



The Inclusive Dairy Enterprise project Phase 2 (TIDE-2)

TERMS OF REFERENCE FOR COLLABORATION UNDER RESULT BASED FINANCING MODALITIES (RBF)- ISDAP

1.0 Introduction

1.1 About SNV

SNV is a not-for-profit international development organisation that makes a lasting difference in the lives of people living in poverty by helping them improve their livelihood, increase incomes, and access essential services.

SNV is active in three sectors and has a long-term, local presence in over 25 countries in Asia, Africa, and Latin America. Our team of more than 1,300 staff is the backbone of SNV. SNV implements development approaches tailored to local needs as we believe that countries and communities themselves should be the owners of change. With appropriate knowledge and resources, they can implement and maintain sustainable solutions to restore and or improve livelihoods.

SNV implements projects which restore and improve smallholder livelihoods, incomes and access to essential services. Driven by the Sustainable Development Goals (SDGs), we are dedicated to a society where all people are free to pursue sustainable development, and no one is left behind. This commitment to equity directs us to focus on inclusive approaches. Among the three sectors that SNV is working in, agriculture programs primarily focus on smallholder livelihood restoration and improvements, which fits the proposed project's mandate. SNV utilises its local presence and know-how to realise effective solutions at scale. SNV applies practical know-how to support people living in poverty. By connecting the organisation's global expertise with extensive and longstanding in-country experiences, SNV help realise locally owned solutions.

In Uganda, SNV has been implementing development programs since 1989, and its portfolio continues to grow with an expanded mandate from vast development clients. It, directly and indirectly, operates in over 100 districts of Uganda.

1.2 The Inclusive Dairy Enterprise (TIDE) project

SNV has implemented the TIDE project in Southwest Uganda since October 2015. The TIDE project is funded by the Embassy of the Kingdom of the Netherlands (EKN) in Kampala and the project is currently in its second phase (2020–2023) of implementation. TIDE supports dairy farmers to transition to semi-intensive production by creating a commercial input market in knowledge (training, extension), products and technical services, and finance (credit, subsidies, and grants). TIDE focuses on four intervention areas: - Dairy Farm Productivity, Milk Quality, Value Chain and Nutrition.

A market was created for input suppliers and service providers by supporting the development and marketing of products to farmers and cooperatives. The project's second phase focuses on market development by supporting the sustainable intensification of dairy production systems, milk supply chains, and adequate infrastructure for input supply and service provision.

The project aims to help scale-up successful initiatives, business models and products piloted in the project to other commercialising milk production areas in Uganda. The project interacts with all dairy value chain actors, including input suppliers, service

providers and government. It engages with government agencies to create an optimum enabling environment for the private sector.

1.3 The Integrated Smallholder Dairy program (ISDAP)

ISDAP was born out of the learnings generated from the TIDE II project which focused on market and sector development by working with medium and larger dairy farms. To achieve sector transformation however, inclusiveness regarding reaching out to smallholder dairy farmers was very necessary. To ensure a proper sector transformation in the dairy sub-sector, there was need to make TIDE II interventions more inclusive (by targeting smaller category of farmers and reaching out to other parts of the country).

The Integrated **S**mallholder **D**airy **P**rogramme (ISDAP) is a follow-on and an integral component of The Inclusive Dairy Enterprise; phase two (TIDE II) project that has been implemented by SNV in Southwestern Uganda. The activities of ISDAP-project will contribute significantly to the overall objectives and outcomes of the TIDE II project, and the project framework is designed along similar lines like for TIDE project.

The ISDAP-project is implemented by SNV and funded by The Embassy of the Kingdom of Netherlands (EKN). The project is being implemented between Dec 2021 and Nov 2024 covering the districts listed below.

1.3.1 Project area: Targeted Vs Activated districts.

#	Cluster 1 (North)	Cluster 2 (Central)	Cluster 3 (South)
1	Kabarole	Ibanda	Kisoro
2	Kyenjojo	Rubirizi	Kabale
3	Bunyangabu	Buhweju	Rubanda
4	Fort-Portal City	Bushenyi	Rukiga
5	Kamwenge	Mitooma	Rukungiri
6	Kyegegwa		
7	Kitagwenda		

1.3.2 ISDAP Goal

The integrated small holder farmer dairy program is aiming at enabling 15,000 smallholder dairy farmers improve their livelihoods through small-scale integrated farming, focusing on dairy farming through increasing farm - level incomes, employment, household food and nutrition security.

