25th January 2023

TORs FOR: DEVELOP A FARMER-BASED SUSTAINABLE BUSINESS MODEL

1.0 Background:

1.1 Soroti Catholic Diocese Integrated Development Organization (SOCADIDO) has received funding from Sign of Hope (SoH) to implement a 39-months’ (01.12.2021 – 28.02.2025) Project titled Establishment and institutionalisation of a Multi-Actor Partnership platform to improve agribusiness for economic viability and improved living standards for smallholder farmers in Teso sub-region in Eastern Uganda.

The project targets 5 districts and 1 city covering 10 Sub-counties and 4 wards. These include: Magoro and Getom Sub-counties in Katakwi district, Alito and Akoromit Sub-counties in Kapelebyong district, Kobuin and Mukura Sub-counties in Ngora district, Ocokcan and Awaliwal Sub-counties in Soroti district, Alwa and Aperkira Sub-counties in Kaberamaido district, and Agama, Amen, Aloet and Opuyo wards in Soroti city.

The project targets 3,600 households and aims at the establishment and institutionalization of Agribusiness Prowess (MAP-SFAP) for sustainable economic viability and improved living standards of rural households in the target Sub-counties/wards by 2024. As such, in addition to the formal registration, signing of MoUs and having ADEFO platform constitution, the farmer-based sustainable business model will be developed.

1.2 SOCADIDO is seeking external expertise of a consultant who will develop a farmer-based sustainable business model guided by the business model template. It will elaborate on the following aspects: linking farmers to sources of productivity-enhancing technologies, linking buyers, sellers, and agricultural means of production, training farmers on how to develop formal MoUs; scaling up good agronomic practices that enhance productivity, facilitating agricultural financing for emerging commercial and smallholder farmers through linking them with microfinance institutions and banks.

A consultant will be engaged for 10 days to develop this model including a 5-day workshop for 28 participants from the ADEFO members (18 people), the secretariat (4 people), and model farmers selected from the 5 target districts and Soroti city. In the workshop, the aspects of the model will be discussed with a view of producing a farmer (producer) driven business model framework. Trained participants will train model farmers on this model.

2.0 Project Results:
2.1 Impact:

Contribution to improving the socio-economic situation of smallholder farmers through establishing and institutionalizing a multi-actor partnership and developing institutional capacities of key actors to sustainably maintain the established structure.
2.2 **Overall Objective:**
To establish and institutionalize a Multi-Actor Partnership (MAP) platform in order to improve agribusiness for economic viability and living standards for smallholder farmers in Teso sub-region in Eastern Uganda.

2.3 The MAP-ADEFO project has three specific output areas directly contributing to the overall project objective. The specified output areas of the project are:

1. Ateker Development Foundation (ADEFO) is established as a multi-stakeholder collaboration platform, owned by local actors and mandated to actively contribute to and shape strategies in the agricultural sector.
2. The agricultural value chain production has improved through ADEFO establishing a joint platform for all agribusiness relevant actors and by doing so providing comprehensive support to the smallholder farmers.
3. The capacity of organisations directly involved in socio-economic development in the Teso sub-region, and its agricultural sector in particular, is strengthened, so that they can take over established ADEFO.

2.4 **Project outcome and output indicators:**
The indicators as per the respective project elements include but are not limited to:
The outcome indicator is; an established functional multi-actor partnership and its dialogue structures promote sustainable agricultural productivity and contribute to improving the socio-economic situation of smallholder farmers, and it encompasses the following specific targets:

1. By the end of the project, a Multi Actor Partnership (MAP) platform is established, operationalized, and is anchored in local structures. There is a unified strategy among the involved agricultural actors.
2. Through a survey at the end of the project, 80% of ADEFO members (19) will confirm improved cooperation among ADEFO stakeholders.
3. 70% of target smallholder farmers (2,520 farmers) report increased productivity from their pieces of land due to received knowledge, practical skills and improved agricultural inputs.
4. Post-harvest management techniques reduced the loss by 12.5% by the end of the project.
5. Income of 70% target households (2,520 households) has increased up to 100 EUR per month, by the end of the project.

**Output Level Indicators would include:**

**Output 1:** Ateker Development Foundation (ADEFO) is established as a multi-stakeholder collaboration platform, owned by local actors and mandated to actively contribute to and shape strategies in the agricultural sector.

1. An operational framework that includes a constitution, a governance structure and guidelines is developed and operationalized for ADEFO platform.
2. By the end of 2022, an integrated master development plan for the agricultural sector in Teso sub-region is developed and used within the target project area.
3. At the end of the project, 80% (19) of the ADEFO actors have signed the MoU and are official members of the platform. They regularly participate in ADEFO activities and actively shape ADEFO’s work. The local development actors, the private sector, civil society organizers and government agencies are familiar with national and international networks and cooperation platforms.
4. By the end of the project, ADEFO is anchored in local structures (confirmed by the written agreement) and 3 financial sources are available.
Output 2: *The agricultural value chain production has improved through ADEFO establishing a joint platform for all agribusiness relevant actors and by doing so providing comprehensive support to the smallholder farmers.*

1. Through received training on post-harvest management techniques and post-harvest management supplies. By the end of the project, 70% (2,520) of the target smallholders have the knowledge to store their crops without high losses.
2. 70% of the target smallholder farmers (2,520) have improved their profit due to proper financial planning and marketing of their produce after received training on business management, financial literacy and value chain addition process.
3. 100% (3,600) of the farmers in the target area are sensitized on and linked to agricultural financing services/microfinancing services with 70% of them (2,520) using received knowledge to improve their household income.
4. Until the project end the developed Master Plan for Teso sub-region consolidates information on the priorities, services and resources for smallholder farmers Smallholder farmers will be able to contribute directly to the Master Plan by having their representatives participate in the TWGs at the district level.

