



Republic of Uganda

MINISTRY OF AGRICULTURAL ANIMAL INDUSTRY AND FISHERIES

IRRIGATION FOR CLIMATE RESILIENCE PROJECT (ICRP) (P163836)

TERMS OF REFERENCE

FOR

VALUE CHAIN DEVELOPMENT (STUDIES, PLATFORMS AND MARKET LINKAGES) IN:

Lot 1: Kabuyanda Irrigation Scheme; and UG-MWE-186647-CS-QCBS/LOT 1 Isingiro District &
Matanda Irrigation Scheme Kanungu District

January 2022

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1.0 INTRODUCTION

The Irrigation for Climate Resilience Project (ICRP) aims to support the shift towards more resilient agriculture through the development of sustainable irrigation services. Access to irrigation is critical to allow farmers coping with climate variability, to increase yield and intensification, and diversify towards higher value crops. The project will address Uganda's climate change vulnerabilities by: (i) promoting adoption of irrigation by smallholder farmers, in synergy with other agriculture inputs and technologies; (ii) increasing water storage capacity; and (iii) promoting sustainable catchment management. This change will be market-driven, with irrigation becoming the anchor for stronger producer organizations and development of value chains.

The Government of Uganda through a credit from the International Development Association (IDA) will finance the cost of the Agricultural value chain development under the ICRP (P163836) Project. The project will adopt an approach that bases on the strategic vision that sustainable irrigation infrastructure operation and services depend upon helping farmers turn agriculture into a profitable business. The project will be implemented by the Ministry of Water and Environment (MWE), with the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) as technical implementation partner.

This project is divided into three main components; Component 1 will support Irrigation Infrastructure development and will develop Irrigation and drainage infrastructure primarily for supplemental gravity irrigation services. Component 2 aims to provide essential support services for agricultural production and value-chain development. This component will be necessary to fill critical gaps in provision of essential support services for crop production and value-chain development and will be implemented by MAAIF. Component 3 will undertake Institutional Strengthening and Implementation support. This is to support development and strengthening irrigation management institutions through technical assistance, capacity building and implementation support.

The irrigation infrastructure development is aimed at providing water for production that would improve agricultural production, productivity and profitability of the supported agricultural enterprises. The enterprises should be able to produce products that are competitive both in the local and regional markets in order to generate enough revenue that would enable them to support the operations and maintenance of the infrastructure sustainably while at the same time improving the farmers profitability for improved livelihoods. The farmers in the command area will require essential support services that include strengthening their groups/cooperatives for better access to quality inputs and appropriate technologies or practices with the aim of improving production and productivity.

Component 2 aims at building capacity of targeted farmers in agricultural production and productivity, agro-processing and value addition as well as marketing of selected enterprises. The support will target production, postharvest handling, agro-processing and market access. This component will be implemented through a combination of consultancies services and matching grants.

1.1 DESCRIPTION OF THE PROJECT AREA

The present assignment (Lot 1) focuses on two Irrigation Schemes: (i) Kabuyanda Irrigation Scheme in Isingiro District targeting a total of 10,700 households in 428¹ farmer groups; and (ii) Matanda Irrigation Scheme in Kanungu District targeting 4,300 households in 172 farmer groups. A separate assignment (Lot 2) focuses on two other Irrigation Schemes: (i) Agoro Irrigation Scheme in Lamwo District; and (ii) Olweny Irrigation Scheme in Lira District.

With reference to the irrigation schemes under Lot 1:

- i. **Kabuyanda Irrigation Scheme** is a new irrigation scheme with a command area of about 3,300 Ha. The proposed scheme is located in the sub-counties of Kabuyanda and Kikagati, in Isingiro District, Western region, near the border with Tanzania. The command area is located in a basin with a plain at 1,300 m elevation, circled by hills reaching 1,400 m. The Mishumba River flows through it from north to south. The Mishumba River drains an area of 90 Km², partly located in the Rwoho Central Forest Reserve (CFR) under the National Forest Authority (NFA), and later joins the Kagera River along the Uganda-Tanzania border. Irrigation will be in the form of the development of a gravity piped irrigation network with water delivered at the farm-gate (or shared between farms in case of farm area below 1 ha) with pressure sufficient to carry out sprinkler or drip irrigation. The irrigation infrastructure is organized in 20 ha blocks. Works for the irrigation network are expected to start in 2020 and completed in 2024. The residents are currently engaged in a variety of agricultural enterprises, namely, bananas, beans, Irish potatoes, maize, sorghum, cattle and goats. Extension and advisory services provision is inadequate and mainly focused on rain-fed farming. Since the restructuring of the National Agricultural Advisory Services (NAADS) and the closure of the Millennium Villages Project (MVP) operations, there are barely three initiatives through which farmers can access advisory services. The district has recruited one extension worker for each of the key areas, including crop, livestock and fisheries for each sub-county and commercial development at the district level. Also, there exist some NGOs/CBOs, which are currently providing extension and advisory; and agribusiness development services in the district. Farmer institutions include producer groups, cooperatives and SACCOs. The cooperatives have mandates ranging from the production of seed in collaboration with the National Agricultural Research Organization (NARO), linking farmers to agro-inputs; bulking, storing and marketing of produce; as well as providing financial services. Though the institutions seem to be operating smoothly, they would benefit from further institutional and agribusiness development for improved governance and commercialization of their enterprises, respectively. Whereas, some of the cooperatives are legally registered under the Cooperatives Act, a few of them are registered by the District Commercial Office. Financial services providers include commercial banks, micro-financial institutions and SACCOs for savings and credit; and mobile money services. The agricultural produce is mostly consumed

