

Terms of reference (ToR) for the procurement of services below the EU threshold

CONFIDENTIAL

Procurement of Services to Conduct Mid-term Review for the Strengthening Rural Development in Northern Uganda (PRUDEV II) Program	Project number/ cost centre: G-012072-001
	Tender number

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List of abbreviations

AG	Commissioning party
AN	Contractor
AVB	General Terms and Conditions of Contract for supplying services and work
FK	Expert
FKT	Expert days
KZFK	Short-term expert
LEDICs	Local Economic Development and Investment Committees
MoLG	Ministry of Local Government
MSMEs	Micro, Small and Medium-scale Enterprises
MTR	Mid-Term Review
OECD/DAC	The Organisation for Economic Co-operation and Development's (OECD) Development Assistance Committee (DAC)
PRUDEV II	Strengthening Rural Development in Northern Uganda Program – Phase Two
ToRs	Terms of reference

1. Context

With a 23.7 % share of GDP (2019), the agri-food sector is the most important pillar of economic development in Uganda¹. At the national level, food processing accounts for 40 % of the manufacturing industry². Nationally, out of 72 % of those employed in agriculture, 77 % are women and 63 % are young people in northern Uganda, approximately 90% of the population depends on agriculture, either for subsistence or as a source of income³. At the same time, as a result of the civil war and migration, northern Uganda has the highest proportion of female-headed households in the country⁴ at 34 %. The production, processing, and marketing of agricultural products for local and regional (East African) markets offers significant value-added potential for smallholder producers and upstream and downstream Micro Small and Medium scale Enterprises in northern Uganda. However, available land resources in northern Uganda are under massive pressure (large farms, exploitation of energy resources and growing population. In addition, climate change (rising temperatures, droughts) is increasingly affecting the availability of arable land, land productivity and the profitability of agro-based Value Chain⁵. This is increasingly leading to conflicts over scarce natural resources such as land and water.

Despite socially, ecologically, and economically viable opportunities and political will to shape the transformation of the agri-food sector through local economic development, MSMEs in northern Uganda do not invest sufficiently to increase agriculture-based value creation and thus generate employment and income. The insufficient transformation of agricultural and food systems in northern Uganda limits the valorisation of the population's economic, social and environmental capacities (core problem). It is against this background that PRUDEV II is intervening to support the development of smallholder farming systems and inclusive MSME business models, as well as the provision of non-financial and financial services and local economic development.

2. About GIZ-PRUDEV II

The Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH is a global service provider in the field of international cooperation for sustainable development and international education work. As a public-benefit federal enterprise, GIZ operates on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ), other German Federal Ministries and other development partners, to promote sustainable development. With this aim, GIZ works together with its partners to develop effective solutions that offer people better prospects and sustainably improve their living conditions in around 120 countries. German-Uganda development cooperation in Uganda dates back to 1964.

The Strengthening Rural Development in Northern Uganda (PRUDEV II) Programme is a bilateral development initiative between the Government of Uganda and the German Government, implemented by Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ)

¹ FAO, 2020.

² *National Strategy for Private Sector Development*, NSPSD, 2023

³ *Promoting Rural Development in Northern Uganda EV*, 2018

⁴ *Palladium*, 2022

⁵ *Potsdam Institute for Climate Impact Research*, PIK, 2023

in partnership with the Ministry of Local Government (MoLG). The programme aims to ensure that the transformation of agricultural and food systems creates sustainable economic value and resilience for smallholder farmers and micro, small, and medium-sized enterprises (MSMEs) in Northern Uganda. PRUDEV II contributes to the BMZ 2030 reform concept under the core theme “Living without Hunger – Transforming Agricultural and Food Systems.” In line with the BMZ Africa Strategy and the principle of a just transition, PRUDEV II supports environmentally sustainable and socially inclusive economic transformation in Northern Uganda. PRUDEV II builds on the achievements and lessons learned from the preceding PRUDEV I project, which was implemented over a six-year period from 2017 to 2023. The second phase commenced in October 2023 and is scheduled for implementation until September 2027, continuing efforts to strengthen sustainable agricultural transformation, MSME development, and resilience among communities in Northern Uganda

The programme promotes climate-smart agriculture, sustainable natural resource management, inclusive value chain development, and resource-efficient business practices in order to strengthen resilience to climate and economic shocks, improve incomes and employment opportunities, reduce carbon emissions among agro-based MSMEs, and enhance business competitiveness within domestic and regional markets.

