



Sustainable Transition to Entrepreneurial Production
in Agriculture through Upgading.



**TERMS OF REFERENCE TO CONDUCT A CAPACITY NEEDS ASSESSMENT FOR
LOCAL ACTORS AND DEVELOPMENT OF CAPACITY BUILDING PLAN UNDER THE
STEP-UP PROJECT.**



1.0 INTRODUCTION

These Terms of Reference (TOR) are drawn for the STEP-UP Project demand to assess the capacity gaps in interventions chosen by stakeholders within all local actors in the banana value chain who were identified in Stakeholder mapping exercises conducted in Isingiro and Bunyangabu Districts. Environmental Alert¹ seeks to recruit a consultant to develop a capacity building plan based on the capacity needs assessment that builds on earlier interventions selected by actors from different engagements.

2.0 BACKGROUND (ABOUT THE STE-UP PROJECT)

Sustainable intensification of agriculture provides a potential pathway to meet the growing demands for food on a global level. However, in practice adoption of many promising SI solutions remains disappointing amongst others due to poor linkages to input and output markets and high investment risks. In the STEP-UP project, we aim to implement and assess sustainable intensification (SI) and market linkage (ML) strategies to enable small farm enterprises (SFEs) to step up towards food and nutrition security, sustainable development and income generation. The project focuses on banana and mango food value chains in Uganda and Kenya respectively. Uganda is the leading banana-producing country in Africa, with the East African highland banana (EAHB) cultivar a staple to an estimated 10 million Ugandans. The banana marketing relies on complex food value chains (FVC) and is challenged by poor infrastructure.

STEP-UP aims to identify and implement strategies to upgrade production, processing and marketing of cooking banana (matooke) in two districts of Uganda: Isingiro and Bunyangabu. Environmental Alert is implementing this project with other partners from Germany (ZALF), Netherlands (WUR), Kenya (JKUAT and NETFUND) and Uganda (NARO and Solidaridad Uganda) with financial support from the Government of Uganda through the MoSTI and Ministry of Finance, Planning and Economic Development within the Long term European Union- Africa research and innovation Partnership on food and nutrition security and sustainable Agriculture (LEAP Agriculture) framework. It combines research, development and outreach-oriented activities in five Work Packages (WPs), and implements sustainable intensification (SI) and market linkage (ML) strategies to enable small farm enterprises (SFEs) to step up towards food and nutrition security, sustainable development and income generation. STEP-UP uses a participatory multi stake holder approach where new technologies in cultivation, processing and packaging will be implemented and assessed in mango and banana food value chains (FVC) in Kenya and Uganda respectively.

In Uganda, STEP-UP aims to identify and implement strategies to upgrade production, processing and marketing of cooking banana (matooke) in two districts of Uganda: Isingiro and Bunyangabu. However, stakeholders engaged in banana value chains in these two districts may have diverging views on the desired future. Participatory scenario development and impact assessment are therefore powerful tools that were used to guide discussion and convergence of views on the necessary interventions enabling (agricultural) transformation pathways towards such a future.

At the start of the STEP-UP project, multi-stakeholder workshops were carried out in both districts to establish a shared vision, to identify the steps needed to reach that vision, and to select relevant indicators that could measure the project's progress towards the vision. Follow-up workshops were organized in Kampala with representatives of stakeholders along the matooke value chain from both districts. These workshops built on the results of the previous workshops. Potential interventions were identified and the STEP-UP team selected a shortlist of four interventions that were considered feasible given the objectives and timeframe of the project. These included Trainings on Integrated Soil Fertility Management, Trainings

¹ More information about Environmental Alert is available in **Box 1**.

on Juice/Wine/Beer Making, Trainings on group formation and group dynamics and Packaging of banana in crates/boxes

2.2 Objectives of the project

The overall aim is to contribute to food security and sustainable development in sub-Saharan Africa through equitable commercial relationships between SFEs and markets within the frame of sustainable agricultural production. The project² will focus on the heterogeneous groups of smallholder farmers with an entrepreneurial ambition. STEP-UP will support smallholder producers to access relevant technologies, innovations and management practices for the transition to commercialized production.

2.3 Specific objectives are:

- A. Achieve sustainable intensification of SFEs and the transition of diverse farms to commercial enterprises that contribute to food and nutrition security while minimizing trade-offs in other sustainability dimensions;*
- B. Provide key actor groups, local authorities and decision-makers with instruments and information for discussion and decision support based on participatory ex-ante and ex-post impact assessments;*
- C. Inform policy implementation towards a supportive public-policy environment based on locally-relevant sustainability principles, criteria and indicators.*

3.0 JUSTIFICATION OF THE CAPACITY NEEDS ASSESSMENT

Since stakeholders are at different levels of skills and capacity in the different interventions chosen, there was need to assess these capacity gaps and come up with a plan that will be followed as interventions are being executed.

STEP-UP aims to build capacity of young scientists as well as stakeholders at the community, regional and national level across the banana and mango FVC to serve as multipliers in the future following the capacity building plan.

Trainings will be tailored to meet the stakeholders' needs identified during participatory baseline, feasibility studies and the capacity needs assessment. The capacity (knowledge, skills, and tools) built will be sustained by training materials and modules addressing upgrading of the banana and mango FVC.

Of note is that some preliminary assessments which included the Framework for Participatory Impact Assessment (FOPIA), multi-stakeholder workshops to establish a shared vision, identify the steps needed to reach that vision, and to select relevant indicators that could measure the project's progress towards the vision by the project partners and these involved some of the key stakeholders in the banana value chain. Therefore, this assessment will be anchored within this and thus, will be build on earlier conducted assessment in this respect.

