THE REPUBLIC OF UGANDA

Sector	**MINISTRY OF AGRICULTURE ANIMAL INDUSTRY AND FISHERIES (MAAIF)**
Department	DEPARTMENT OF AGRICULTURAL INFRASTRUCTURE MECHANIZATION AND WATER FOR AGRICULTURAL PRODUCTION
Project	UGANDA CLIMATE SMART AGRICULTURAL TRANSFORMATION PROJECT (P173296)

TERMS OF REFERENCE (TORs) FOR RECRUITMENT OF IMPLEMENTING PARTNERS FOR IMPLEMENTATION OF UCSATP IN REFUGEE SETTLEMENTS

1. Background and Rationale

The Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) is implementing the Uganda Climate-Smart Agricultural Transformation Project (UCSATP), funded by the World Bank. The Project Development Objective (PDO) is to increase productivity, market access, and resilience of selected value chains in the project area, and to respond promptly and effectively to eligible crises or emergencies.

UCSATP is implemented in 69 districts, including 7 Refugee Hosting Districts (RHDs): Adjumani, Lamwo, Kiryandongo, Kikuube, Kyegegwa, Kamwenge, and Isingiro, covering eight settlements (Adjumani, Palabek, Kiryandongo, Kyangwali, Kyaka II, Rwamwanja, Nakivale, and Oruchinga). The project aligns with Uganda's inclusive refugee policy and the Comprehensive Refugee Response Framework (CRRF), promoting refugee resilience and self-reliance.

Uganda hosts over 1.9 million refugees and asylum seekers, facing challenges like declining humanitarian assistance, economic disruptions, and persistent food insecurity despite engagement in agriculture. UCSATP aims to address these by enhancing food and nutrition security, boosting climate resilience, and improving livelihoods among refugees and host communities.

The project has five components:

1. Strengthening Climate Smart Agricultural Research, Seed, and Agro-Climatic Information Systems
2. Promoting Adoption of Climate Smart Agriculture Technologies and Practices
3. Market Development and Linkages to Selected Value Chains
4. Contingency Emergency Response Component
5. Project Management, Coordination, and Implementation

Specifically, under *Subcomponent 2.2 Productivity enhancement and resilience for food and nutrition security in refugee settlements and Subcomponent 3.2 Investments in market development for selected value chains for farmers in refugee settlements and host communities,* UCSATP supports interventions tailored to the complex humanitarian-development context of refugee settlements. These interventions aim at promoting climate-smart agriculture, strengthen value chains (crops, livestock, and beneficial insects), enhance food & nutrition security, develop partnerships for land management, and access to markets in the refugee settlements ultimately contributing to the overall Project Development Objective.

The project aims to increase yields of selected value chains by 40 percent through the provision of productivity-enhancing inputs to 60,000 target beneficiaries under a grant support scheme. It further seeks to bring 3,000 hectares of land under sustainable land management (SLM) practices, including the adoption of climate-smart agricultural technologies in both refugee settlements. In addition, the project targets to increase the volumes of agricultural produce and products marketed within refugee settlements by 30 percent, create at least 500 decent jobs, and enhance food and nutrition security through integrated capacity-building interventions focusing on climate-smart value chains. The priority value chains include maize, beans, cassava, sorghum, vegetables, poultry, piggery, Black Soldier Fly (BSF) rearing, and beekeeping (apiculture).

To achieve these outcomes/results effectively within the distinct socio-ecological and logistical situations of refugee settlements, UCSATP intends to utilize the services of qualified Implementing Partners (IPs) through a transparent and competitive selection process. The engagement of IPs is a strategic move, capitalizing on their technical expertise, understanding of the local context, institutional adaptability, demonstrated experience in similar contexts, commitment to high accountability standards, and cost-effectiveness, to augment government capacity and expedite services delivery and project implementation in refugee settlements.

Job Title: **IMPLEMENTING PARTNERS (IPs)**

Number of Settlements: **(8) Eight in 7 districts**
Number of IPs required: **(7) Seven**
Duty Station: **(8) Refugee Settlements**
Reports to: **Permanent Secretary**

Duration of contract: **24 months** (2years)

2. Objectives of the Assignment

The primary objective is to engage competent IPs to support the implementation of UCSATP interventions aimed at improving food and nutrition self-sufficiency among refugee households in the project refugee-hosting districts. The IPs will additionally support the implementation of value chains for crops, livestock, and beneficial insects, along with the integration of Sustainable crop and livestock management practices, sustainable land management (SLM) practices, as well as environmental and social safeguards.

2.1 Specific Objectives

i. **Increase access to quality agricultural inputs and production technologies for refugee farmers**
By the end of the implementation period, at least 90 percent of the 60,000targeted refugee households (55% (33,000) crop, 40% (24,000) livestock, and 5% (3,000) beneficial insect value chain beneficiaries) translating to (265,000 individual beneficiaries) will have received appropriate climate-smart inputs including seeds, breeding stock, starter kits, and related tools through an e-voucher-based system.

ii. **Strengthen farmer knowledge and adoption of climate-resilient agricultural practices**
By the 12th Month of implementation, at least 75 percent of targeted households will have participated in structured, hands-on training sessions using various models including the Farmer Field School (FFS) approach, with follow-up mentoring sessions on integrated soil fertility management, pest and disease control, drought-tolerant practices, and agro-ecological techniques among others.

iii. **Support beneficiaries in accessing farmland and securing land use rights for the land they are using.** The Implementing Partners (IPs), in collaboration with MAAIF, local authorities, and settlement management structures, shall facilitate beneficiaries to access and utilize agricultural land through transparent and equitable arrangements. This will include supporting dialogue between landowners and user communities, formalizing land use agreements, and promoting inclusive and gender-responsive tenure systems. The objective seeks to enhance land tenure security, reduce disputes, and enable long-term investment in climate-smart and sustainable agricultural production by both refugees and host communities.

