

- (i) the analysis of how crucial data to inform evaluations (such as midterm and end of intervention evaluation etc.) and monitoring will be collated;
- (ii) assessment of the relevance of the adopted strategy (as informed by the baseline studies conducted before project implementation);
- (iii) the examination of factors that can have an impact on the implementation process and the efficiency in achieving the original objectives;
- (iv) the confirmation whether the objectives have been defined accurately with regard to currently existing needs;
- (v) the assessment whether indicators are relevant as well as whether their additional modification would be necessary;
- (vi) the assessment of how effective and efficiency the intended results can be achieved and also how progress in attaining objectives can be reported;
- (vii) the assessment of the proposed management quality of the project implementation;
- (viii) the assessment of how reliable data are referring to the products and the intervention results, including the monitoring system can be gathered;
- (ix) providing useful information for making decision about the performance management.

### 3.0 Scope of work

The baseline study covers three (03) sites of Unyama (Adjumani, Amuru, Nwoya and Gulu); Sipi (Amudat, Bukedea, Kapchorwa, Bulambuli, Sironko and Kween); Namalu (Moroto, Napak, Nakapiripiriti, Soroti, Katakwi, Ngora, Kumi, Nabilatuk and Amuria) in fourteen (14) districts.

The project target groups include households, clan leaders, local council committees, local authority staff (sub-county chiefs, sub-county community development officers and sub-county production officers), agricultural and health staff responsible for nutrition services, district community development officers, district forest officers, district natural resource officer, and district production officers.

The study shall examine livelihoods, resources and opportunities, access to productive resources and the socio-economic skill base, food production levels amongst households, nutrition status of various households, ability of households to access basic services, gender exclusion and productive resource access and how these affect food security, livelihoods, and socio-economic empowerment of households. Gender and exclusion analysis will be carefully done to provide an understanding of any deeply rooted social norms and practices, existing stereotypes, hindrances to gender equality and/or enablers for gender exclusion, gender equity in participation of female and male. It will also cover how to address gender stereotypes that do not encourage both female and male to embrace the available skills development programmes, what creates and/or reinforces barriers to social and economic opportunities for female and male, as well as possible strategies for overcoming them in the targeted districts.

### 4.0 Methodology/approach

The consulting firm is expected to articulate the methodology that will generate responses to the aspects articulated in the study objectives and the scope. The study design should be clearly specified, and the quantitative and qualitative approaches that will be used should be elaborated in detail. Methodologies that will facilitate mapping of households selected samples.

### 5.0 Outputs/deliverables

This baseline study will have the following deliverables indicated below:

1. Inception report that includes a detailed work plan, timeline and methodology with all the research instruments to be used in the study.
2. An Updated M&E indicator table/ results framework with baseline values for each indicator as well as household livelihood indicators. **See Appendix 1.**
3. A 2<sup>nd</sup> draft report for review.
4. Final report (maximum 50 pages - excluding annexes and appendices).
5. All materials produced by the research (3 bound hard copies of the report).
6. A CD containing a clean dataset, all transcriptions, and other related materials).

The baseline report should be presented in clear and grammatically correct English, Arial font, size 12. The report outline should include the following: standard cover sheet; executive summary; introduction (project background, purpose and objectives); study context; methodology (research questions, research design, study instruments, sample, data collection, data analysis, and study limitations); study findings, conclusions, references and appendices.

## 6.0 Timeframe and estimated working days

The assignment should not last not more than **60 working days** from the commencement date.

ACTIVITY	DELIVERABLES	WORKDAY ALLOCATION	PAYMENT SCHEDULE
<ul style="list-style-type: none"> <li>Literature review and development of work plan</li> <li>Participate in an Inception Meeting with project staff and M&amp;E of the project and relevant partners.</li> <li>Draft inception report.</li> </ul>	Inception report	20 working days	20%
<ul style="list-style-type: none"> <li>Review Documents and stakeholder consultations.</li> <li>Interview stakeholders,</li> <li>Conduct field visits,</li> <li>Analyse data,</li> <li>Develop draft baseline &amp; revised M&amp;E Performance Measurement Plan.</li> </ul>	Draft baseline report  Stakeholder workshop presentation	30 working days	50%
<ul style="list-style-type: none"> <li>Present draft baseline and a revised M&amp;E Performance Measurement Plan.</li> <li>Finalize and submit approved baseline, recommendations report incorporating additions and comments provided by stakeholders</li> </ul>	Final baseline report	10 working days	30%

## 7.0 Qualification and experience of the Consultant

The consulting firm or company should have: -

- The company or individual must be tax compliant, have a valid registration certificate and trading certificate.
- The company or individual must avail evidence of such similar assignments executed and provide their referees attesting to their satisfaction.