PRUDEV II is implemented across 10 local governments in Northern Uganda, including Adjumani, Agago, Amuru, Dokolo, Gulu, Kitgum, Kole, Lira, Oyam, and Nwoya districts. The programme targets agro-based MSMEs, Business Development Service (BDS) providers, farmer cooperatives, smallholder farmers, and District Local Governments (DLGs) through capacity building of Local Economic Development and Investment Committees (LEDICs) conducted by MoLG across 22 Local Government in northern Uganda.

3. Module objective and targets

The transformation of agricultural and food systems is of value to smallholder farmers and micro, small and medium-sized enterprises (MSMEs) in northern Uganda.

- 9,510 people have found additional good employment, including 5,700 women and 5,000 young people, 250 from refugee and host community
- 12,250 supported smallholder farmers have confirmed, based on a case study, that the resilience of their farms to external stressors and shocks has improved, including 7,350 women and 4,280 young people, 250 from refugee and host communities
- 40 MSMEs that have reduced their own operational carbon dioxide emissions (CO₂) emissions along their respective supply chains by at least 1%.
- 40 MSMEs that confirmed that their businesses have improved in relation to three key criteria of competitiveness, of which 7 are run by women and 13 by young people

PRUDEV II outputs and targets:

- 1. Smallholder farmers have adopted practices for climate-smart and sustainable use of natural resources.**
 - 15,500 smallholder farms that have implemented practices to improve climate change resilience and the economic and environmental viability of their farm systems, thereof 300 from refugees and host community
- 2. The capacities of agri-based MSMEs to operate resource-efficiently and inclusively for women and young people are improved**
 - 50 formal or informal contracts for embedded services concluded between upstream or downstream MSMEs and smallholder farmers, 5 of which are

adapted to the specific needs of women, 5 to the needs of young people including 5 for refugees

- 40 MSMEs that have invested in innovative business models or technologies along their supply chains, of which 7 are run by women and 13 by young people, 6 of which are investments in green
- 3. The provision of non-financial and financial services for agricultural-based MSMEs is tailored to their needs.**
- 580 agro-based MSMEs that have used financial services from financial institutions, of which 60 are run by women and 115 by young people, 10 for refugee and host communities
 - 80% of MSMEs supported by public or private partner organizations rated the services received as good quality.
- 4. The capacities of the public and private sectors for sustainable local economic development have been strengthened.**
- 10 evidence-based positions contributed by private sector organizations to improve the business climate in the district-level public-private dialogue, including 1 that addresses the needs of people from refugee and host communities.
 - 4 Local Governments with established and functional Local Economic Development and Investment Committees (LEDICs)

Objective of the assignment

The objective of the PRUDEV II Mid-Term Review is to assess the programme's progress towards achieving its module objective of promoting sustainable and resilient agricultural and food systems that benefit smallholder farmers and agro-based MSMEs in Northern Uganda. The review will examine the relevance, effectiveness, efficiency, sustainability, and emerging impact of programme interventions, while identifying key achievements, challenges, lessons learned, and opportunities for improvement. The review will also provide evidence-based recommendations to inform adaptive management and the effective implementation for the remaining programme period.

Scope of the assignment

The Mid-Term Review will assess the performance of PRUDEV II against the OECD/DAC evaluation criteria of relevance, effectiveness, efficiency, coherence, impact, and sustainability.

Specific areas of focus include:

- a) Extent of adoption of climate-smart and sustainable natural resource management practices by smallholder farmers
- b) Extent to which agro-based MSMEs, particularly women and youth-led enterprises, have improved operational capacity, inclusiveness, competitiveness.
- c) Extent of adoption of inclusive business models and resource-efficient technologies.
- d) Level of access to tailored financial and non-financial services for MSMEs and smallholder farmers.
- e) How improvements in the capacities of public and private sector actors, including LEDICs, have influenced MSME growth and local economic development.
- f) The program's contribution to improving resilience, income generation, employment creation, carbon emission reduction, and MSME competitiveness.