¹ An average of 25 farmers in a FG

locally, both within the district and within the country. The surplus of the food crops namely beans, Irish potatoes and sorghum are traded beyond the national borders in Tanzania, Congo, Burundi and Rwanda. The marketing cooperatives have specialized in handling maize and beans though they can include other crops such as coffee. Market prospects exist for not only the currently produced commodities, but also those with potential. The high refugee population in the Nakivale and Oruchinga settlements offer big market prospects for all the food crops as well as livestock products.

- ii. **Matanda Irrigation Scheme** is also a new irrigation scheme with a command area of about 3,000 Ha. The proposed scheme is located in the sub-counties of Kihikihi and Nyakini, in Kanungu District, Western region, near the border with DRC. Water will be derived from the Kiruruma River. The communities are currently producing a variety of crops. They include tobacco, bananas, matooke, maize, beans, peas, rice, Irish potatoes, coffee, tea, sorghum, cassava and sweet potatoes. Temperate fruits such as grapes, apples and pears are also grown in some parts of the district. A few households keep dairy cattle at a subsistence level, for domestic consumption. Currently, the main cash crops are coffee, maize, rice and water melon. While several crops are grown during the rainy season, only tomatoes are grown in the dry season. This is due to the high cost of providing water to the crop using irrigation. Farmers have formed Local Businesses to produce seed under the supervision of NARO. The district recruited an Agricultural Officer for every sub-county. Other extension service providers include NGOs and CBOs as well private companies. There are several farmers' cooperatives through which farmers receive inputs and collectively market their produce. The district is served by some commercial banks, and there is a SACCO in almost every sub-county and an Agricultural Credit Facility for financing SACCOs, which is administered by the district. The district is home for 3 tea processing factories²; 18 coffee hullers and several rice mills. Local markets for the agricultural produce exist from the residents and a Farmers' market. Other opportunities are offered by the refugee transit center, and the big numbers of tourists visiting Bwindi Impenetrable Forest and Queen Elizabeth National Park. Market opportunities are envisaged in neighbouring DR Congo and Kabale, one of the neighbouring districts. On the other hand, the remoteness of the district and the mountainous terrain make access to input and agricultural produce markets are challenges optimal improvement of livelihoods through increased production. Other challenges to agricultural production are rampant pests and diseases; erratic climate and limited access to inputs.

² Kayonza Tea Factory and two Kigezi Development Tea Factories, one in Butogota Town Council and the other in Rugyeyo Sub-county.

production and productivity practices. FFS groups will comprise of 20-25 farmers in geographical proximity among each other. This will be supported through two *Technical Assistance for Extension Services and Improving Access to and Use of quality agro-inputs*, one for Kabuyanda and another for Matanda irrigation scheme (Comp. 2). Farmers will be eligible for matching grants for improved agricultural inputs.

- **Water access:** Farmers (with tenure rights within the proposed command area) will be organized in a Water Users Association (WUA) for the purpose of (i) choosing the on-farm irrigation technology (i.e. hose-move sprinklers, drip/low-cost drip, drag hose); and (ii) organize access to water on rotation within the block. WUA will comprise of all farmers within one block (20 ha depending on same block hydrant). This will be supported through the *Technical Assistance for irrigation management models* (Comp. 1). Farmers will be eligible for matching grants for on-farm irrigation equipment.
- **Commercialization:** Farmers will be organized in marketing groups for the purpose of facilitating post-harvest handling, value addition and market access. This will be supported through the present assignment. Farmers will be eligible for matching grants for value addition.

2.0 OBJECTIVES OF THE ASSIGNMENT

The overall objective of the assignment is to support the development of value chains, commodity platforms and market linkages to improve post-harvest handling, processing and marketing of the selected agricultural commodities in Kabuyanda and Matanda Irrigation Schemes (Lot 1) A parallel assignment (Lot 2) will focus on Agoro and Olweny Irrigation Schemes.