The following **Outcomes** will contribute to the overall program goal:

- 1) Improved integrated smallholder dairy farm production and productivity.
- 2) Improved milk quality.
- 3) Improved inclusive dairy value chain.
- 4) Improved human nutrition.

1.3.3 Theory of change of the ISDAP-project

The theory of Change for the Smallholder Dairy program has a strong relationship to that of TIDE-2 project and it asserts that to achieve transformation in the dairy sector, sector development and scaling of the interventions are key. It is assumed that many farmers can realise considerable income with improved input and output markets and enhanced knowledge of dairy management techniques. The sector development is also crucial for smallholders as it will create an enabling environment in which they can improve their dairy farming activities as a profitable business. As stated above, sector development is necessary but not sufficient. The critical difference between smallholders and more specialised farmers is the role of dairy within the farm system of the farmer. More specialised dairy farmers are investing more heavily in knowledge and finance to maximise their revenue.

2.3 Modalities of implementation

ISDAP intends to pilot RBF model to help drive results following revision of the project targets from 5,000 to 15,000 smallholder farmers (SHFs). The intention is to engage selected partners, train them on the ISDAP approach and deploy them in the selected districts to drive results on behalf of ISDAP. Primarily, ISDAP targets farmer-based organizations (UFAAS, UNFFEE, UCA, DFAs, other farmer alliances), community-based organizations (CBOs) and companies that have existing structures within the selected districts. During the pilot, ISDAP shall work with selected organizations to pilot the RBF model starting September 2023 to December 2023. Thereafter, the performance of the selected organizations (in driving ISDAP results) shall be assessed, and a way forward determined on how to proceed with this model.

The selected organization shall be required to share CVs of selected staff that shall be used to assess their technical capacity to deliver the assignment.

Selected partner staff shall then be trained in the ISDAP approach and facilitated to drive specific results on behalf of ISDAP.

Under RBF, roles, responsibilities, and Geographical scope of operation of the collaborating partners shall be clearly streamlined and spelt out.

As much as possible, the payment of the collaborating partner shall be based on allocated roles and level of accomplishment.

The payments to the partner shall be based on a budget estimate and work plan approved prior to commencement of activities, and these payments shall be made to the collaborating partner account (NOT to individual staff involved in the direct implementation of the activities)

2.5 Scope of the assignment

ISDAP plans to pilot the RBF model in the Southern cluster, in the districts of Rubanda and Rukiga.

Why Rubanda, Rukiga and Rukungiri?

These districts have been selected because of the high density of smallholder farmers (Rubanda and Rukiga); and low staff numbers (Rukungiri).

(ISDAP profiling report 2022)

The collaborating partner(s) shall be allocated specific sub-counties within which they shall be expected to work with 60 VLGs initially; or at least 1,800 SHFs (whichever comes first) in the 3 districts.

The collaboration partners shall rollout activities in selected sub-counties starting from community mobilization and sensitization, beneficiary/farmer registration and profiling. The partners shall form a minimum of 20 VLGs per district (60 in total) of between 25 and 30 SHFs in which they shall roll out trainings using the ISDAP modules and promote ISDAP practices and Technologies (products)

2.6 Implementation period

The piloting shall initially be for five (5) months starting **15th August 2023 to 31st Dec 2023**.

2.7 Review of performance: **Week starting 15th Jan 2024**

3.0 Roles of the collaborating partner

The collaborating partner shall:

- Mobilize and sensitize communities in selected sub counties in Rubanda and Rukiga
- Beneficiary registration and profiling of 1,800 SHFs
- Creation of 60 VLGs and identification and selection of a Village Facilitator (VF) supporting the VLG on voluntary basis getting some compensation for airtime a travel

- Create new Village Milk Marketing Groups (VMMG)
- Introduction of ISDAP approaches and products to VLGs and ensure farmers are adopting ISDAP interventions.
- Establish and maintain an excellent working relationship between the DLGs of operation and provide regular updates on progress on targets.

3.1 Roles of SNV

The ISDAP coordinator shall be the primary point of contact for the consultant, and he (or his designate) shall be the overall overseer of the assignment and shall on behalf of SNV perform the following roles.