iv. **Enhance the capacity and functionality of farmer organizations and facilitate sustainable market linkages**

By project completion, a minimum of 600 new or existing farmer groups will be formed and/or strengthened, with at least 70 percent demonstrating functional governance structures and established linkages with input suppliers, buyers, and financial institutions. At least 40 percent of trained groups will be linked to structured markets or off-taker agreements.

v. **Promote sustainable land management (SLM) practices for productivity and ecosystem restoration**
The IPs shall promote and demonstrate sustainable land management technologies that conserve soil, water, and vegetation while enhancing agricultural productivity. This includes promoting agroforestry, soil and water conservation structures, integrated soil fertility management, and rehabilitation of degraded landscapes. By the end of the project, at least **3,000 hectares of land** will have been brought under sustainable land management practices, contributing to improved soil health, increased yields, and enhanced ecosystem resilience in targeted districts.

vi. **Promote nutrition-sensitive agriculture and improve dietary diversity among refugee households**
By the end of the project period, 100 percent of households will have attended targeted nutrition education sessions designed with particular emphasis on children, pregnant women, and lactating mothers, with demonstrable improvement in dietary diversity scores among at least 50 percent of beneficiaries as measured through pre- and post-intervention assessments. Activities among others will include cooking demonstrations,

promotion of nutrient-rich crops/foods, and household kitchen gardens for production of MNR crops

vii. **Create Decent Employment Opportunities**
By the end of the project period, at least 500 decent jobs will have been created along the prioritized value chains and allied enterprises, with deliberate focus on youth and women participation. These jobs will emerge through enterprise incubation, input distribution, value addition, service provision, and agribusiness development initiatives facilitated under the project. The implementing partners will ensure that beneficiaries are equipped with business management, technical, and cooperative development skills necessary for sustainable enterprise growth.

viii. **Build a foundation for long-term resilience and livelihood sustainability among refugees**
By the 24th Month of implementation, all farmer groups receiving support will have developed exit-oriented sustainability plans, including linkages with extension services, local governments, and private sector actors. At least 60 percent of these groups will have initiated income-generating activities beyond the input grants, and 80 percent of interventions supported by the IPs will demonstrate the potential for replication or scaling-up by local institutions.

3. Scope of Work

The Implementing Partners (IPs) will be responsible for delivering project interventions in selected refugee settlements, namely Kiryandongo, Nakivale, Oruchinga, Rwamwanja, Kyaka II, Kyangwali, Palabek, and Adjumani. The project targets a total of 265,000 refugee direct beneficiaries from 60,000 beneficiary households who will be supported across these settlements, disaggregated by value chain as follows: 55% (33,000 households) under crop value chains, 40% (24,000 households) under livestock value chains, and 5% (3,000 households) under beneficial insect value chains.

Each IP will be responsible for implementing all three value chains (crops, livestock, and beneficial insects) as well as Sustainable Land Management (SLM) interventions for ecosystem restoration within their assigned area. Each IP must have subject matter specialists for each value chain and SLM implementation. Given the workload and geographic focus required, each IP shall be assigned to operate in one district only and not more than one district to ensure effective supervision, accountability, and quality delivery of results. Implementation will adopt a guided participatory rural development approach, combining Participatory Rural Appraisal (PRA) tools, demand-driven service delivery, and climate-smart agricultural innovation and management practices that are contextualized to refugee and host community settings.

The approach must be inclusive and community-led, ensuring that both refugees and host communities serve as active agents in the planning, prioritization, delivery, and monitoring of project activities. Special emphasis will be placed on empowering women, youth, and vulnerable groups to participate effectively in decision-making and to benefit equitably from project investments.

Table 1: The Distribution of Targeted Households and Individual Beneficiaries per Settlement and Value Chain

District	Settlement	Number of Zones	Total HHs	Estimated Individuals (HHs × 4.43)	Crop HHs	Livestock HHs	Beneficial Insect HHs
Kiryandongo	Kiryandongo	2	2,100	9,303	1,155	840	105
Isingiro	Orucinga	3	2,520	11,162	1,386	1,008	126
Isingiro	Nakivale	3	3,780	16,745	2,079	1,512	189
Lamwo	Palabek	10	10,500	46,515	5,775	4,200	525
Kamwenge	Rwamwanja	13	10,500	46,515	5,775	4,200	525
Kikuube	Kyangwali	5	10,500	46,515	5,775	4,200	525
Kyegegwa	Kyaka II	9	5,400	23,922	2,970	2,160	270
Adjumani	Adjumani	19	14,700	65,571	8,085	5,880	735
Total		**64**	**60,000**	**265,248**	**33,000**	**24,000**	**3,000**

Note: *The project's 60,000 beneficiary households correspond to an estimated 265,000 individual beneficiaries using an average household size of 4.43 (UNHS estimate for refugee-hosting project areas). Reporting shall reflect both households and individuals.*

4. Component/Subcomponent-wise activities/tasks

Subcomponent 2.2*: *Productivity enhancement and resilience for food and nutrition security in refugee settlements

Task one: 1. Increase access to quality agricultural inputs and production technologies for refugee beneficiaries through e-voucher.

IPs will ensure timely provision of quality agricultural inputs to farmers through an efficient e-voucher system. This system enables smallholder farmers to obtain quality seeds, fertilizers, and agro-chemicals from registered dealers via a digital platform, streamlining input delivery and enhancing transparency. Rather than the traditional handouts, farmers will receive electronic vouchers (e-voucher) that they can redeem with local agro-input suppliers, stimulating local markets while guaranteeing input access. IPs shall coordinate the logistics of input distribution e.g., scheduling input deliveries in alignment with the agricultural season, so that farmers (both refugees and host community members) can plant on time. This approach not only expedites input delivery but also empowers farmers to choose preferred improved seed varieties and inputs, thereby increasing ownership and proper use of inputs. Throughout this process, IP field teams will work with local agro-dealers and Settlement structures to ensure last-mile delivery even in remote settlement areas.