Evaluation Questions

The program will be assessed on the basis of standardised evaluation criteria and questions to ensure comparability by GIZ. This is based on the Organisation for Economic Co-operation and Development ([OECD/Development Assistance Committee \(DAC\) evaluation criteria](#) (updated 2020) for international cooperation: **relevance, coherence, efficiency, effectiveness, impact** and **sustainability** guided by the following key evaluation questions:

Relevance

- To what extent is the programme aligned with the needs and priorities of the target beneficiaries and stakeholders? (including smallholder farmers, agro-based MSMEs, women, young people, and local government institutions)
- How relevant are the programme interventions to the BMZ goal of transformation of agricultural and food systems?

Effectiveness

- To what extent is the programme achieving its stated objectives and targets?
- What contributions have the project made to strengthening the capacities of district local government, smallholders, farmer organizations, business enterprises and BDS providers?
- What value and opportunities have women and young people gained from participating in the programme?
- How effective are the programme implementation approaches and delivery models?

Efficiency

- How efficiently are programme resources being utilized to achieve the intended results?
- How did partner contributions contribute to the cost-effectiveness?
- What internal and external factors/developments influenced the resource allocation choices?
- What were the most (in)effective inputs?

Impact

- How much and what type of contribution has the programme made towards ecologically sustainable, resilient, and socially equitable economic transformation of agricultural and food systems in Northern Uganda?
- How many smallholder farmers and micro, small, and medium-sized enterprises (MSMEs) have directly or indirectly benefited from the programme?
- How have the behaviours and practices of MSMEs, BDS providers, smallholder farmers and LEDICs changed as a result of PRUDEV II interventions?
- What intended and unintended outcomes, both positive and negative, have emerged from the implementation of the programme?

Coherence

- To what extent are programme interventions complementary and coordinated with government priorities, district development initiatives, and other related programmes in the agricultural and rural development sector?

- How well does the programme align with the Uganda's development priorities including National Development Plan IV (NDPIV), particularly the Agro-Industrialization Programme, GoU Economic Transformation Programmes e.g. Parish Development Model (PDM) and others, National Strategy on Local Economic Development (NSLED) and the LED policy, GoU tenfold growth strategy and other; relevant national policies such as the Sustainability.
- To what extent are some of the programme results, capacities, partnerships, and institutional structures likely to continue beyond programme support? Which ones have a higher likelihood of sustainability?
- How sustainable are the practices and models promoted under PRUDEV II?

Target group for the MTR

- 10 anchor District Local Governments
- Ministry of Local Government - Local Economic Development Department
- Over 200 Micro, Small and Medium-scale Enterprises (MSMEs),
- Approximately 18,000 smallholder farmers
- Leaders from 50 farmer cooperatives
- Over 200 Business Development Services (BDS) providers
- Financial services providers
- Implementing partners including Gopa AFC, Farm Africa, Friends Consults Limited (FCL), Home Harvest, Business Development Service Providers Network (BDSPN), Uganda Forum for Agricultural Advisory Services (UFAAS).
- Development partners including Challenges Uganda, Palladium, JICA and Gulu University.

Tasks to be performed by the contractor

The contractor is responsible for providing the following services:

a) Inception and Review Planning

- Kick-off meetings with the PRUDEV II team to clarify the review scope, methodology, timelines, and expectations. At the same time, a meeting between the finance and administration personnel from both sides should take place to clarify need, expectations, and obligatory steps.
- Prepare and submit an inception report outlining the evaluation framework, methodology, data collection tools, and detailed implementation schedule.

b) Desk Review and Secondary Data Analysis

- The evaluation will consult national statistics and or the World Bank's data to quantitatively frame where appropriate the project activities and results. The evaluation will only use national level statistics that are credible.
- Review relevant programme documents and literature, including progress Annual project progress reports, activity reports, operation plans, baseline studies, and previous assessments.
- Analyse programme performance data against planned outputs, outcomes, indicators, and targets.
- Assess the alignment of programme interventions with national policies, district development priorities.

c) Development of Data Collection Tools and Methodology

- Review and adapt the existing household survey template to the midterm review.
- **Note:** During the baseline assessment and annual surveys, the programme developed household survey tools to collect data from farming households, Business Development Service (BDS) providers, MSMEs, and local government authorities.
- Design qualitative and quantitative data collection tools aligned with the OECD/DAC evaluation criteria and review questions.
- Pilot and refine the data collection tools to ensure reliability, validity, and contextual appropriateness.