Output 3: *The capacity of organisations directly involved in socio-economic development in the Teso sub-region, and its agricultural sector in particular, is strengthened, so that they can take over established ADEFO.*

1. To enable complex and multi-level cooperative processes, the institutional capacities of the core group and the extended group are built up until the end of the project.
2. 65% (6) of the organisations of the core group have attained adequate capacity to sustainably and effectively manage ADEFO, as well as strategically position it to address further development sectors and actors in the Teso sub-region.

2.5 Key partners:
The key actors in this project include district and sub-county local governments, core group members of the civil society and non-governmental organizations, the traditional institution, religious institutions, research and academic institutions, private sector players, professionals, and media agencies.

3.0 The objective of developing a farmer-based sustainable business model:
To provide comprehensive support to the smallholder farmers so as to improve value chain production. A manual will be developed for farmers on how to develop formal MoUs; scaling up good agronomic practices that enhance productivity, and linking them with microfinance institutions and banks. It should further be able to describe how ADEFO is committed to sustainably integrate both its social, environmental and economic activities in order to create value for the farmers’ products. The farmer sustainable business model analyses not only how production and productivity is, but also how to deliver goods and services, at the same time, how they contribute to the improvement of the Teso society – environmentally and socially.

4.0 The activity scope:
The process includes a design of the template by consultant with guided by technical persons from the districts, core group members, and other agriculture stakeholders. This will be followed by a 5-day workshop to produce a farmer (producer) driven business model framework. The workshop participants will involve 28 participants who will later work as trainers of model farmers.
Based on the above objectives and in consultation with the project team, the consultant will undertake to:

- Develop a business model template, a consultant will be engaged for 10 days to develop this model including a 5-day workshop for 28 participants from the ADEFO members (18 people), the secretariat (4 people) and model farmers selected from 6 target districts.
- Provide a technical report for the processes.
- The consultant will remain responsible for the entire assignment maintaining the highest standards and quality and for producing the final functional operational framework for ADEFO-MAP.

5.0 Methodology:
The assignment should be designed to capture and assess both the subjective and objective elements. It should provide a clear farmer-based sustainable business model for ADEFO-MAP and especially, smallholder farmers. *The consultant will provide a detailed methodology in the technical proposal.*

6.0 Required of the consultant:
Documents: The Applicant shall, in particular ensure to attach the following:

6.1 Technical Proposal
   a) Profile of the consultant (max 1 page) explaining why they are the most suitable for the work.
   b) Relevant Experience (max 2 page).
   c) Detailed methodology and conceptual framework with expected deliverables, i.e. timeline to get the documents ready for ratification (2-3 pages).
   d) Recent Curriculum Vitae

6.2 Financial proposal
The financial proposal shall specify a total sum amount, with a breakdown of costs for fee and travels for development of the farmer based sustainable business model.

Required expertise and qualifications:
- A relevant academic qualification in the field of Agriculture and business management.
- At least some work experience demonstrated in developing business models.
- Demonstrated experiences and skills in facilitating stakeholder/working group consultations.

Criteria for Selection of the Best Offer:
The evaluation of the consultant will be based on Combined Scoring method; where the qualifications and methodology is given 70% weightage and financial offer will be given 30% weightage. Only a consultant meeting a minimum of 50 points under technical evaluation would be considered for the financial evaluation.
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<th>Criteria</th>
<th>Weight</th>
<th>Maximum points</th>
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<td>Technical (70 %)</td>
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<td>Demonstrates knowledge on agribusiness.</td>
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<td>Experience and skills in conducting research and documentation, especially in the field of agribusiness.</td>
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<td>Demonstrate experience and skills in facilitation/consultation and coordination skills among relevant stakeholders.</td>
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<td>Methodology, activities, Work plan, experience and skills etc.</td>
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<td>Financial (30 %)</td>
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<td>Total (100%)</td>
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7.0 Duration:
The number of consultancy days for developing a farmer based sustainable model is 10 days and the assignment is expected to be accomplished within 30 days upon signing the contract.

8.0 Reporting:
A clear farmer-based business sustainable model that can easily be digested by the ADEFO members should be developed and adopted by the whole ADEFO-MAP platform.

The functional operation framework for the platform should be well structured and clearly understood by every member of the ADEFO. It should minimize and eliminate barriers to its effective use.

10. Submission of Bids:
The consultant(s) is/are required to submit a technical and financial proposal for the functional operational framework to the Diocesan Development Coordinator SOCADIDO by 5:00 pm on 8th February, 2023.