To ensure inclusive participation, IPs will;

- Collaboration with MAAIF for project Implementation and management: The IPs will work in collaboration with MAAIF for project implementation and management, especially for aligning with the uniformity of data collection, reporting and results measurement.
- **Inclusive Targeting of stakeholders:** IPs will apply affirmative strategies to ensure the meaningful participation of women, youth, the elderly, and persons with disabilities. This will include accessible training formats, gender-sensitive facilitation techniques, and support services such as childcare services where necessary.

- **Structured Engagement with Local Leadership:** To secure legitimacy and facilitate effective community entry, IPs will collaborate closely with Refugee Welfare Committees (RWCs), Local Councils (LCs), settlement commandants, and cultural and religious leaders. These stakeholders will be involved in beneficiary selection, grievance redress, and mobilization activities. Their buy-in is crucial for conflict sensitivity and seamless implementation.

- **Promotion of Social Cohesion:** Recognizing the potential for intergroup tensions, IPs will foster collaboration between refugees and host communities through joint farmer groups, shared training sessions, and co-managed block farms. Activities will be framed to generate mutual benefit and equitable access to services, thereby reinforcing peaceful co-existence and collective ownership of resources

Task Two: Climate-Smart Agricultural Extension and Training

To accelerate the adoption of sustainable farming systems and enhance resilience to climate change, IPs will implement a robust agricultural extension and capacity-building program rooted in participatory, experiential learning models. These will be adapted to the realities of refugee settlements, including land scarcity, limited mobility, and cultural diversity. The IPs while carrying out the extension and training shall use the curriculum and modules that have been developed and approved by MAAIF. The materials are already under review for the specific value chains and will be translated into the following seven key languages: Kinyabwisha, Arabic, Swahili, Lingala, Luo/Acholi, French, and Madi.

Key elements of the approach include:

- **Participatory Training Models.** IPs will roll out the Farmer Field School (FFS) model as the primary platform for training. FFS groups will be composed of 15-30 farmers who meet regularly to learn-by-doing on demonstration plots.
- **Farmer Institutional Development (FID).** Complementing the FFS model, IPs will employ the FID approach to build the organizational and entrepreneurial capacity of farmer groups. This includes training in group dynamics, leadership, recordkeeping, savings mobilization, and conflict resolution ensuring groups function as cohesive units beyond project duration.
- **Technical Training Content:** The extension package will include:
    a) **Climate-smart crop production:** Emphasizing drought-tolerant and early maturing varieties, soil fertility management (e.g., composting, crop rotation), and integrated pest management.
    b) **Livestock husbandry:** Focusing on smallholder poultry and piggery production, including housing design, feed formulation using locally available materials (including BSF larvae), basic veterinary care, and breed selection.
    c) **Beneficial insect rearing:** Providing training in the rearing and management of Black Soldier Fly (BSF) and honeybees, covering site selection, organic waste processing, larvae harvesting, honey production, and pollination services.

d) **Nutrition education:** Integrating sessions on dietary diversity, household-level food security, and preparation of balanced meals using locally grown and culturally acceptable foods. Cooking demonstrations will be organized once in every two months basis, particularly for caregivers and women's groups. Households with PLW members/ caregivers can be sensitized by the IPs to attend GMP (growth monitoring and promotion) sessions organized by the ministry of health for children under five.

- **Local Human Resource Development:** To embed knowledge within communities, IPs will recruit, and mentor Community-Based Facilitators (CBFs) ideally drawn from refugee and host communities. These CBFs will support farmer groups with follow-up visits, field-level coaching, and ongoing extension support.
- **Peer-to-Peer Learning and Demonstration:** IPs will promote farmer-to-farmer learning by identifying and equipping lead farmers who demonstrate good practice and leadership potential. These lead farmers will serve as role models and informal extension agents, hosting on-farm demonstrations and mentoring their peers.

Task Three: Facilitate Environmental Sustainability and Land Use

Environmental degradation, land scarcity, and climate-induced shocks are critical challenges in Uganda's refugee-hosting districts. Addressing these issues is essential not only for agricultural productivity but also for long-term ecosystem stability and peaceful coexistence between host and refugee communities.

a) Promotion of Block Farming Models through Land Access Facilitation

To overcome land fragmentation and enhance production efficiency, IPs will promote block farming models on collectively accessed land. This model allows groups of refugees and host community farmers to cultivate larger, contiguous parcels of land together, promoting economies of scale in input use, mechanization, and extension delivery. Access to such land will be negotiated through community dialogue-led lease arrangements facilitated by the Office of the Prime Minister (OPM), local governments, and host community leaders. These agreements will be designed to ensure fair, transparent, and peaceful land sharing, with terms that protect the rights of both landowners and farming groups. For land provided by the host community, clear benefit sharing modalities will be stipulated in the land access and use agreement. Where necessary, the farmer groups will establish temporary shelters and toilets.
Block farms will serve as hubs for demonstration and training on climate-smart practices and will be strategically located near water points or roads to improve access and efficiency.

b) Implementation of Sustainable Land Management (SLM) Practices

The Implementing Partners (IPs) will introduce and promote context-specific Sustainable Land Management (SLM) techniques that address key environmental challenges such as soil erosion, nutrient depletion, and water stress**,** which are prevalent in densely populated and overburdened refugee settlement areas.