d) Field data collection

- Contract the local enumerators in consultation with the program's M&E specialist
- Train the locally recruited enumerators to ensure that they can conduct the surveys in a satisfactory manner.
- Carry out interviews to assess performance against the OECD/DAC evaluation criteria of relevance, effectiveness, efficiency, coherence, impact, and sustainability.

e) Data Analysis and Interpretation

- Analyse collected qualitative and quantitative data using appropriate analytical methods and tools, comparing achievements against planned targets, and indicators

f) Reporting

- Prepare and submit a draft Mid-Term Review report presenting findings, analysis, conclusions, lessons learned, and practical recommendations.
- Present findings and recommendations to PRUDEV II
- Gather feedback and incorporate relevant feedback received from PRUDEV II team into the final report
- Submit a final report together with supporting annexes, including data collection tools, stakeholder lists, field visit summaries, and any relevant datasets.

Certain milestones, as laid out in the table below, are to be achieved during the contract term:

Milestones/process steps/partial services	Deadline/place/person responsible
Kick-off to decide on detailed planning	20, Aug 2026
Detailed inception report including measurement framework and questionnaire for feedback	31, Aug 2026
Selecting and training enumerators	10, Sept 2026
Data collection (through interviews, focus group discussions or individual survey) and analysis	28, Aug 2026
Presentation of findings and options for continuous monitoring for feedback	07, Nov. 2026
Receiving feedback from GIZ team on the report	14, Nov 2026
Integrating comments from GIZ team and delivery of final report	25, Nov. 2026
Close contract	15, Dec. 2026

Period of assignment: from 20th Aug 2026 until 15th December 2026.

The contract is set up to last until 15 December 2026 to ensure that potential deviations from the timeline will not require extensions of the contract in the future. However, we would still ask you to provide the services by **25 Nov 2026** at the latest and to invoice promptly, if possible.

4. Eligibility Criteria for firms

The evaluation of the proposals will involve an eligibility assessment. The consultancy firm shall have the following minimum requirements to be eligible for this assignment:

- A technical proposal (shall include methodology, your understanding of TOR, workplan, proposed team & their credentials, previous similar orders handled with links, details of client, contacts, brief scope, value, etc) as per terms of reference. Any mention of bidder's financial offer details in the technical proposal shall result in automatic disqualification.
- Evidence of At least 3 reference projects in Uganda
- Current and valid Tax Clearance Certificate addressed to GIZ Uganda (TIN: 1000030986), or its equivalent. Should relate to current tax period, and reference number should be visible for verification.
- Current valid Trading License or its equivalent.
- Be a legally registered entity. Copy of a URSB Certificate of Incorporation/Registration, or its equivalent.
- Share evidence of a physical presence (registered permanent office).
- Registered URSB certificate of filing most recent Company Annual Returns, or its equivalent.
- Registered powers of attorney authorizing signatory/representative of the firm to sign agreements / documents on behalf of the firm.
- Bidder to share audited books of accounts for the last 3 financial years indicating average annual turnover with a minimum commission value of equivalent UGX 100,000,000 / 25,000 EURs.
- Share company organogram and profile showing average number of employees and managers for the last three years.
- Signed Bid validity Document Confirming that bid is valid for 120 working days. Vendor to write up, sign, submit with technical proposal.
- Signed Self-Declaration on EU Russia War sanctions. Attached in bid documents
- Signed AuV form/ Outsourcing of data processing-GDPR form 28. Attached in bid documents.
- In case of candidate/tenderer consortium: Declaration of acceptance by each consortium member.

Concept

In the tender, the tenderer is required to show *how* the objectives defined in Chapter 2 (Tasks to be performed) are to be achieved, if applicable under consideration of further method-related requirements (technical-methodological concept). In addition, the tenderer must describe the project management system for service provision.

Note: The numbers in parentheses correspond to the lines of the technical assessment grid.

Technical-methodological concept

Strategy (1.1): The tenderer is required to consider the tasks to be performed with reference to the objectives of the services put out to tender (see Chapter 1 Context) (1.1.1). Following this, the tenderer presents and justifies the explicit strategy with which it intends to provide the services for which it is responsible (see Chapter 2 Tasks to be performed) (1.1.2).

The tenderer is required to present the actors relevant for the services for which it is responsible and describe the **cooperation (1.2)** with them.

The tenderer is required to present and explain its approach to **steering** the measures with the project partners (1.3.1) and its contribution to the **results-based monitoring system** (1.3.2).