2.1 Specific objectives

The specific objectives include to:

1. Carry out capacity development of farmer organizations³ for organizational management, improved value addition and market access;
2. Carry out Value Chain Analysis for identified agricultural commodities in the selected Irrigation schemes;
3. Identify agro-processing (post-harvest handling and value addition) requirements for the identified commodities;
4. Support the formation and/or development of agricultural commodity marketing platforms for improved market access.

³ Include farmer groups, cooperatives, associations, unions, rural producer organization and other forms of higher level farmers' organizations with value addition or marketing as the common interest.

3.0 DETAILED TASKS

The Consultant shall carry out the following activities/tasks in liaison with technical teams of MAAIF and Production staff in the District Local governments in the project area:

Objective 1: Carry out capacity development of farmer organizations for organizational management, improved value addition and market access

Task 1.1: Develop the capacity of new and existing farmer organizations to ensure they are functional, effective, efficient and viable for agri-business development

1.1.1: Situational analysis

The Consultant shall carry out a situation analysis to review existing arrangements for stakeholder participation, coordination & collaboration, communication in the project areas and related previous and current irrigation development interventions; to identify linkages, opportunities and existing gaps with reference to value addition and market access. The Consultant will also undertake stakeholder mapping to identify the key actors and their roles in value addition and marketing of the agricultural produce in the irrigation scheme as well as the existing farmer institutions including farmers' groups, farmer organizations and commodity platforms. Farmers' and stakeholders' underlying interests, incentives, problems, barriers, social norms, practices, attitudes, behaviours, knowledge and skills to identify the available skills and skills gaps of the farmer organizations, value systems and rules, culture and practices, group forces and interactions in relation to agri-business development will also be analyzed. The farmers' social and economic issues which require attention will be categorized for the short, medium and long term. The Consultant shall explore and make recommendations on farmers' and stakeholder participation in the agri-business development activities. The involvement of youth and women in key decision making positions will be emphasized. For this task, the consultant will duly exchange with the TA for management models (Comp 1) and the TA for extension services (Comp 2) considering that stakeholder mappings will also be conducted under those activities.

The Consultant will develop and maintain a database of farmer organizations, input suppliers and off takers being supported by the project. The activities and associated information and data will also be recorded.

1.1.2: Community mobilization and engagement

This will entail undertaking promotion, engagement, communication, awareness creation, mobilization and sensitization of farmers to participate in joint value addition and marketing activities. The Consultant is expected to develop a project awareness and communication strategy for value addition and marketing activities to guide the development of messages and channels for dissemination of the messages to different stakeholders. This will ensure effective mobilization, participation and capacity development. The development of a communication strategy on value

addition and marketing will account for the project level communication strategy produced under the TA for management models.

The Consultant is expected to hold workshops to discuss the outcomes of the situation analysis and for a buy-in and acceptance of the proposed interventions at the level of the farmers and at the district and sub-county levels for the technical and political officials. In all, the validation workshops for farmers will be attended by district and sub-counties' political and technical staff, Ministry of Water and Environment (MWE) and Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) staff before finalizing the situation analysis report.

1.1.3: Profile the existing farmer organizations

The Consultant shall carry out a rapid assessment to identify and profile existing Farmer organizations. The assessment will include organizational structure, functions, legality/registration status, entrepreneurial skills, financial and business performance, support services, access to sources of support services and current challenges facing the groups. Others will be assets owned by farmer organizations and their mandates. The Consultants shall identify and analyze the underlying interests, incentives, constraints, barriers, social norms, attitudes, behaviours, knowledge and skills, value systems and rules, culture and practices, group forces and interactions that underpin group formation, cohesion, growth and sustainability. The consultant will identify farmer organizations' specific capacity building needs, potential business in which groups should be empowered and designing of customized training needs for respective groups based on identified capacity needs.

1.1.4: Support formation of new farmer organizations

The Consultant will make a deliberate effort to mobilize and guide the formation of new farmer organizations. The groups may be formed from new or existing farmers' groups and may be composed of members of different farmers' groups. The Consultant will build on and make use of the FFSs groups, formed by the Extension Service provider and facilitated by lead farmers, to organize farmers further into farmer organizations by joining the existing ones or forming new ones. Farmers or farmers groups will come together to form marketing groups based on a common interest which may be crops of interest or value addition and/or marketing activities of interest.

1.1.5: Farmer Institutional Development

Capacity development will include registration with recognized authorities as well as training of the farmer organizations based on the identified training needs. The farmers in farmer organizations will be educated about the need and process of registering with recognized authorities. The groups will be supported to register with a recognized authority to enable them to attain legally recognized and fully functional farmer institutions. This will also facilitate graduation to Cooperatives or to other forms of higher level farmers' organizations.