The key deliverable for the Implementing Partner (IP) under this assignment shall focus on the area (in hectares) of land placed under Sustainable Land Management (SLM) practices, rather than the number of trainings conducted. This indicator aligns with the project's results framework and emphasizes measurable outcomes on the ground. The IP is expected to demonstrate tangible improvements in land access, use, and restoration, reflected through the

total hectares secured and managed sustainably by project beneficiaries (refugees and host communities).

For farmland-level SLM interventions**,** beneficiaries will be supported to integrate SLM practices within their respective value chain activities**,** including soil and water conservation measures, agroforestry, contour farming, mulching, composting, and integrated soil fertility management.

These interventions will include among others:

- **Rainwater harvesting** systems, including shallow wells, water pans, and rooftop collection to support small-scale irrigation.
- **Agroforestry practices**, combining fast-growing trees and multipurpose shrubs with food crops to improve soil fertility, provide shade, and act as windbreaks.
- **Erosion control measures**, such as contour bunds, grass strips, and check dams, especially on sloped farmland vulnerable to surface runoff.
- **Composting and organic soil amendment**, which reduce reliance on synthetic fertilizers while improving soil structure and moisture retention.

c) Ecological Regeneration and Climate-Smart Land Use Planning

The project will promote collaboration and partnership with OPM, MWE, NEMA, DLGs, and community institutions to support land use planning and ecological restoration activities aimed at reversing degradation and strengthening climate resilience. This approach will allow synergies, leveraging of resources and avoid duplication. For these ecosystem restoration activities**,** particularly in degraded landscapes and communal areas**,** beneficiaries will be identified based on established criteria under the Labour-Intensive Public Works (LIPW). The These activities include:

- Developing and implementing **Community Action Plans** for reforestation, watershed protection, and landscape restoration.
- Establishing **community woodlots and fruit orchards** to reduce pressure on natural forests while improving nutrition and incomes.
- Supporting **environmental awareness campaigns** within settlements and schools to promote environmental stewardship, especially among youth.

The IPs will ensure that all ecological and land-use interventions are fully aligned with UCSATP's Environmental and Social Safeguards Framework as well as Uganda's national climate change, forestry, and land-use policies**.**

Monitoring key environmental indicators including vegetation cover, soil quality, water availability, and biodiversity health will be integrated into the project's routine M&E systems to track progress, document impacts, and inform adaptive management.

Task Four: Institutionalize Environmental and Social Safeguard (ESS) Standards

In order to ensure the protection and promotion of environmental conservation, a safe and healthy environment, social inclusion, and equitable participation, Indigenous Peoples will be required to institutionalize standards for environmental, social, safety, and health safeguards.

a) Establishment of Functional GRM Structures
Each IP will establish and operationalize a GRM that allows refugees and host community members to report grievances, fair hearing and resolution. The mechanism will include the following features:

- **Community-Based GRM Committees:** IPs will support the formation and training of GRM Committees at the **farmer group and settlement levels**. These committees will comprise representatives from both refugee and host communities, ensuring gender balance and inclusion of youth and marginalized voices. They will be responsible for receiving complaints, investigating issues, facilitating dialogue, and escalating unresolved matters.
- **Multiple Access Channels:** To ensure accessibility and confidentiality, IPs will establish **diverse and culturally appropriate channels** for grievance submission. These will include:
  a) Physical **suggestion boxes** placed in secure, accessible locations.
  b) **Designated focal persons** within the settlement and each farmer group.
  c) **Telephone hotlines** (with multilingual support).
  d) **In-person** reporting during scheduled office hours or community meetings.
  e) **E-GRM system** (e.g., SMS, WhatsApp, Kobo-based reporting forms)

All grievances must be logged, tracked, and addressed within clearly defined timelines, with feedback loops to inform complainants of resolutions. Updated data/issues, if may arise, need to be fed into the project's routine monitoring system. In addition to the e-GRM, complaints register will be opened in each of the settlement.

b) Capacity Building and Community Awareness
To enhance the effectiveness of ESS standards, the IPs will:

- Conduct capacity-building workshops for refugee project beneficiaries (farmer groups) OPM Settlement staff and IP staff.
- Undertake continuous stakeholder engagements across settlements and host communities to ensure that all stakeholders benefit equally from the project.
- Develop and disseminate IEC materials (Information, Education and Communication) such as posters, flyers, and audio messages in local languages to reinforce awareness and trust in the system.

c) Safeguard Compliance and Risk Mitigation
All project interventions in the settlements must adhere to the UCSATP's Environmental and Social Management Plans (ESMPs), in line with national policies and World Bank Environment & Social Safeguard standards. Specific responsibilities include:

- **Development of ESMPs**: Each IP will develop and implement interventions-specific ESMPs in consultation with the Project's E&S specialists
- **Monitor and mitigate potential risks**
- **Gender-Based Violence (GBV) Prevention and Response:** IPs will implement GBV mitigation measures including codes of conduct for staff, GBV referral pathways, and gender-sensitivity training. They will work with protection partners to respond to cases, ensure survivor confidentiality, and maintain zero tolerance for abuse or exploitation.
- **Child Protection:** Safeguards will be put in place to prevent child labour and protect minors involved in household farming activities. Staff and community facilitators will be trained to recognize and report child protection concerns.
- **Environmental Safeguards:** IPs will ensure that activities such as land preparation, input use, and water harvesting are compliant with environmental standards. This

includes conducting site-level risk screening, promoting sustainable practices, and minimizing ecological degradation.

- **Conflict Sensitivity and Do-No-Harm:** All interventions will be designed and delivered in a manner that reduces tension between refugees and hosts, avoids exacerbating existing conflicts, and fosters equity and inclusion. Staff will be trained in conflict-sensitive programming and basic mediation skills.

d) Reporting and Oversight
Each IP will be required to:

- Submit periodic GRM performance reports, including number and type of grievances received, resolution status, and systemic issues identified.
- Maintain secure grievance records, respecting confidentiality and data protection protocols.
- Participate in joint monitoring/supervision missions with MAAIF, World Bank, OPM, and District Local Governments to review safeguard implementation and address emerging risks.
- Facilitate community feedback and learning sessions to foster transparency, strengthen relationships, and enhance project responsiveness.