The tenderer is required to describe the key **processes** for the services for which it is responsible and create an **operational plan** or schedule (1.4.1) that describes how the services according to Chapter 2 (Tasks to be performed by the contractor) are to be provided. In particular, the tenderer is required to describe the necessary work steps and, if applicable, take account of the milestones and **contributions** of other actors (partner contributions) in accordance with Chapter 2 (Tasks to be performed) (1.4.2).

The tenderer is required to describe its contribution to knowledge management for the partner (1.5.1) and GIZ and to promote scaling-up effects (1.5.2) under **learning and innovation**.

5. Evaluation criteria & scoring (procurement-ready matrix) Technical (70%)

- Approach and Methodology (30 pts): clarity, realism, innovation, risk mitigation (out of 30).
- Team and Key Staff (20 pts): qualifications, experience, time allocation (out of 20).
- Experience and References (10 pts): successful projects in standards/compliance/green sectors (out of 10).
- MEL and Sustainability (10 pts): quality of monitoring and evaluation plan and sustainability strategy (out of 10).

Financial (30%)

- Price and Cost Reasonableness (30 pts): realism, value for money, clarity of budget.

Total = 100 points

Bidders must score at least 70/100 to be considered for award (adjust threshold as appropriate).

Project management of the contractor (1.6)

The tenderer is required to draw up a **personnel assignment plan** with explanatory notes that lists all the experts proposed in the tender; the plan includes information on assignment dates (duration and expert days) and locations of the individual members of the team complete with the allocation of work steps as set out in the schedule.

Further requirements (1.7)

A gender-sensitive approach and inclusion of young people will be relevant for data collection, analysis and reporting, since gender-sensitivity/inclusion of young people is integrated in the project concept and project implementation.

Gender-responsive data collection ideally involves the use of participatory methods to collect primary data - being aware of gender-related power dynamics and limitations, as well as identifying adequate secondary data sources to strengthen the validity of the evidence - taking into account and addressing gender data gaps and biases.

Gender-sensitive data collection starts with an appropriate sample when interviewing individuals and the right methods of data collection. The gender relations shall also be captured with the help of the right method and setting. The information is relevant in the future project implementation in terms of access to trainings, use of digital tools or distribution of benefits of increased incomes. The gender-sensitive approach shall be addressed in trainings of enumerators.

6. Personnel concept

The tenderer is required to propose personnel for the positions specified here and described with respect to the areas of responsibility and qualifications on the basis of relevant CVs

The below specified qualifications represent the requirements to reach the maximum number of points in the technical assessment.

Team leader

Tasks of the team leader

- Overall responsibility for the advisory packages of the contractor (quality, deadlines and ethical guidelines).
- Lead the development and refinement of data collection tools, sampling approaches, and data analysis frameworks
- Coordinating and ensuring communication with GIZ, partners and others involved in the project
- Personnel management, in particular identifying the need for short-term assignments within the available budget, as well as planning and steering assignments and supporting local and international short-term experts
- Lead the preparation and presentation of inception, draft, and final reports

Qualifications of the team leader

- Education/training (2.1.1): university degree (Master) in Monitoring and Evaluation, Development Studies, Public Administration and Management, Statistics, agricultural economics, or natural resource management
- Language (2.1.2): C1-level language proficiency in English
- General professional experience (2.1.3): More than 7 years of professional experience in rural development, agriculture or MSME promotion
- Specific professional experience (2.1.4): Minimum of 7 years in leading complex evaluations (Mid-terms, Endlines, or Impact Evaluations) for development programs
- Leadership/management experience (2.1.5): 4 years of management/leadership experience as project team leader or manager in a company
- Regional experience (2.1.6): 5 years of experience in projects in East Africa, of which 3 years in projects in Uganda
- Development cooperation (DC) experience (2.1.7): 5 years of experience in DC projects

Key expert 1: Monitoring and Evaluation Expert

Tasks of Monitoring and Evaluation expert

- Planning of evaluation activities
- Development of study methodologies including identification of relevant data sources and respondents
- Design and deployment of data collection tools
- Coordination and preparation of field activities at the local level, including household interviews, focus group discussions, and key informant interviews
- Support contracting, and training of enumerators
- Supervision of data collection processes and quality assurance of field data.
- Compilation, cleaning, and analysis of data collected
- Drafting report and integrating feedback in the report
- Support preparation of concise PowerPoint presentation that summarizes key evaluation findings