## 7.1 Qualifications and Experience of Key Personnel

The experts should meet the minimum qualifications and experience as provided in the table below:

**Table 1: Minimum Qualifications and Experience of Key Personnel**

Position	Minimum qualification and experience
Team Leader (TL)	<p><b>Education:</b> A Master's degree in a relevant field preferably in Project Planning &amp; Management or Monitoring &amp; Evaluation.</p> <p><b>General experience:</b></p> <ul style="list-style-type: none"> <li>• A Master's Degree in economics, social sciences, agriculture, agribusiness, gender and development studies or related fields with strong background knowledge and experience of <b>over fifteen (15) years</b> in research and monitoring and evaluation of livelihood programmes.</li> <li>• A Ph.D In the related fields is an added advantage.</li> <li>• Proven strong knowledge and practical application of both qualitative and quantitative methodologies in data collection in baseline studies, analytical skills and interpretation of results.</li> <li>• Prior experience in conducting baseline research for projects having components of agriculture, food security, livelihoods and water programmes preferred.</li> <li>• Good knowledge of gender transformative approaches regarding food security dynamics and sustainable livelihoods framework.</li> <li>• Proven skills in communication, clear analytical writing and presentation.</li> <li>• Has extensive and demonstrated experience in facilitating and coordinating evaluation processes in the sphere of development work by non-governmental organisations and donors (bi-lateral and multilateral agencies)</li> <li>• Has extensive experience in working within the NGO environment.</li> <li>• Previously demonstrated ability to lead and coordinate a multi-disciplinary team in DME activities.</li> </ul>
Monitoring & Evaluation Specialist	<p><b>Education:</b> Bachelor's degree or higher in Economics and/or Statistics or any Social Sciences. Any qualifications in M&amp;E is an added advantage.</p> <p><b>General experience:</b> Minimum of 5 years M&amp;E working experience in programme or project implementation.</p> <p><b>Specific experience:</b></p> <ul style="list-style-type: none"> <li>• At least 10 years' relevant experience in managing water and sanitation project or any associated projects,</li> <li>• Specific experience in organizational development, strategy and communication or other donor funded infrastructure projects in Uganda or other comparable countries.</li> <li>• Experience of developing successful proposals to donors</li> <li>• In-depth understanding of logical frameworks as a tool to develop theory of change and intervention logic.</li> </ul>

	<ul style="list-style-type: none"> <li>• Excellent interpersonal, communication and negotiation skills to work effectively in a multi-cultural environment, often at a distance.</li> </ul>
Statistician/ Economist	<p><b>Education:</b></p> <p>Bachelor's degree in Economics, Development Studies, Statistics, Commerce or other relevant discipline. Master's degree in a relevant discipline will be added advantage.</p> <p><b>General experience:</b></p> <p>Minimum of 05 years working experience in in conducting water intervention related f studies and socio-economic aspects in water, sanitation and environment sector.</p>
Environmental and Natural Resources Specialists/ Agriculture or Agri-business	<p><b>Education:</b></p> <p>Bachelor's degree in Public Health or Environmental Sciences, Environmental Management or Forestry or other related areas. Post graduate qualifications is an added advantage.</p> <p>General experience:</p> <p>Minimum of 8 years working experience. Must be with 5 years' relevant experience in assessment and mitigation of environmental impacts on infrastructure projects in Uganda.</p> <ul style="list-style-type: none"> <li>• Experience in implementing catchment restoration/environmental protection activities.</li> <li>• Experience with environmental policies.</li> </ul>
Public/ Environmental Health Specialists	<p><b>Qualifications:</b></p> <p>He/she shall have at least a Bachelor's Degree in Environmental Health Science, Public Health, Community Health, WASH or other related areas. A post graduate level qualification in fields related to the assignment shall be of added advantage.</p> <p>Experience and skills:</p> <p>At least 5 years of experience in implementing hygiene and sanitation, health education and promotion activities. He/she must have demonstrated work experience of at least 5 years in hygiene and sanitation promotion in rural contexts in Uganda or other comparable countries. He/ She should have experience in development/management of sanitation and hygiene programme as well as in depth knowledge on sustainable sanitation promotion and technologies, hygiene education methodologies and must possess adequate documentation skills.</p>

## 8.0 Supervision

The consulting firm shall be under direct supervision of the Project Coordinator (PC) supported by the Monitoring and Evaluation Team and Component heads.

## 9.0 Dissemination of Findings

The firm with support from Staff will disseminate the findings in locally friendly ways to the key stakeholders (Community leaders, community members, opinion leaders, Sub-County and parish leadership). This exercise will be conducted after Coordination office agrees on the Draft before a Final report can be prepared for submission.

## 10.0 Budget

The firm will be expected to develop a realistic budget to undertake this assignment.