Subcomponent 3.2. Investments in market development for selected value chains for farmers in refugee settlements and host communities

Task five: Investments in market development

To ensure effective investments in market development for selected value chains among farmers in refugee settlements, the Implementing Partners (IPs) shall undertake the following activities

a) Capacity Building and Skills Development
Strengthen the technical capacity of refugees' farmers and youth to enhance productivity and market competitiveness along selected value chains.

- Organize annual youth skilling and apprenticeship programs to build employable skills for service provision, value addition, logistics, and agri-transport operations across the value chains.
- Organize training of famers on harvesting, post- harvesting, value addition, marketing, among others.
- Conduct training on business development services.
- Promote knowledge exchange and peer learning through field- days and experience-sharing platforms.

b) Strengthened Linkages to Financial Institutions and Private Sector Actors
Enhance access to finance and markets for refugee and host community farmers through partnerships and collaboration with key stakeholders.

- Facilitate the linkage of farmer groups and cooperatives to financial institutions to access affordable credit and savings opportunities.
- Organize farmer groups for bulk marketing and collective bargaining.

- Link the refugee farmer groups with off-takers, agro-processors, and private sector actors to establish reliable market linkages for farmers' produce.

- Partner with financial institutions to build the capacity of all stakeholders involved in the management of Village Savings and Loan Associations (VSLAs).
- Encourage private sector participation through public–private partnerships (PPPs) and joint investment ventures in input supply, aggregation, and processing.

c) Business Mentorship and Agribusiness Development

Foster entrepreneurship and agribusiness management skills among refugees and host community members to enhance self-reliance and income generation.

- Conduct business mentorship programs focusing on enterprise selection, business planning, financial literacy, and market-oriented production.

- Support farmers and youth entrepreneurs to develop viable agribusiness ventures along the targeted value chains.
- Facilitate business-to-business linkages and networking forums between smallholder farmers, aggregators, and private sector actors.
- Provide continuous coaching and technical backstopping to ensure sustainability and profitability of established agribusinesses.
- Promote job creation through apprenticeship placements in value addition centers, aggregation hubs, and transport operations to build practical hands-on experience and stimulate local employment.

d) Access to Energy-Saving and Climate-Smart Technologies

Recognizing the heavy reliance on biomass for cooking and the associated pressure on natural forests, IPs will support access to energy-saving and eco-friendly technologies by target refugees**.**

These include:

- Improved cookstoves that reduce fuelwood use by up to 60% and emit less smoke, improving indoor air quality and reducing deforestation.
- Solar-powered irrigation kits, especially for horticulture farmers operating near water points or small reservoirs.
- Solar drying units for post-harvest processing of grains, fruits, and vegetables—enhancing value addition and reducing post-harvest losses.
- Biogas digesters where feasible, particularly in areas with high livestock density, to convert animal waste into clean energy for household use.
- Facilitate apprenticeships and local artisan training programs in the fabrication, maintenance, and marketing of clean energy and climate-smart technologies to enhance youth employment and skills transfer.

Task Six: Monitoring, Evaluation, Reporting and Learning (MERL)

To ensure accountability, improve adaptive management, and measure the effectiveness of interventions, each IP will be responsible for establishing and operationalizing a comprehensive Monitoring, Evaluation, Reporting and Learning (MERL) system that is fully aligned with UCSATP's results framework and World Bank reporting standards.

a) Development of Tailored MERL Plans
Each IP will design a detailed MERL plan at the inception of their assignment. This plan must:

- Align with the UCSATP project's Theory of Change and Results Framework, including core indicators under each relevant component (e.g., productivity, nutrition, inclusion, and resilience).
- Clearly define inputs, outputs, outcomes, data collection methods, frequency, means of verification (MOV), responsible persons, and tools.
- Integrate key cross-cutting dimensions such as gender, youth, disability inclusion, environmental safeguards, and conflict sensitivity.
- Include both quantitative and qualitative measures, as well as process monitoring elements for continuous improvement.
- IPs will submit their MERL plan and the inception report to MAAIF for review and approval within one month after commencing this assignment.

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b) Data Collection and Digital Reporting Tools
IPs will use standardized, project-approved tools and templates for data collection to ensure consistency and comparability across settlements. This will include:

- Collection of disaggregated data by sex, age, location, nationality (national or refugee), and disability status.
- Use of digital platforms, primarily Kobo Toolbox, for real-time data collection, geo-tagging, and uploading of activity tracking and verification forms.
- Routine field-level assessments including training attendance sheets, input distribution forms, farmer adoption surveys, and output verification.
- All field staff and Community-Based Facilitators will be trained in data collection ethics, tool use, and mobile device-based reporting to enhance accuracy, efficiency, and timeliness.

c) Joint Supervision and Learning Missions
To foster coordination, mutual accountability, and cross-learning:

- IPs will participate in joint supervision missions organized by MAAIF, in collaboration with the Office of the Prime Minister (OPM) and District Local Government (DLG) teams.
- These missions will review implementation progress, validate results on the ground, document implementation bottlenecks, and provide joint technical support.
- Supervision visits will be scheduled at least once per quarter and aligned with the broader UCSATP implementation calendar.
- In addition, IPs will facilitate regular reflection and learning meetings with community groups, Refugee Wealth Councils (RWCs), and technical teams to analyze results and adjust strategies accordingly.

d) Results Reporting and Knowledge Sharing
IPs will submit regular performance reports to MAAIF detailing technical achievements, financial expenditure, and risk management:

- Monthly activity briefs summarizing key actions taken, immediate outputs, and any emerging issues.
- Quarterly technical and financial progress reports, including analysis of indicators, challenges encountered, and mitigation measures.
- Annual performance reports, which consolidate progress across the implementation period, including beneficiary reach, outcome-level changes, and case studies.