Qualifications of key expert 1

Education/training (2.2.1): Post graduate training in monitoring and evaluation or statistics

- Language (2.2.2): C1 -level language proficiency in English
- General professional experience (2.2.3): working knowledge and understanding of climate resilience, MSME strengthening
- Specific professional experience (2.2.4): At least 4 years in designing and executing project evaluations (Mid-terms, Endlines, or Impact Evaluations)
- Leadership/management experience (2.2.5): Experience in providing technical support to field enumerators
- Regional experience (2.2.6): 2 years' experience working in Northern Uganda
- Development Cooperation (DC) experience (2.2.7): 5 years of experience in rural development or agribusiness sector
- Other (2.2.8): Excellent technical and report writing skills

Key expert 1: Data analyst

Tasks of Data Analyst

- Assist in developing the study methodology, including sample size determination and appropriate respondent selection criteria.
- Support the configuration, testing, and deployment of quantitative and qualitative data collection tools (e.g., Kobo Toolbox, ODK, or Qualtrics etc).
- Train field enumerators on data collection protocols, ethical standards, and quality control measures.
- Monitor incoming field data, ensuring routine quality checks rigorous data cleaning and validation.
- Perform analysis on qualitative and quantitative data.
- Transform raw data into clear visualizations (charts, graphs, etc) to clearly communicate mid-term findings.
- Support drafting of the Mid-Term Review report
- Prepare concise PowerPoint presentation to effectively summarize key evaluation findings

Qualifications of Data analyst

- Education/training (2.2.1): Bachelor's degree in Statistics, Quantitative economics, Data science, Monitoring and Evaluation or Information technology
- Language (2.2.2): C1 -level language proficiency in English
- General professional experience (2.2.3): Strong quantitative and qualitative data analysis skills with good command software such as STATA, SPSS or any other modern data

- analysis software
- Specific professional experience (2.2.4): At least 4 years in designing mobile data collection tools and performing complex data analysis.
- Other (2.2.8): Extensive practical knowledge/skills on various quantitative and qualitative research methods

Soft skills of team members

In addition to their specialist qualifications, the following qualifications are required of team members:

- Team skills
- Initiative
- Communication skills
- Socio-cultural skills
- Efficient, partner- and client-focused working methods
- Interdisciplinary thinking.

Expert pool minimum 3 and maximum 5

For the technical assessment, an average of the qualifications of all specified members of the expert pool is calculated. Please send a CV for each pool member (see below Chapter 7 Requirements on the format of the bid) for the assessment.

The tenderer must provide a clear overview of all proposed short-term experts and their individual qualifications.

Field Enumerators

The Contractor shall be responsible for hiring local field enumerators. Curriculum Vitae (CVs) for enumerators are explicitly excluded from the initial bid submission requirements and do not form part of the technical evaluation criteria. However, the final recruitment and contracting of local enumerators must be conducted in coordination with the program's M&E Specialist.

Specific tasks to be performed by the enumerator.

Specific tasks to be undertaken by the Enumerator include;

- Study the questionnaire tool carefully and understand them thoroughly.
- Upon seeking consent, interview and collect high quality data on variety of specific information.
- Interpret interview questions to ensure understanding by the respondents
- Review data gathered from an interview to check if they are complete and accurate before saving and or uploading.
- Ensure safety of tablets are not used for any purpose other than data collection
- Ensure that the Monitoring and Evaluation specialist is kept informed of completed assignments and progress or seek clarification if any part of the tool is not clear or problems in obtaining data.
- Undertake to maintain data confidentiality according to Art. 5 General Data Protection Regulation. The enumerator is prohibited from forwarding any personal data to third parties or otherwise using them for purposes which are not in accordance with this agreement.
- Ensure that any data transmitted to GIZ has been processed in accordance with the applying data protection laws, in particular the General Data Protection Regulation.

Qualifications of the Field Enumerator

General qualifications Education:

The Enumerator should have a minimum of post-secondary education (Diploma or Degree) in the field of Agriculture, research, development studies, social sciences, education or other related courses.

