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

**Terms of reference for conducting baseline assessment for the ISDAP**

**1. Introduction**

These terms of reference have been developed out of the need to conduct a baseline study that will provide insights and a detailed understanding about the dairy sector situation in relation to the livelihoods of the smallholder Diary farmers under the new project referred to as ISDAP “Integrated small holder Dairy Project” to be implemented by SNV-TIDE-2 in the districts of Kabarole, Kyenjojo, Bunyangabu, Kitagwenda, Kawenge, Kyegegwa, Kabale, Kisoro, Rubanda, Rukiga, Rukungiri and select districts in the grater Bushenyi districts(Ibanda, Rubirizi,Buhwenju, Mitooma and Bushenyi). The approach and objectives of the baseline are stated in the terms of reference below.

**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 focuses on only 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 operates worldwide as one legal entity and is registered as a corporate organisation (the 16th of July 1965 - The Hague). 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.

SNV implements projects which restore and improve smallholder livelihoods, incomes and access to essential services. SNV makes a lasting difference in the lives of people living in poverty, helping them improve livelihoods, raise incomes and access crucial 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.

**1.2 SNV’s TIDE project**

SNV has implemented the TIDE project in Southwest Uganda since October 2015. The TIDE-2 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-2 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 initiates, 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.

**2. Background to the Integrated Smallholder Dairy Program (ISDAP)**

ISDAP was born out of the learnings generated from the TIDE project while trying to understand how inclusiveness TIDE-2 is in relation to reaching out to smallholder dairy farmers. Therefore, the Integrated Smallholder Dairy Programme (ISDAP) is a follow-on and an integral component of The Inclusive Dairy Enterprise (TIDE-2) project that has been implemented by SNV in Southwestern Uganda. Therefore, the activities of ISDAP-project will contribute significantly to the overall objectives and outcomes of the TIDE project, and the project framework is designed along similar lines like for TIDE project.

The ISDAP-project is a €4.8 million implemented by SNV and funded by The Embassy of the Kingdom of Netherlands (EKN). The project shall be implemented between December 2021 and December 2024 covering the districts listed below.

**2.1 Project area**

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

**2.2 ISDAP-project Goal**

ISDAP is aiming at enabling 5,000 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.

**2.3 Theory of change of ISDAP**

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.

**2.4 Key Project Performance Indicators**

|  |  |  |
| --- | --- | --- |
| **Impact** | **Improved livelihood of smallholder dairy farmers** |  |
| IM.1 | The number of smallholder farmers that increased their income because of the provided assistance by at least 20% disaggregated by gender and age | 5,000 |
| IM.2 | Number of Full-Time Equivalent (FTE) job opportunities created, either on- and off-farm, disaggregated by gender and age (target: 500 jobs). | 500 |
| 1M.3 | Percentage increase of the target population with acceptable Food Consumption Score (FCS) disaggregated by district (target 10%). | 10% |
| **Outcome 1** | **Improved integrated smallholder dairy farm production and productivity** |  |
| 1.1 | Average percentage increase of farm-produced milk volume for targeted smallholder farmers, disaggregated by dairy farm size, season, age group and gender (30% increase). | 30% |
| 1.2 | The number of smallholder farmers that have adopted new technologies promoted by the project | 5,000 |
| 1.2 | Additional percentage increase of milk sales for targeted smallholder farmers, disaggregated by dairy farm size, season, age group and gender | 25% |
| **Outcome 2** | **Improved milk quality** |  |
| 2.1 | The number of smallholder farmers with improved milk handling and hygiene practices | 5,000 |
| 2.2 | The number of targeted MCCs adhering to good practices for good milk handling | 20 |
| **Outcome 3** | **Improved inclusive dairy value chain** |  |
| 3.1 | No. of cooperatives and farmer organisations adhering to better governance, financial management and business practices | 16 |
| 3.2 | The number of farmers with improved livestock support services (input supply, financial, animal health, advisory and breeding services) | 5,000 |
| 3.4 | Percentage increase of smallholder farmers selling milk to cooperatives | 20% |
| 3.5 | The number of new initiatives to supply dairy support services to smallholders disaggregated by type of service | 25 |
| **Outcome 4** | **Improved human nutrition** |  |
| 4.1 | The additional number of households with access to diverse diets, disaggregated by age, gender and district | 2,000 |
| 4.2 | The additional number of children consuming dairy products, disaggregated by age, gender and district | 45,000 |
| 4.3 | 50,000 people directly reached with activities to improve nutrition | 50,0000 |

**3. Purpose of the baseline study**

The objective of this baseline study is to establish a comprehensive information base on the current project status in relation to the project indicators at impact, outcome and output level which will facilitate in measuring progress over time, during the project and at the end of the project. Additionally, the aim of the baseline is to facilitate the project shape well its design kick-off activities, determine whether the underlying assumptions are accurate in relation to leading to the desired change.