## 11. Baseline Ethics

This baseline shall be independent, impartial, and rigorous. It is expected to contribute to knowledge development, learning and accountability hence the team and the data collection assistants will uphold the highest standards of ethics and professionalism. The firm will comply to the following ethical considerations:

1. To avoid conflict of interest and undue pressure, evaluators need to be independent, implying that members of the baseline Team must not have been directly responsible for the policy/programming-setting, design, or overall management of the subject of baseline, nor expect to be soon. The Consultants must have no vested interest and have the full freedom to conduct impartially their work, without potential negative effects on their career development. They must be able to express their opinion in a free manner.
2. The assignment involves interfacing with some children including those who are very vulnerable. Therefore, the consultants will be required to provide a statement stating a commitment to respect and protect of child rights, as well as adhere to ethics guiding studies involving human research participants.
3. Should protect the anonymity and confidentiality of individual participants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. The consultants must respect people's right to provide information in confidence and must ensure that sensitive information cannot be traced to its source.
4. The baseline sometimes uncovers evidence of wrongdoing. Such cases must be reported discreetly to the appropriate investigative body.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, the consultants must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact during the baseline process, knowing that the baseline might negatively affect the interests of some stakeholders, the consultants should conduct the baseline and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. They are responsible for the clear, accurate and fair writing and/or oral presentation of study limitations, evidence-based findings, conclusions, recommendations, and lessons learned.

## 12.0 Documents

The consultants will be availed with the following documents for review as part of the process of undertaking this baseline:

Project Appraisal Document;

Funding agreements

Annual Programme Performance Reports;

Public Investment Plans;

National Development Plans III;

Sector Investment Plans;

Ministerial Policy Statements;

Sector Performance Reports etc

**Annex 1: Results framework to inform the Performance Measurement Plan/ Indicator Tracking Table:**

<b>Impact levels</b>	<b>Indicators to be measured</b>	<b>Sources of data</b>	<b>Baseline Level</b>	<b>Annual Targets</b>	<b>Midterm Target</b>	<b>End-of-project Target</b>
The overall goal is to contribute to poverty reduction and economic growth in Uganda through enhanced productivity and commercialization of agriculture.	1. Proportion of people living below the poverty line from 19.7% to 17.2%;]					
	2. Prevalence of food insecurity in the target population, based on FIES from 16% to 14%.					
<b>Outcome levels</b>	<b>Indicators to be measured</b>	<b>Sources of data</b>	<b>Baseline Level</b>	<b>Annual Targets</b>	<b>Midterm Target</b>	<b>End-of-project Target</b>
The Project expected outcomes by 2028 is to enhance agriculture production, productivity and increase farmers' revenue and welfare of the rural communities in a climate of climate change, by improving timely water delivery, water use efficiency, and introducing NRM in the Project catchment.	1. Percentage increase in number of farmers applying advanced irrigation-Techniques/methods, GAP and SLM from 0% to 50%;					
	2. Percentage Increase in yields of major crops to 25%-50%;					
	3. Percentage of rural households improved income 25-50%;					
	4. Increased farmer's income from USD 788 (0%) to USD 1,039 (32%);					
	5. Number of Small-Medium Enterprises established/promoted to 225.					
<b>Output levels</b>	<b>Indicators to be measured</b>	<b>Sources of data</b>	<b>Baseline Level</b>	<b>Annual Targets</b>	<b>Midterm Target</b>	<b>End-of-project Target</b>
1. Irrigation Schemes in Unyama, Namalu, Sipi areas constructed and operational;	1.1 Area of land developed for irrigation in project area from 0 to 6,938ha (CSI) (2,900 ha from IsDB financing) and 400 Ha micro-irrigation (BADEA);					
	1.2 Length of irrigation and drainage canals constructed – Conveyance Pipeline(12kms),					
	1.3 Main Canals (22.74kms), Secondary canals(13.83km),					

	Tertiary Canals(320.78km) and drains(297.66kms) (CSI);					
	1.4 Number of machinery (irrigation facilities) provided per scheme; 3 met-stations, 3 office blocks, O&M machinery (5 tractors, 3 backhoes and 2 excavator) (CSI);					
2. Agribusiness opportunities for farmers and rural financing institutions established and operational	2.1 Number of gender responsive FBMO/WUAs established, 3 FBMO/WUAs, each comprised of 30% women and 10% youth;					
	2.2 Number of farmers trained in entrepreneur/business skills, value addition and post-harvest handling technologies 15,200 farmers (CSI);					
	2.3 Number of farmers linked to markets 12,700 (CSI);					
3. Integrated Natural Resources Management practices introduced and implemented.	3.1 Sets of Sedimentation, Siltation & Erosion Control Structures-Civil works 300 sets;					
	3.2 Number of tree plants (seedlings) distributed to farmers 11.00 million tree seedlings (CSI);					
	3.3 Number of project beneficiaries trained in Natural Resources Management. 20,360 farmers (CSI).					