Professional experience:

2 years' experience in supporting research, data collection and analysis

- Basic knowledge on Micro-small and medium enterprises, climate change, gender, or environment related issues
- Experience using a hand-held mobile data collection device such as a smart phone, tablet, etc for data collection
- Experience conducting household surveys, interviews and focused group discussions.
- Strong knowledge of socio-economic and environment contexts in Acholi, Lango sub-regions or Adjumani district.
- Ability to speak in one of the local languages (Acholi, Leb-lango and Madi)

7. Costing requirements

- Team leader: Assignment with up to 25 expert days
- Monitoring and Evaluation Expert: Assignment with up to 25 expert days
- Data analyst: up to 15 expert days
- Enumerators: Up to 9 days, each per district

- **Assignment of personnel and travel**

expenses Travel

The bidder is required to calculate the travel by the specified experts and the experts it has proposed based on the places of performance stipulated in Chapter. and list the expenses separately by daily allowance, accommodation expenses and other travel expenses.

Other costs to be met by bidder

- Vehicle, Transport to project locations in (Adjumani, Agago, Amuru, Dokolo, Gulu, Kitgum, Kole, Lira, Oyam and Nwoya district) based on sampled district
- Workshop facilitation for enumerators, venue and participant costs
- Mobilisation and communication costs
- Field enumerator's professional fees, accommodation, transport and per diem allowance

Flexible remuneration item

Per diem allowances are reimbursed as a lump sum up to the maximum amounts permissible under tax law for each country as set out in the country table in the circular from the German Federal Ministry of Finance on travel expense remuneration (downloadable from the [German Federal Ministry of Finance – tax treatment of travel expenses and allowances for international business travel as of 1 January 2026 \(GERMAN ONLY\)](#)).

Accommodation allowances are reimbursed as detailed in the specification of inputs below.

With special justification, additional Accommodation costs up to a reasonable amount can be reimbursed against evidence.

All business travel must be agreed in advance by the officer responsible for the project

8. Specification of inputs

Fee days	Number of experts	Number of days per expert	Total	Comments
Team Leader	1	25	25	
Monitoring and Evaluation Expert	1	25	25	
Data Analyst	1	15	15	

Travel expenses	Quantity	Qty	Total	Comments
Per-diem allowance in country of assignment	13	3	39	13 Days, 3 Experts
Overnight accommodation allowance in country of assignment	12	3	36	12 Nights, 3 Experts
Transport	Quantity	Qty	Total	Comments
Travel expenses (car) Vehicle hire & fuel reimbursement	2 Vehicles Max	10	20	Travel within the district of assignment & data collection 10 Days. Vehicles shall transport all experts and enumerators.
Other travel expenses Public Transport refund for enumerators (to and from Gulu)	11 Pax			Public Transport refund for enumerators (to and from Gulu). On other days of assignment, they shall move with rest of team.
Other costs	Number	Qty	Total	Comments
Workshops Workshop facilitation, venue and participant costs	1	17	N/A	Calculate a budget for workshops taking the following cost items into account: Break tea/coffee, lunch & hall hire. 17 Participants (11 Enumerators, 3 Experts, 3 GIZ Staff)

Subcontracts Local Field Enumerators	11	10 Days	N/A	Consultant to facilitate maximum of 11 enumerators for maximum 10 Days work. Including Per diem, accommodation, professional fee.
Other costs • Mobilization and communication costs	N/A	N/A	N/A	Communication and mobilization lumpsum.
Please note that reimbursements are based on actual and evidenced consumption of approved costs.				

9. Milestones and Remuneration plan

Bidders are encouraged to provide a detailed timeline/workplan indicating the proposed timelines, draft Guide, regional workshops and final draft and report.

Remuneration	Output	Timeline
Interim Payment – 40 % of the contract amount.	- Approved Inception Report with updated workplan and timelines. - Approved data collection tools (Questionnaires, Key informants guide, and other data collection checklists.	Approximately 20 days after contract signing.
Final Payment – 60% of the total contract sum	Completion of the entire remaining scope / assignment including:	At least 30 days after submission and approval of the Final Report.

10. Other Provisions

a) Value Added Tax (VAT) will be paid if statutory requirements are met.

Withholding tax will be deducted and remitted to URA as per statutory requirements unless exempted by URA; in which case the Exemption Certificate must be attached. A remittance receipt will be given to you on

11. Requirements on the format of the tender

The structure of the tender must correspond to the structure of the ToR. In particular, the detailed structure of the concept (Chapter 3) should be organised in accordance with the positively weighted criteria in the assessment grid (not with zero). The tender must be legible (font size 11 or larger) and clearly formulated. It must be drawn up in English (language).