The Consultant will conduct Training of Trainers (TOT) for the sub-county level Community Development Officers in Farmer Institutional Development geared towards bridging the identified gaps in the farmer organizations and also helping them to graduate to a Higher Level Farmers' Organization such as Cooperatives, with better capacity to access inputs, agricultural extension services and linking to good markets for their produce. The TOT will cover all the technical areas under training of farmer organizations in addition to training and facilitation skills. Training of farmer organization members to build their organizational capacity will be carried out by the Consultant together with the Community Development Officer with backstopping from District and MAAIF technical staff.

The training areas will include:

- i. Governance
- ii. Group dynamics
- iii. Communication skills
- iv. Conflict resolution
- v. Team building
- vi. Negotiations
- vii. Book keeping
- viii. Record keeping

Task 1.2: Develop the capacity of farmer organizations in efficient commodity bulking; value addition; collective marketing; business planning and financial management.

The Consultant will be responsible for building the capacity of the value chain actors to effectively and sustainably play their roles in the value chain activities. In liaison with the Department of Agricultural Investment and Enterprise Development of MAAIF and the District Commercial Officer, the Consultant will carry out the following activities:

1.2.1: Training in agribusiness skills

The scope of work under this objective includes the training of farmers and farmer organizations to impart business skills. The Consultant will empower the farmer organizations to conduct business and other related functions as mandated. The Consultant will conduct business development related trainings which will include:

- i. Characteristics of an effective entrepreneur
- ii. Business cycle
- iii. Feasibility analysis
- iv. Profitability analysis
- v. Savings mobilization
- vi. Credit management
- vii. Market awareness (trends, position, competition) and development
- viii. Strategy development
- ix. Identifying business opportunities and challenges
- x. Building viable business relationships

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- xi. Decision-making process
 - xii. Budgeting and financial management

1.2.2: Training in value addition and marketing

The scope of work aims at enhancing farmers' capacities for collective action in agro-input access, commodity bulking, processing and marketing. The Consultant will train farmers to equip farmers with skills to identify the most feasible products, required agro-processing tools, equipment and machinery, produce quality value-added products and to secure sustainable market access. Together with the District Commercial Officer, the Consultant will train the farmers in their farmer organizations in the following:

- i. Commodity bulking
- ii. Agro-processing methods and practices
- iii. Choosing agro-processing tools, equipment and machinery
- iv. Quality concerns in agro-processing
- v. Collective marketing
- vi. Identifying market opportunities
- vii. Market intelligence
- viii. Sustainable market linkages

1.2.3: Generating and disseminating market information

For the farmer to access sustainable and profitable markets, knowledge of the existing markets and market requirements are a prerequisite. The Consultant will design and conduct market assessments/studies to generate information about the prevailing and potential off-takers, estimated demand, market requirements such as the timing of delivery, frequency, product specifications. Further, the Consultant will develop ICT app (ICT platform model) for farmers to sustainably access market information.

Task 1.3: Development of IEC materials

1.3.1: Develop awareness creation and education materials

This will entail undertaking promotion, engagement, communication, awareness creation, mobilization and sensitization of farmers to participate in joint value addition and marketing activities. The Consultant is expected to develop and implement a project awareness and communication strategy to guide the development of messages and channels for dissemination of the messages to different stakeholders. This will ensure effective mobilization, participation and capacity development.

1.3.2: Develop training materials

The consultant will be required to prepare training materials, produce training manuals/booklets and IEC materials for value addition and marketing activities, information on the existing markets and market requirements, and access to post-harvest and value addition matching grant during the course of the assignment.

Objective 2: To carry out Value Chain Analysis for identified agricultural commodities in respective Irrigation schemes

During project preparation the following value chains were identified as of particular importance in the proposed irrigation schemes:

- Kabuyanda Irrigation Scheme (Isingiro District) - coffee, bananas, horticultural crops (fruits and vegetables), pasture, aquaculture and commercial seed production;
- Matanda Irrigation scheme (Kanungu District) - rice, coffee, banana, vegetables (cabbages, tomatoes), maize, beans, Irish potatoes and commercial seed production;

Task 2.1: Review identified commodity value chains

Establish the following:

- The key primary chain actors, their key functions, relationships,
- Actors' contribution to changes in prices along the value chain.
- Evaluate the social aspects as the key chain blocker(s) and enabler(s).
- Chain supporters/support services and their roles.- financial services, input dealers, extension services
- Challenges experienced in offering /accessing facilitative services
- Gaps
- Possible potential risks
- Opportunities – markets, human resource, skills, policies, weather etc

Task 2.2: Carry out a rapid market analysis for the selected commodities

Analysis of current market trends in terms of market demand and supply, price-scheduling mechanisms, market determinant factors, supply chains and government market regulatory and control mechanisms.