- Introduce in person and/or through an appropriate introductory letter the collaborating partner to the relevant authorities/stakeholders in the area of operation.
- Train partner staff on the ISDAP concept and approaches.
- Ensure timely facilitation of the collaborating partner to permit a smooth execution of the assignments.
- Perform an oversight role to ensure the roles assigned to the collaborating partner is being implemented according to agreed standards; and being done in a way that does not damage SNV reputation.
- Permit the collaborating partner access to the ISDAP MIS
- Conduct routine and ad hoc field monitoring visits to assess progress, and review/approve partner assignment report.
- Conduct regular activity review meetings to review progress, lessons and challenges encountered during implementation of activities.

3.2 Expected deliverables:

- Submit CVs of staff nominated to implement activities on behalf of ISDAP.
- Present a work plan and associated budget for approval by ISDAP PM before commencing activities.
- Excel file downloaded from the MIS showing farmers profiled.
Note: All data shall remain the property of SNV-ISDAP and must be submitted electronically, and in a clear and comprehensible format in Excel
- *Monthly progress Report:* This should be submitted NOT later than the 5th day of the subsequent month. If the 5th day of the subsequent month falls on a weekend, the report must be submitted on the last working day before the weekend.
- *Inception report:* The collaborating partner shall share an inception report on the status of the community in relation to the planned activities and targets.
- *End of assignment Report:* A detailed report on status of activities and targets, indicating achievements against targets, lessons learnt, challenges and recommendations to improve the RBF model.

4.0 Competency of Collaborating partner/partner staff:

The collaborating partners must demonstrate extensive work experiences (minimum five years) in the assignment area mainly working in on agricultural, animal husbandry and or veterinary interventions. In-depth knowledge on socio-economic and Agri-livestock of the targeted areas.

The nominated staff to support implementation of activities on behalf of the collaborating partner must have a minimum, Diploma in dairy technology, agribusiness, Food science, animal husbandry, Agriculture extension or related field-.

5.0 Budget structure:

- I.** Activities
- II.** Staff time
- III.** Operational costs (transportation, communication-*internet/Airtime*)
- IV.** Administrative costs
- V.** Others

Note: Any other costs that is applicable within the collaborating partners' setting and is legitimate in SNV's opinion may be considered.

6.0 Requisite administrative (documents) Requirements

- Certificate of registration including Tin number and certificate of incorporation.
- Valid trading license/ operating permit
- Articles and memorandum of association clearly showing directors.
- physical address of the offices

7.0. Scoring criteria

The evaluation of proposals received will be on a point based system and will be done progressively as follows

- Administrative evaluation. This will be based on pass/ fail basis. Only those that pass administrative criteria will Progress to technical evaluation.
- Technical evaluation. This will be scored out of 80.
Only those that score an average above 40 will progress to financial evaluation.
- Financial evaluation. This will be scored out of 20

8.0. How to apply

Interested and qualified community-based organisations (CBO's) who meet the above requirements are asked to submit the following.

1. A narrative/technical proposal which should include the organisation(s) very clear, detailed understanding and interpretation of the TOR, a thorough methodology and a detailed schedule.
2. A financial proposal indicating fees for the assignment and applicable taxes.
3. Updated CVs/Profiles of not more than 4 pages that clearly show the qualification and experience of the lead staff and his/her team.
4. Proof of experience of similar work assignment in last 2 years.
5. Technical proposal content should not exceed 20 pages (Times New Roman font 11 should be used) and financial proposal should not exceed 2 pages.
6. Annexes and cover pages/information not requested or asked for should not be attached to the proposals.
7. Please strictly adhere to the ToRs requirements and application procedure.

Deadline for submissions

Applications should be sent no later than 8th August 2023 at 5 **pm East African time**.

The technical and financial proposal should be sent separately through email; ugandatenders@snv.org Please include ISDAP RBF application in the subject.

Call disclaimer.

SNV reserves the right to either accept or reject any or all applications submitted. SNV can stop this procurement at any time without need to give explanation or can extend the deadline for submission once it sees it fit. In case you do not hear from SNV within 3 weeks of closure of application process, consider yourself unsuccessful. SNV also reserves the right to reject and cancel this call-in case any illegal, corrupt, coercive, or collusive practices are noticed. Late applications will be rejected. Please note that viewing, downloading or otherwise using the TOR constitutes acceptance on your part of all the above noted statements and conditions.