**3.1 Specific objectives of the baseline study**

The specific objectives of the baseline study are the following but not exclusively limited to the following:

1. To collect and analyse the relevant data on existing status(current milk produced, farming practices among others) of the project’s targeted beneficiaries in relation to the project indicators baseline status.
2. To collect and analyse relevant information in terms of sources, level of income, and food security situation
3. Determine which enterprises (crops) could be tiered with dairy at household to define integration.

**3.2 Rationale for the Baseline Survey**

ISDAP will be implemented in those specific areas were TIDE-2 has not or had limited presence or no footprint at all. Therefore, the existing dairy farming systems in the area, types of farmers of smallholder is not clear as well as baseline information for project indicators and targets is currently inadequate and or unavailable.

It is against the above auspice that the TIDE-2 wishes to carry out a baseline survey to capture and come up with baseline indicators for the project targets as well as providing a status on the current farming system available and determine how TIDE-2 could define integration in relation to “integrated small holder dairy project”.

**Note that** the project indicators will act as the guiding pillars to measure the project’s achievements and outputs in the mid-term and at the end of the implementation. Therefore, the baseline survey will help to draw up appropriate monitoring tools to capture the stated outputs and achievements as well as enabling in the generation and development of a detailed information base comprising of relevant information of the general and targeted beneficiaries. This information will guide the project team to plan effectively and coherently in materializing the project goal in a systemic way.

**3.3 Scope of the Study**

The study focuses on gathering information on various result levels of the project. Hence, the major task of this study is to provide basic information on planned impact, outcome and output results. Note that this study focuses on the profitability of farms and firms in the operating in an integrated dairy sector; the needs for a dairy business platform as an effective private sector network; the availability and quality of business information and successful business cases that can support in improved dairy business; and on the availability and quality of private business consultants/advisors for the commercial dairy sector.

**4. Approaches and Methodologies**

Baseline survey will employ both qualitative and quantitative methods for data collection and review of secondary information. Household survey will be conducted using structured questionnaire (draft developed by consultant and approved by TIDE-2 & ISDAP team) and key informant interviews (KII) as well as Focus Group Discussion (FGD), where necessary to triangulate and collect qualitative data.

The baseline data should also include disaggregation of beneficiaries by gender and age groups to determine level of youth engagement and appropriate sampling methodology will be used to determine sampling frame, sample size and respondents.

The baseline information should be collected as such that gathered information should support analysis of all relevant indicators and cross cutting issues as defined in the project results framework and or indicated in project documents. Additionally, secondary information shall be collected from project documents, Local Government documents such as district development plans among others. Non-structured interviews with key informant could be used to provide information about the existing dairy systems in the area, dairy practices, which crops could be combined with dairy.

**5. Scope of work**

**5.1 Responsibilities**

The consultancy will be primarily responsible to:

* Develop/design baseline study based on agreed Methodology by the TIDE-2 team, this includes questionnaire for HH survey and checklist and tools for group interaction including FGD with target beneficiaries and stakeholders at local level.
* Visit District production office to understand the project catchment targeted in relation to beneficiaries
* Define what integration of smallholder dairy farming would mean in the context of the targeted project coverage area.
* Provide details of the key enterprise’s households depend on to raise incomes while specifying their of production levels
* Assess how households are depending on dairy as a source of income in comparison to other enterprises.
* Determine the source of labour farmers are using on farm and the role of family labour in promoting dairy farming.
* Share study design including process, methods, and questionnaires/checklist with project team for review and approval, collect feedback and finalize study design.
* Design pre-test questionnaires and other tools.
* Have a debrief/discuss with project team about effectiveness of questionnaire, checklists and other tools used in pre-test, collect feedback, and finalize them.
* Update progress of study on regular basis to the TIDE-2 project manager.
* Update TIDE-2 in case of any emerging issues related to survey arising during survey.
* Analyze data and develop tabulation of data.
* Interpret findings from field in perspective of the project objectives and indicators with appropriate output tables.
* Analyze whether the interventions contribute to the set indicators and targets and suggest appropriate interventions and modifications in the indicators if required.
* Prepare draft report and share with TIDE-3 & ISDAP team, project staffs, and collect their feedback.
* Present major findings to TIDE-2 and collect feedbacks.
* Prepare final report incorporating feedbacks and suggestions and submission of final report
* **Note that**: the composition of study team is up to the consultant/firm and can choose depending on their internal system, ideas and logic but team members must fulfil competency criteria.