- Evaluation of market potential based on the quantity which could be produced and the net price to producers
- Locating areas where the products are currently marketed;
- Competitive and comparative advantages;
- Assess the size of markets, the volume of sales, market integration/segmentation
- Establish markets structures and infrastructure

Task 2.3: Assess the current trends in the policy and regulatory environment;

- Identify policy issues that impact the selected value chains
- Quality standards
- Phytosanitary requirements

Objective 3: To improve farmers' access to value addition and marketing tools, equipment and machinery

Task 3.1: Situation analysis

An analysis of available tools, equipment and machinery will be made and will be recorded. In addition, the suppliers of the tools, equipment and machinery will also be identified and they will be profiled. Available agro-processing capacity in terms of storage capacity, types of agro-processing tools, equipment and machinery will be established.

Task 3.2: Needs assessment

The farmer organizations will be taken through an exercise of identifying the tools, equipment and machinery that are required but are not available to the farmers. These will be identified by the enterprises promoted by the farmers in the project area. The Consultant together with the technical staff at the district will support the farmers to develop specifications of the required tools, equipment and machinery. The procurements for all the farmer organizations in the scheme shall be bulked for efficient management of the procurement process and cost-effectiveness.

Objective 4: To support the formation and/or development of agricultural commodity marketing platforms for improved market access

Task 4.1: Profiling commodity platforms

- Profiling of existing commodity platforms in the project area, identifying them and their characteristics, their challenges and suggesting solutions to those challenges based on the situational analysis report that will be carried out by the Consultant in consultation with the District Commercial Officer.

Task 4.2: Establishing new and strengthening existing Commodity Platforms

- The Consultant will take stock of the existing off-takers for different value chains. For each value chain, the off-takers will be mobilized into a commodity platform.
- Guide the platforms on engaging with farmers in terms of providing market information. This is aimed at improving the efficiency of the value chains.

Cross-cutting issues

Throughout the planning and the study processes, gender, norms, beliefs, and protection concerns should be addressed in line with the GoU principles and policies. All data should be disaggregated by sex and age and different needs of women, men, youth (male and female) should be considered throughout the analysis process. Climate smart value chain processes, gender and youth empowerment are three cross-cutting themes which will have to be taken into account during the assessment as well as at the point of designing the value chain enhancement plan. Conflict sensitivity is also a critical issue to take into account when proposing recommended measures to improve the performance of each value chain process. In fact it is important to identify solutions that are realistic vis-a-vis the context, that have some potential to prevent

conflicts (youth enrolment, land conflicts, intercommunity tensions etc.) and do not exacerbate conflict stressors.

To assess, monitor and supervise project activities

The consultant will continuously assess, monitor and supervise the project activities to ensure timely and effective activity implementation. Areas that require improvement will be identified and remedial measure taken timely.

4.0 REPORTING AND EXPECTED OUTPUTS

4.1 REPORTING AND MEETING REQUIREMENTS

The Project Implementation Unit (PIU) will coordinate, supervise and manage the assignment on a day to day basis to ensure effective and efficient implementation. The PIU will be represented by a designated technical team under MAAIF Component 2 who will coordinate, supervise and manage the assignment.

4.2 Reporting address

The Project Coordinator – Irrigation for Climate Resilience Project (ICRP)

E-mail: ps@mwe.go.ug / kizitohl@yahoo.co.uk

Plot 22/28 Port Bell Road, Luzira

Kampala, Uganda

Attention: *Component 2 Coordinator – Support Services for Agricultural Production and Value Chain Development*

Email: ps@agriculture.co.ug / tojokbb@gmail.com

Plot 16-18, Lugard Avenue

Entebbe, Uganda.

The Consultant will be required to deliver a hard copy of each of the reports as shown in Table 1 below to the World Bank to;

The Task Team Leader – Irrigation for Climate Resilience Project (ICRP)

World Bank

Uganda Country Office

Rwenzori House, Plot 1, Lumumba Avenue

Kampala, Uganda.

As indicated in Table 1 below, the Consultant will be required to produce and submit the following principal reports and documents in the quantities and timing indicated. At each reporting stage, the Consultant shall also be required to submit to the Client an electronic copy of the report.

Table 1: The detailed schedule for the required reporting

Item	Description of Output/Report	Timing after Commencement	Content/ Description of tasks entailed.	No. of copies
A.1	<ul style="list-style-type: none"> • Inception report • PPT presentations for the draft inception report 	Month 1	<ul style="list-style-type: none"> • This report shall be prepared and submitted within one month after signing the contract. • The Inception report shall include an understanding of the assignment including the methodology for implementation, tools, materials and schedules for implementation among others • Situational Analysis • Community mobilization and engagement plan. 	6
	<ul style="list-style-type: none"> • Draft inception report workshop 	Month 1 + 1 Week	<ul style="list-style-type: none"> • Review workshop 	
	<ul style="list-style-type: none"> • Final inception report 	Month 1 + 3 Weeks	Final inception report incorporating stakeholder's comments	6
A.2	Quarterly progress/ activity/ performance reports	Quarterly	<ul style="list-style-type: none"> • Progress reports to be submitted on a quarterly basis • For the first 3 – 6 months after Q1, reports shall be submitted monthly. • Quarterly reports shall be submitted within the first week of the subsequent quarter. This will include activities executed during the planning period. Emphasis will be put on progress made, implementation challenges identified and forward plan, among others. • There shall be First, Second and Third progress reports within the 2 years of implementation. 	
A.3	<ul style="list-style-type: none"> • First progress report • PPT presentations for the first draft progress report 	Month 6	<ul style="list-style-type: none"> • Community mobilization and engagement • Profiles of suppliers of the tools, agro-processing equipment and machinery • An inventory of installed post-harvest handling and value addition capacity in the project area; • Profiles of the operational financial institutions; • Review identified commodity value chains • Profiles of key Government and private actors in the project area that support the 	6