All reports must include evidence-based outputs, photos with GPS coordinates (where applicable), updated beneficiary databases, and summary dashboards of indicator achievement.

Additionally, IPs are expected to:

- Document success stories, field innovations, and implementation models for replication and scale-up. This should entail human-interest stories, photo essays, short videos, and community testimonials.
- Contribute to policy change and advocacy to inform national-level 'policy dialogue' and planning for refugee-host community support.
- Participate in learning events where good practices can be showcased.

e) Audit and Data Quality Assurance

To maintain the integrity of project data:

- IPs will be subject to periodic Data Quality Assessments (DQAs) led by MAAIF and/or third-party evaluators.
- Internal mechanisms must be in place to review and verify data accuracy, including routine spot-checks, beneficiary follow-ups, and supervisory validation protocols.
- Where needed, IPs will adjust data collection methods and tools based on feedback from DQA processes.

4b). Key Deliverables

4b. 1. Inception Report

The Implementing Partner (IP) shall prepare and submit a comprehensive Inception Report to the Permanent Secretary, MAAIF (copy to NPCU and respective District CAOs) within one month of commencing the assignment. The report will outline the implementation strategy, work plan, and coordination framework to guide field operations. It should include a clear description of the project background and context, implementation approach, participatory methodologies to be applied, and integration of cross-cutting issues such as gender, youth, nutrition, and environment. The report must also present a 12-month work plan aligned to the UCSATP Results Framework, a detailed budget and financial plan, staffing arrangements, and a stakeholder mapping and coordination framework indicating how the IP will collaborate with district authorities, community institutions, and other partners.

Additionally, the inception report should include a risk assessment and mitigation plan, a monitoring and evaluation framework detailing data collection methods, indicator tracking, and reporting mechanisms, and a communication plan for coordination and information sharing. The report should be accompanied by annexes such as activity implementation matrices, Gantt charts, budget summaries, staffing structures, and lists of key stakeholders consulted. This inception report will serve as the operational blueprint for implementation, performance tracking, and accountability throughout the 12-month intervention cycle

4b.2. Mobilization and Capacity Building

- All farmer groups in each settlement trained in the settlements. The individual IP targets will vary depending on the settlement assigned.
- Training reports and attendance for each value chain (crop, livestock, beneficial insects).

- At least two (2) demonstration plots shall be established for each value chain in every two operational zones**,** each covering a minimum of half an acre per supported crop enterprise. These demonstration plots will serve as practical learning sites for showcasing climate-smart technologies, good agronomic practices, and value chain innovations to farmers within both refugee and host communities.

4b.3. **Climate Smart Agricultural Adoption**

The Implementing Partner (IP) shall:

- Distribute climate-smart agricultural inputs to 60,000 targeted beneficiary households across refugee and host communities.
- Bring at least 3,000 hectares of farmland under sustainable land management (SLM) and climate-smart production practices.
- Achieve a minimum of 75% adoption rate of climate-resilient technologies and practices among supported farmers.
- Establish and operationalize community-based seed banks or nurseries in each targeted settlement to improve access to quality seed and planting materials.
- Produce and submit comprehensive reports on soil health status, Integrated Pest Management (IPM) adoption, and uptake of CSA technologies, supported by field data and geo-referenced evidence.

4b.4. Nutrition and Household Resilience

- At least 60,000 beneficiary households reached with nutrition training (70% women).
- Cooking demonstrations will conduct bimonthly and reports submitted per settlement.
- Establishment of kitchen gardens for at least 30% of supported households.

4b.5. Sustainable Land Management (SLM)

- ≥60,000 households trained in SLM techniques (e.g., mulching, contour bunds).
- Soil assessment profiles (≥8 per settlement).
- Tree planting records (≥60,000 multi-purpose trees planted).
- Public works logs for land and water conservation structures.
- 3000 hectares rbought under SLM

4b.6. Market Linkages and Enterprise Development

- Aggregation points or marketing hubs functional (≥1 per settlement).
- Value addition microenterprises piloted (≥10 across all settlements).
- Financial linkage documentation (≥80% of groups connected to VSLAs/SACCOs).
- MoUs with off-takers or private sector partners to be signed prior to start working together.

4b.7. Monitoring, Evaluation, Learning (MEL)

- Develop and implement a Monitoring, Evaluation, and Learning (MEL) Plan that is fully aligned with the UCSATP Results Framework, including key indicators, targets, and means of verification for all supported interventions.
- Maintain an updated digital beneficiary database disaggregated by gender, age, refugee/host status, and value chain, synchronized with the UCSATP central M&E system (e.g., GEMS/KoBoToolbox).

- Submit monthly, quarterly, bi-annual, and annual progress reports containing narrative updates, quantitative performance data, geo-tagged photos, and digital dashboards showing indicator achievement and progress toward targets.
- Facilitate and participate in joint monitoring and verification missions with District Local Governments (DLGs), Office of the Prime Minister (OPM), and MAAIF/NPCU, including follow-up on agreed action points.
- Conduct at least two (2) peer-learning or community of practice (CoP) exchange events per year, possibly organized through inter-settlement knowledge-exchange workshops or field visits to promote cross-learning and replication of best practices.
- Document and submit a minimum of four (4) success stories or case studies per year, capturing lessons learned, beneficiary testimonies, and transformative impacts of project interventions.
- Establish a beneficiary feedback and grievance tracking mechanism (aligned with UCSATP's GRM framework) to capture community perceptions, complaints, and suggestions for adaptive management.
- Conduct periodic data quality assessments (DQAs) to verify accuracy and completeness of reported information, ensuring compliance with UCSATP reporting standards.
- Integrate environmental and social safeguards monitoring into routine M&E to track adherence to safeguards commitments and identify early warning indicators for potential risks.
- Provide end-of-assignment MEL synthesis report, summarizing cumulative results, lessons learned, and recommendations for scaling up effective practices in refugee and host settings.