**6. Expected deliverables:**

* **Study Reports:** The main body of all reports should be written in simple, non-technical language, with any technical material presented in annexes.
* **Collected Data:** All primary data collected, and analysis conducted for the study shall remain the property of SNV-TIDE and must be submitted electronically, and in a clear and comprehensible format in Excel, and any other statistical software.
* **Inception Report:** This will be submitted within [10] working days of baseline study launch, the Consultant(s) shall submit to SNV-TIDE for approval a detailed report of the proposed approach to the study. The report should provide a detailed description of the survey design, methodology and tools, research questions, expected outputs, budget with a breakdown of costs and detailed work plan for the entire assignment. This, with any draft questionnaires or interview checklists, shall also be submitted for review at this stage, before the main survey exercise begins.
* **Preliminary Report:** Within [20] working days of study launch, the Consultant(s) shall present the preliminary survey findings for review and discussion with the project team. This shall include a draft set of project baseline indicator values and recommendations. After the review and discussion, a report incorporating comments and, where necessary, responses will be submitted to the project team.
* **Final Report:** Within [30] working days of study launch, a detailed report of the overall findings of the Baseline study shall be submitted for approval. This report shall provide project baseline findings and values for the indicators, incorporating specific, practical and feasible recommendations for how project implementation can be done and outcomes based on learning from project design.

**7. Study Period**

This baseline assessment will be conducted for a period of 30 days inclusive of writing an inception report. The count of days will start from the date of contract signing.

**8. Competency of Consultant:**

The consultant should possess extensive work experiences (minimum five years) at senior level and in-depth knowledge on socio-economic and Agri-livestock field and in conducting assessments, baseline, and evaluation surveys.

**9. Template for Baseline Survey Report**

1. Executive summary
2. Introduction
3. Methodology
   1. Study Locations
   2. Sampling methodology
   3. Sample Size
   4. Target Population
   5. Data Collection Tools and Techniques
4. Findings
   1. General Information
   2. Socio-demographic and economic information
   3. Income levels of the common five enterprises households engage in-inclusive of dairy
   4. Availability of labour for dairy and role of family labour
   5. Market related information
   6. Government plans, policies, regulations, and guidelines related information
   7. Other sectoral findings
   8. Gender Equality and Social Inclusion
   9. Validation of assumptions on defining small holder based on six acres of land.
   10. Environment (Climate Change and Disaster)
   11. Findings based on results framework’s indicators in tabulation form
5. Recommendation and Conclusion
6. Annexes
   1. Questionnaire
   2. Focus Group Discussion checklist
   3. Key Informant Interview guideline

**10. Submission of Technical and Financial Proposition**

The potential and interested consultant must submit technical and financial proposition showing their keen interest to conduct baseline survey in Kabarole, Kyenjojo, Bunyangabu, Kabale and Kisoro districts

**11. Evaluation Criteria**

Consultant will be evaluated based on following criteria:

The weight for technical portion of the proposal will be 70% and financial 30%. The key factors stated below will be taken in consideration during the evaluation process.

**Administrative evaluation based on pass or fail will look at,**

* Company registration documents
* Tax clearance certificate addressed to SNV
* Valid trading licence/ operating permit

**Technical evaluation will look at**

* Firms’ ability to understand the assignment
* Previous work experience for similar assignments including atleast 3 references with contacts.
* Methodological/technical aspects of carrying out the study and technical expertise in livestock, agriculture, and gender.
* C.V’s or proposed staff indicating the firm’s capacity to deliver the assignment and detailed responsibilities of each proposed staff.

**Financial evaluation**

* Proposed total budget.
* Detailed operational and staffing budgets

**Deadline for submission of proposals is 18th May 2022**

**Submission of proposals**

Interested companies should send technical and financial proposals to SNV Netherlands Development Organization in soft copies via email: [ugandatenders@snv.org](mailto:ugandatenders@snv.org).The subject should read: **Baseline study for ISDAP**.