			identified value chains	
	<ul style="list-style-type: none"> • Draft first progress report workshop 	Month 6 + 1 Week	<ul style="list-style-type: none"> • Review workshop 	
	<ul style="list-style-type: none"> • Final first progress report 	Month 7	<ul style="list-style-type: none"> • Final first progress report with stakeholder's comments incorporated 	6
A.4	<ul style="list-style-type: none"> • Second progress report • PPT presentations for the draft second progress report 	Month 14	<ul style="list-style-type: none"> • Review identified commodity value chains • Report on Value chain analysis of the identified commodities spelling out key actors in the local and external markets for the identified commodities; their activities, strengths, weaknesses, opportunities, constraints; • Awareness creation and education materials • Market analysis for the selected commodities • The current trends in the policy and regulatory environment 	6
	<ul style="list-style-type: none"> • Draft second progress report workshop 	Month 14 + 1 Week	<ul style="list-style-type: none"> • Review workshop 	
	<ul style="list-style-type: none"> • Final Second progress report 	Month 15	<ul style="list-style-type: none"> • Final second Progress report incorporating stakeholder's comments 	6
A.5	<ul style="list-style-type: none"> • Draft Third progress report. • PPT presentations for the draft Third progress report 	Month 22	<ul style="list-style-type: none"> • Support formation of new farmer organizations • Farmer Institutional Development • Training in agribusiness skills • Training in value addition and marketing • Generating & disseminating market information • Develop training materials 	6
	<ul style="list-style-type: none"> • Draft Third progress report workshop 	Month 22 + 1 Week	<ul style="list-style-type: none"> • Review workshop 	
	<ul style="list-style-type: none"> • Final Third progress report 	Month 23	<ul style="list-style-type: none"> • Final Third progress report with stakeholder's comments incorporated 	6

A.6	<ul style="list-style-type: none"> • Draft Final report. • PPT presentations for the draft Final report 	Month 24	<ul style="list-style-type: none"> • An acceptable end of contract report • Market analysis for the pre-selected commodities; • Training and IEC materials including training manuals • Training in value addition and marketing • Generating & disseminating market information • Profiling commodity platforms • Establishing new & strengthening existing Commodity Platforms 	6
	<ul style="list-style-type: none"> • Draft Final report workshop 	Month 24 + 1 Week	<ul style="list-style-type: none"> • Review workshop 	
	<ul style="list-style-type: none"> • Final report 	Month 25	<ul style="list-style-type: none"> • Final report with stakeholder's comments incorporated 	6

5.0 IMPLEMENTATION PLAN

The assignment will have a duration of 2 years, with possibility of being extended for additional 2 to 3 years based on performances. The performance of a consultant will be evaluated and monitored by MAAIF and MWE on a regular basis to ensure that the contractual obligations have been fully met. MWE and MAAIF shall provide feedback on the Consultant's performance every 6 months. The key factors for monitoring will be the deliverables performed (based on quantity and quality), time frame and cost elements. The established TOR and contract terms and conditions will be the basis for contract assessment.

5.1 Activity timelines

Activities	YEAR QUARTERS AFTER CONTRACT SIGNATURE							
	Year 1				Year 2			
Quarter of the year	1	2	3	4	1	2	3	4
Objective 1: Carry out capacity development of farmer organizations for organizational management, improved value addition and market access								
<u>Task 1: Develop the capacity of new and existing farmer organizations to ensure they are functional, effective, efficient and viable for agri-business development</u>								
Task 1.1.1: Situational Analysis	X	X						
Task 1.1.2: Community mobilization and engagement	X	X	X	X	X	X	X	X
Task 1.1.3: Profile the existing Farmer organizations			X	X				
Task 1.1.4: Support formation of new farmer organizations					X	X		
Task 1.1.5: Farmer Institutional Development					X	X	X	X
<u>Task 1.2: Develop the capacity of farmers in efficient commodity bulking; value addition; collective marketing; business planning and financial management</u>								
Task 1.2.1 Training in agribusiness skills					X	X	X	X
Task 1.2.2: Training in value addition and marketing					X	X	X	X
Task 1.2.3: Generating & disseminating market information					X	X	X	X
<u>Task 1.3: Development of IEC materials</u>								
Task 1.3.1: Develop awareness creation and education materials			X	X				