4b.8. GRM and ESS

- ESHS trainings undertaken;
- Reports of stakeholder engagements undertaken;
- Functioning GRM structure: GRCs in 90% of groups; focal points in each district.
- ESS awareness campaign reports (radio sessions, posters, community meetings etc.).
- Grievance tracker with ≥80% of cases resolved within 14 days.
- Submission of monthly and quarterly Environmental and Social Safeguards (ESS) compliance reports.
- Submission of ESHS incident reports or non-compliances

4b.9. Sustainability and Exit Planning

- Draft and final sustainability plans co-developed with local authorities and communities, in consultation with focal points from the PCU.
- Transfer strategy for community-based structures (farmer groups, demo plots).
- Training of lead farmers or community resource persons (≥10 per settlement).
- Handover reports and asset registers upon project completion.
- Asset transfer strategies.

5. Qualifications of the Implementing Partner (IP)

The Implementing Partners must demonstrate strong capabilities and experience in agricultural development, humanitarian contexts, and project management, particularly in refugee settings.

Legal Status and Registration: Valid legal and operational documentation, including Memoranda of Understanding (MOUs), registration with the Office of the Prime Minister (OPM), and licensing or certification from the NGO Board or Uganda Registration Services Bureau (URSB).

Relevant Experience: A minimum of five (5) years of demonstrable experience implementing agricultural value chain interventions (crops, livestock) and sustainable land management (SLM) programs specifically within refugee settlements and/or refugee-hosting districts in Uganda. For beneficial insects value chain, the Implementing Partners should have at least two (2) years' experience.

Technical Expertise: A multidisciplinary team of technical experts, with at least **5 years** (for Crop and Livestock) value chain professionals qualified in each of the following areas: crop production/management, livestock management, beneficial insect value chains (e.g., apiculture or black soldier fly), and one professional in agriculture/ food & nutrition, among them. A detailed capacity statement for IP's team members is required to be presented in the technical proposal and/or inception report.

Each IP must deploy a team with the following key personnel:

1. **Project Manager**: Agricultural/food/ social science degree with ≥5 years of field experience, and preference will be given to experience with refugee context management
2. **Agricultural Officer**: Crop production background, CSA knowledge
3. **Livestock Officer**: Expertise in poultry/piggery (for livestock value chains)
4. **Entomologist**: Experience in BSF/beekeeping (for insect value chains)
5. **SLM Officer**; Experience in Sustainable Land Management (SLM) Practices, Ecological Regeneration, Energy-Saving and Climate-Smart Technologies,
6. **Accountant**: Financial management experience in donor projects
7. **Community-Based Facilitators:** Minimum UCE + 3 years' experience in community mobilization
8. **Agribusiness and Market systems officer- progressive experience in agribusiness development, market systems strengthening, or value chain management, preferably in refugee or rural development contexts.Nutrition Expert Officer- Experience in implementing gender sesnitive community-based nutrition programs, community mobilization, and integration of nutrition into agricultural programs preferably in agriculture, food security, or refugee response settings**

Operational Capacity: Proven ability to mobilize resources and personnel quickly, with decentralized decision-making structures. Demonstrated operational presence and systems for effective field implementation.

Financial Management: Robust financial management systems and reporting structures aligned with donor requirements.

Safeguards and Accountability: Strong accountability frameworks, experience in establishing and operationalizing Grievance Redress Mechanisms (GRMs), and adherence to environmental and social safeguard standards (e.g., World Bank ESF, GBV prevention, child protection, conflict sensitivity).

6. Monitoring and Evaluation

IPs will establish and operationalize a comprehensive Monitoring, Evaluation, Reporting and Learning, (MERL) system fully aligned with UCSATP's results framework and World Bank reporting standards. This includes field-level routine assessments, use of digital platforms (Kobo Toolbox), joint supervision missions with MAAIF, OPM, and DLG, and periodic Data Quality Assessments (DQAs). For purposes of uniformity in tracking out puts and results, MAAIF shall develop standard reporting templates to be used by all the IPs. Additionally, IPs may potentially organize inter-settlements knowledge-exchange events/ workshops, through which one settlement can learn from others' best practices.

7. Payment Schedule

Payments will be linked to the timeline, proper delivery and satisfactory acceptance of agreed-upon deliverables and achievement of performance benchmarks, as stipulated in the formal agreements

8. Reporting Requirements and timeliness

The Implementing Partner will report timely and directly within 15 days of completion of calendar month (for the monthly/ quarterly/ six-monthly/ annual reports) to the Permanent Secretary Ministry of Agriculture, Animal Industry, and Fisheries (MAAIF) and will be subject to regular performance reviews. Reports must detail technical achievements, financial expenditure, and risk management. All reports must include evidence-based outputs, photos (where applicable), updated beneficiary databases, and summary dashboards of indicator achievement. Additionally periodic reports will be shared with the NPCU on request, for their integration in the progress report of the project as a whole.

Type of Report	Content / Focus	Recipient(s)	Frequency	Submission Deadline	Remarks / Key Notes
Monthly Progress Report	Summary of activities implemented, beneficiaries reached, photos, key achievements, challenges, and lessons learned. Include updates on coordination with district structures.	Permanent Secretary, MAAIF and respective District CAO (copy to District Production) DPO)	Monthly	Within 15 days after the end of each calendar month	Must include updated beneficiary data, photos, and indicator dashboard.
Quarterly Technical and Financial Report	Detailed technical and financial report outlining outputs achieved versus targets, expenditures, challenges, risk management, and planned activities for next quarter.	Permanent Secretary, MAAIF and District CAO)	Quarterly	Within 15 days after end of each quarter (March, June, September,	Used for project quarterly reviews at both national and district levels.