4.0 NATURE AND SCOPE OF WORK

The counterpart professional (consultant) will undertake the following major tasks within a period of not more than 1 month:

² Further information about the project is available at: https://leap.iamb.it/?page_id=313

- a) *Establish the level of knowledge and skills among actors in the value chain of matooke in regards to executing the identified interventions above.*
- b) *Identify the capacity gaps of the identified actors in the value chain as far as execution of their obligations and mandates are concerned.*
- c) *Identify any other key state or non-state actors at national, district and sub-county local government levels and explore the role they are playing in the banana value chain.*

5.0 DELIVERABLES

- a) *Inception report detailing how the assessment will be undertaken – in respect to methodology, approach, tools and financial requirements.*
- b) *Work plan with specific timelines for undertaking the assessment and producing the assessment report.*
- c) *Field activity report*
- d) *Capacity assessment report and building plan*

6.0 DURATION OF CONSULTANCY

The total duration of this assignment will be one (1) month from the date of signing the contract.

Task	Number of days	Deliverables
1) Development, presentation and submission of inception report to EA.	1	Inception report (detailing among other things the methodology how the assessment will be conducted) and a costed work-plan;
2) Contractual processes	1	Contract signed
3) Data collection and Analysis	6	Capacity gaps Analysis
4) Compilation of reports and Plan	4	Draft Report and Plan
5) Validation of the report and Plan	0.5	Feedback from key stakeholders integrated into the final study report and plan
6) Compilation of Final report and Plan	2	Draft report and Plan
7) Submission of Final reports	0.5	Final reports
Total	15	

7.0 Facilitation

a) The total amount (as professional fees for consultant) for this assignment shall be agreed upon by both parties upon understanding of the task at hand.

b) Statutory Deductions

The Consultant will be responsible for declaration of the income for income tax purposes. **(I.e. 6% from the gross payment)** payable to Uganda Revenue Authority in accordance with the income tax regulations of the Republic of Uganda. Thus, the Consultant must have a Tax Identification Number.

8.0 QUALIFICATIONS, SKILLS AND COMPETENCIES

Environmental Alert is looking for a consultant/s with the following qualifications, skills and competencies

- a) At least a bachelor's degree in Agriculture, Agribusiness or any relevant field
- b) A masters degree and above will be an added advantage
- c) Extensive work experience and proven record in capacity development, community engagement advocacy, Organizational/institutional developments and strategic management
- d) Experience in working with local communities in focus areas of Agriculture and Food Security
- e) Presented evidence of undertaking similar assignments
- f) Good analytical and documentation/report writing skills
- g) Proven communication, presentation and facilitation skills
- h) Excellent command of oral and written English
- i) Excellent writing and documentation skills
- j) Familiarity with both NGO, government, and local context;
- k) Good knowledge of development policies and programs in the agriculture, environment and natural resources sectors

9.0 REPORTING

The counter-part professional will report to and work under the guidance of the Executive Director of Environmental Alert, Dr. Joshua Zake, email: ed@envalert.org

10.0 HOW TO APPLY

This is an open competitive request for consultancy services. Individuals and/or firms interested should submit their expression of interest (Eoi) clearly highlighting the methods, approaches & tools which will be used. Furthermore, the financial requirements (i.e. modest professional fees and logistical costs) to facilitate implementation of the assignment; relevant qualifications, competencies, skills and past experience in undertaking similar tasks, should be included in the Eoi. Of note is that applicants should submit a detailed curriculum vitae and at least one copy of the most recent report of a similar assignment executed.

Applications should be submitted by email to: ed@envalert.org and a copy to pa.enr1@envalert.org not later than **Friday 19th June, 2020** (17:00 EAT)

Box 1: About Environmental Alert

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Environmental Alert (EA) was founded in **1988** and has developed and transitioned into a National Non-Governmental organization contributing to an enabling policy environment for sustainable agriculture and sound environment and natural resources management at community, local, national and international levels. EA is officially registered with the NGO Board as a Ugandan non-governmental organization (NGO), incorporated as a company limited by guarantee. EA is governed by an Independent Board that is responsible for providing strategic oversight of the organization including ensuring its integrity as a voluntary service organization.

EA is a **1st prize winner of the Energy globe award for environmental sustainability-2005 under the category, earth.**

EA is a member of the International Union for Conservation of Nature (IUCN) and a Member of The IUCN National Committee for Uganda.

EA envisions, *'Resilient and dignified communities, managing their environment and natural resources sustainably.'*

EA's mission is to, *'Contribute to improved livelihoods of vulnerable communities by enhancing agricultural productivity and sustainable natural resources management'*

Program and institutional Components:

1. Environment and Natural resources management;
2. Food security and Nutrition;
3. Water, Sanitation and Hygiene;
4. Finance and Administration;
5. Resource mobilization and Investment.

Scale of Implementation:

EA operates in selected districts for generation of evidence to inform policy engagements on agriculture, environment and natural resources at National and International levels. Currently EA's operations are in over 40 districts across the country. EA undertakes area wide targeted awareness on selected issues in agriculture, environment and natural resources engagements

EA is a Secretariat for following networks:

- a) The Network for Civil Society Organizations in Environment & Natural Resources Sector (ENR-CSO Network) - <http://enr-cso.org/>;
- b) Uganda Forestry Working Group - <http://ufwg.entalert.org/>;
- c) The Standards Development Group (for promotion of Sustainable Forest Management in Uganda); and
- d) Promoting Local Innovation in ecologically oriented agriculture and natural resources management (PROLINNOVA-Uganda Network) - <http://www.prolinnova.net/uganda>;
- e) The Renewable Energy CSO Network.

Further information about Environmental Alert is available at: <http://entalert.org/>