Task 1.3.2: Develop training materials					X	X	X	X
Objective 2: Carry out Value Chain Analysis for identified agricultural commodities in the respective Irrigation schemes								
Task 2.1: Review identified commodity value chains	X	X	X	X				
Task 2.2: Carry out a rapid market analysis for the selected commodities			X	X				
Task 2.3: Assess the current trends in the policy and regulatory environment			X	X				
Identify agro-processing (post-harvest handling and value addition) requirements for the identified commodities								
Objective 3: To improve farmers' access to value addition and marketing tools, equipment and machinery								
Task 3.1: Situation analysis					X	X	X	X
Task 3.2: Needs assessment					X	X	X	X
Objective 4: Support formation and/or development of agricultural commodity marketing platforms for improved market access								
Task 4.1: Profiling commodity platforms					X	X	X	X
Task 4.2: Establishing new and strengthening existing Commodity Platforms						X	X	X

6.0 ORGANIZATION OF THE ASSIGNMENT

6.1 Assignment Implementation Modalities and Facilitation

For ensuring organizational and stakeholder wide appreciation and ownership of the proposed assignment, the consultant shall be required to organize coordination of workshops/meetings for presentation of key reports after each project milestone to a representative group of stakeholders that is to be agreed with the client. The consultant will be required to include a provisional sum of 110,079 USD for each of the schemes of Kabuyanda and Matanda to meet costs of holding the workshops and meetings. The client will pay the consultant based on actual and approved expenditure of the consultant's budget (for workshops and meetings) which will have been discussed and agreed to prior to commencement of the consultancy. The basis for payment of participants by the consultant will be full participation for the entire duration of the workshop together with an authentic invitation letter of the participant. The workshops/meetings are expected to be held at the District level and Sub county level. A total of 90 participants at District level and 30 at Sub county level shall be expected to attend each workshop and or meeting.

Approximately 40 workshops/ review meetings (10 district level stakeholders engagement and review workshops; 30 Sub county level stakeholders' engagement workshops) is proposed for the stakeholder engagement workshops to ensure relevant services are provided for sustainable on-farm water use management, food and nutrition security; and improved access to and utilization of quality agricultural inputs and machinery by farmers in the scheme. These workshops will be organized by the consultant based on the agreed work plan and methodology during the technical proposal and as reviewed during the inception phase with the client. The consultant shall budget and handle prior facilitation to the activities and recover the expense during certificate invoicing. At each workshop, the consultants will make power point presentations, prepare workshop/meeting documentation, required information, provide concise background documents for discussion and prepare workshop reports to document the proceedings with activity implementation proof in form of photos. Depending on the circumstances, the workshops may be physical, virtual or hybrid. Where the workshop is physical all SOPs as guided by the ministry of health shall be strictly adhered to.

The consultant will quote all relevant inputs for the technical and support staff to cover: professional fees, staff field allowances, professional input for stakeholder mobilisation, sensitisation, training development and processing of information, education and communication materials and all other related financial logistics: field offices, vehicles, fuel, equipment and

tools etc., as required to accomplish the assignment. Allowances and fuel for the client, district and central Government staff will be handled by the client.

The five (5) stakeholders' workshops (district level) will be conducted by the consultant based on the agreed work plan and methodology during the technical proposal and as reviewed during inception phase with the client. The workshops will be organized to discuss the Draft Inception Report, Draft First Progress Report, Draft Second Progress Report, Draft Third Progress Report and Draft Final Report after submission of the deliverables to the client. The Sub county level stakeholder's engagement meetings shall be held prior to holding of district level stakeholder's workshop. The following shall be taken into consideration during the preparing and handling the stakeholders' workshop.

- (i) The consultant will make power point presentations, provide concise background documents for discussion and prepare workshop reports to document the proceedings.
- (ii) The consultant shall include in the financial proposal the costs of holding workshops and stakeholders' consultation in the proposal.
- (iii) The client will pay the consultant based on actual and approved expenditure of the consultant's budget (for workshop) which will have been discussed and agreed to prior to commencement of the consultancy.
- (iv) The basis for payment of participants by the consultant will be full participation for the entire duration of the workshop together with an authentic invitation letter of the participant.
- (v) The key deliverable of stakeholders' workshop shall be stakeholders' workshop report which shall be submitted by the consultant within 2 weeks after the workshop.

The consultant represented by the entire project team (key personnel) shall be required to present to stakeholders at separate workshops organized by the client upon submission of the Inception and Progress reports.