Type of Report	Content / Focus	Recipient(s)	Frequency	Submission Deadline	Remarks / Key Notes
				December)	
Six-Monthly Progress Report	Consolidated technical and financial progress for the six-month period, highlighting cumulative results, budget performance, and implementation bottlenecks.	Permanent Secretary, MAAIF, NPCU, and District CAO	Bi-annual	Within 15 days after end of each 6-month period (June and December)	Feeds into the semi-annual UCSATP review process.
Annual Performance Report	Comprehensive report summarizing annual results, outputs, outcomes, financial expenditure, challenges, and next-year priorities.	Permanent Secretary, MAAIF NPCU, District CAO, and Development Partners through MAAIF)	Annual	By 15th January of the following year	Must align with UCSATP Results Framework and financial statement
Ad-hoc / Thematic Reports	Special reports on emerging issues (e.g., safeguards, gender, environment, or crisis response) or as requested by MAAIF/NPCU/District.	NPCU, Permanent Secretary, MAAIF, and District CAO as applicable	As required	Within 10 working days after request	Used for targeted assessments or technical missions.
Completion / Final Report	Final summary of project achievements, outcomes, sustainability actions, and verified deliverables with supporting evidence and financial closure statement.	Permanent Secretary, MAAIF, NPCU, and District CAO	Once, at end of assignment	Within 30 days after contract completion	Must include photo documentation, beneficiary database, and success stories.

9. Duration of The Assignment

Each selected IP will be expected to implement a 24-month intervention cycle, aligned with the project's annual planning and funding schedule. The anticipated commencement of field operations and project delivery is 1st January ,2026.

10. Selection Methodology

The selection of Implementing Partners will follow a structured, transparent, and results-oriented approach consistent with the World Bank's Procurement Regulations.

11. Implementation arrangements

Implementation of project activities in refugee settlements and host communities under the Uganda Climate Smart Agricultural Transformation Project (UCSATP) will follow the existing institutional framework and coordination mechanisms established for the project. The overall implementation will be guided by the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) through the National Project Coordination Unit (NPCU), working closely with District Local Governments (DLGs), Office of the Prime Minister (OPM), and other key stakeholders.

National Level Coordination

At the national level, overall project oversight will be provided by the Permanent Secretary, MAAIF, who serves as the Accounting Officer and is responsible for ensuring compliance with both Government of Uganda (GoU) and World Bank procedures. The NPCU, housed within MAAIF, will provide technical, fiduciary, and safeguards oversight for all interventions.
The NPCU will:

- Approve annual workplans, budgets, and implementation schedules submitted by Implementing Partners (IPs).
- Coordinate with OPM, MWE, NEMA, and other government entities for technical backstopping, policy alignment, and resource leveraging.
- Consolidate progress reports from IPs and DLGs for submission to the World Bank and MAAIF management.
- Facilitate technical missions, joint reviews, and performance evaluations.

The NPCU will operate under the leadership of the National Project Coordinator (NPC) and will be supported by component and subcomponent leads, M&E specialists, environmental and social safeguards officers, procurement, and financial management specialists.

District-Level Implementation

At the district level, the project will be implemented through the District Local Governments (DLGs), which will play a supervisory and coordination role. The Chief Administrative Officer (CAO) will provide administrative oversight, ensuring that implementation aligns with district development priorities and UCSATP guidelines. The District Project Implementation Team (DPIT), chaired by the District Production Officer (DPO), will:

- Coordinate all field-level project activities within the refugee-hosting districts.
- Provide technical support to IPs, facilitate access to communities, and ensure integration with other district programs.
- Participate in the verification of beneficiaries, monitoring of inputs distribution, and validation of reports submitted by IPs.
- Compile and submit consolidated district progress reports to the NPCU and MAAIF.

The DPIT will also include officers from production, environment, gender, community development, and planning departments, alongside representatives from OPM and refugee settlement leadership.

Role of the Office of the Prime Minister (OPM)
Given OPM's mandate for refugee coordination, it will play a strategic role in harmonizing activities between the UCSATP and other humanitarian and development actors operating within refugee settlements. OPM will:

- Facilitate access to refugee settlements and ensure interventions are consistent with the Refugee Response Framework (RRF) and Settlement Transformative Agenda (STA).
- Participate in monitoring and joint review missions.
- Provide technical support in planning, beneficiary targeting, and conflict sensitivity integration.

Settlement Community-Level Implementation
At the community level, project implementation will leverage existing refugee settlement governance structures under the leadership of the Camp Commandants (OPM).
Camp Commandants will:

- Oversee and coordinate all UCSATP activities within their respective settlements.
- Facilitate IPs' access to the settlements and ensure that interventions complement ongoing humanitarian and development initiatives.
- Participate in beneficiary targeting, conflict resolution, and coordination of field activities with local leadership.
- Ensure alignment with settlement development plans and maintain order during field operations.

IPs will work closely with Camp Commandants, Refugee Welfare Councils (RWCs), community leaders and host community representatives to ensure inclusiveness and transparency in all activities. Community-level implementation will primarily utilize Farmer Field Schools (FFS) and Farmer Institutional Development (FID) models as platforms for learning, demonstration, and collective action. Local actors such as lead farmers, community-based facilitators (CBFs), and youth champions will be trained to support sustained adoption of climate-smart technologies and practices.

Regular review meetings will be held at district and national levels to assess progress, resolve bottlenecks, and share lessons. Performance reviews and technical missions will guide adaptive management and ensure alignment with UCSATP objectives.