7.0 Qualification of Firm and Key Personnel

7.1 The Firm

The Consultant will be a firm or consortium of firms with diversified technical competencies, including (but not limited to) agriculture, agro-economy, rural development; institutional development and market linkages. The Consultancy Firm shall have the following qualifications and experience:

- a) Minimum of five years' experience in consultancy assignments for management, agricultural development, and building capacity of communities/farmers with specific knowledge and experience in modern agriculture with specific knowledge in Agriculture, Agro-economy, Rural development or other relevant discipline.
- b) The firm must demonstrate they have successfully implemented at least two similar assignments in Uganda or similar countries with tasks or components related to

community/stakeholders engagement (mobilizing, sensitizing and training) of target beneficiaries and other relevant stakeholders especially for commercialized agriculture programmes.

- c) Experience in rural development, agricultural value chains development; agri-business skills development, Value Chains analysis and ICT application in agriculture.
- d) Experience in farmer institutions development.
- e) Experience in quantitative, qualitative and socio-economic analysis
- f) Understanding of the role of sustainable agriculture in community and national development

7.2 Qualification and experience of key staff

The firm will form a competent team to carry out the assignment. They are expected to constitute a core team for undertaking the activity with a total time input of 24 months over a period of 2 years.

A competent firm with experts with professional qualifications that include but not limited to the following:

Expert areas	Qualifications
Rural development specialist/ Team Leader	<ul style="list-style-type: none"> • Knowledge and experience in the area of business development services (BDS) market development approach including value chain development (VCD) • Masters’ qualification in Agricultural Economics, Statistics, Economics or Social Sciences • At least 10 years of professional experience in agricultural development. • Experience in carrying out at least three Studies related to Agriculture and Agricultural Value Chains with at least one as the lead consultant.
Agribusiness Development Specialist	<ul style="list-style-type: none"> • Master’s degree Agricultural Economics, Agribusiness Management, Rural Development, or any agricultural related degree obtained from a reputable Institution • Experience working with rural micro-to-small scale businesses providing either; business development services, training and/or technical assistance • Experience in managing market-led value chain development projects; • Working knowledge of project management and budgeting • Experience in projects financed by the World Bank or bilateral or multi-lateral donors; • Experience working in the agricultural sector in the Uganda and preferably Coffee, Banana, Vegetables and Irish potatoes Value Chains; • Demonstrated experience in nurturing public-private partnerships
Institutional Capacity	<ul style="list-style-type: none"> • A Bachelors’ Degree in Agriculture Extension, Agriculture Economics, Agribusiness, Rural Development, Social Sciences or

Development Specialist	<p>any other closely related discipline is required.</p> <ul style="list-style-type: none"> • Master degree in the above fields and/or a Post Graduate Diploma in Project Planning and Management is an added advantage. • A relevant working experience of at least 7 years and a thorough knowledge of the Tropical agriculture preferably in East Africa • At least five (5) years' experience in consultancy assignments for management, community development, and building capacity of communities/farmers.
Financial Management Specialist	<ul style="list-style-type: none"> • A Bachelors' degree in Finance, Commerce, Accounting, Economics or related field. • Post-graduate qualification is an added advantage. • Relevant working experience in financial literacy, savings and credit management and book keeping. • Specific experience in guiding the formation and management of VSLA/SACCOs is an added advantage • Ability to analyze market trends and strong analytical skills with an attention to detail. • Experience in presenting and explaining investment information and financial plans

7.3 LOGISTICS MANAGEMENT

The consultancy firm will be responsible for organizing all relevant inputs: finances, logistics: offices, vehicles, equipment and tools etc., as required to accomplish the assignment is expected to have an office within Uganda, well equipped for the work.

7.3.1 SUPPORT STAFF

The Consultant shall field any technical, non-technical and administrative staff to enable the timely delivery of the assignment and to the required standard.

7.3.2 SERVICES PROVIDED BY THE CLIENT

The Client shall introduce the Consultant to relevant stakeholders on request and also provide other relevant information and policy documents related to the assignment..

All expenses related to the assignment such as office space, travel (inland and foreign), and accommodation, stationary shall be borne by the Consultant.

7.3.3 STAKEHOLDERS

The Consultant shall consider the following as the Key Stakeholders

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- i. Ministry of Water and Environment
 - ii. Ministry of Agriculture Animal Industry and Fisheries
 - iii. Ministry of Trade Industry and Cooperatives
 - iv. Ministry of Local Government
 - v. Ministry of Finance Planning and Economic Development
 - vi. National Environment Management Authority
 - vii. Ministry of Gender Labour and Social Development
 - viii. Local Governments where the Scheme is situated
 - ix. National Forestry Authority
 - x. Uganda National Farmers Federation
 - xi. Ministry of Land, Housing and Urban Development
 - xii. NGOs and other Non-State Actors operating in the project areas
 - xiii. Financial Institutions operating in the project area