The complete tender must not exceed 15 pages (excluding CVs). If one of the maximum page lengths is exceeded, the content appearing after the cut-off point will not be included in the assessment. External content (e.g. links to websites) will also not be considered.

The CVs of the personnel proposed in accordance with Chapter 4 of the ToRs must be

submitted using the format specified in the terms and conditions for application. The CVs shall not exceed 4 pages each. They must clearly show the position and job the proposed person held in the reference project and for how long. The CVs can also be submitted in English.

Please calculate your financial tender based exactly on the parameters specified in Chapter 5 Quantitative requirements. The contractor is not contractually entitled to use up the days, trips, workshops or budgets in full. The number of days, trips and workshops and the budgets will be contractually agreed as maximum limits. The specifications for pricing are defined in the price schedule.

12. Outsourced processing of personal data

The performance of the contract may be associated with the processing of personal data by the contractor, who would alone define the nature of such data and how such processing would be carried out. In such cases, the contractor shall act as an independent DATA CONTROLLER and must alone comply with ALL applicable data protection obligations, including those stemming from regional and local laws. The contractor must process personal data only when a given goal cannot be reasonably attained without such data. The data protection principles such as lawfulness, data minimization, accuracy, purpose limitation, storage limitation, transparency, integrity and confidentiality, and accountability, as well as the numerous rights of the data subject must be paid due attention. The GDPR's data transfer rules must be considered whenever personal data leaves the EU for a third country. GIZ is NOT in any way responsible for such processing.

Where the contractor is not subject to the GDPR and national laws are silent on the meaning of the data protection principles and rights mentioned here, such meaning shall be construed in accordance with the GDPR (Regulation (EU) 2016/679). GIZ is available to support the contractor whenever need arises.

13. Annexes

- Logical framework

Name of the Module

Module name: Strengthening Rural Development in Northern Uganda II

Country/Region/Global

Uganda

Project Number

2022.2096.0

Duration

10/2023 until 09/2027

Impact matrix created on

28.05.2025

Goals	Indicators	Definitions, data sources and information on data collection
Module Objective The transformation of agricultural and food systems is valued for smallholder farmers and micro, small and medium-sized enterprises (MSMEs) in northern Uganda	Module Indicator 1 Number of people who have found additional good employment Baseline: 6,960 people, including 4,100 women and 4,200 young people (09/2023) Target: 9,510 people, including 5,700 women and 5,000 young people, 250 from refugee and host community (09/2027) PRUDEV I = 6.960 PRUDEV II = +2.042 PRUDEV II+ = + 508 Cumulative total: 9.510	The project conducted an annual survey using a standardized questionnaire of MSMEs and public and private service providers (Business Development Services, BDS) that employ people. MSMEs include smallholder farms, informal and formal groups, and enterprises that provide inputs, process or market raw materials. The survey is differentiated by gender, age, and location, as well as by MSME or BDS provider. Agriculture and food system is said to be of value when: Smallholders and MSMEs actively participate in value creation and derive economic (income and employment growth), social (improvement of living conditions through more stable income sources), and ecological (sustainable resource use and climate change adaptation) benefits Young people include the age group 15 to 35 years (African Union definition). Good employment is defined for this module as follows: (a) new employment and new sources of income (20 hours per week for at least 26 weeks) or (b) additional working hours per week or over the course of the year that lead to additional income if the person previously worked less than 40 hours per week or is only employed seasonally.

Goals	Indicators	Definitions, data sources and information on data collection
		Decent employment is one of the economic manifestations of the transformation of agri-food systems for MSMEs in Northern Uganda. This value creation is made possible when smallholder farmers and MSMEs are more actively involved in value creation and derive economic (income and employment growth), social (improvement of living conditions through more stable income sources), and ecological (sustainable resource use and adaptation to climate change) benefits.
	Module Target Indicator 2 Number of supported smallholder farmers who have confirmed, based on a case study, that the resilience of their farms to external stressors and shocks has improved Baseline: 7,360 of the 23,000 smallholder farmers supported, including 4,420 women and 2,580 young people (09/2023) Target: 12,250, including 7,350 women and 4,280 young people, 250 from refugee and host communities (09/2027) PRUDEV I = 7.360 PRUDEV II = 4.140 PRUDEV II+ = 750 Cumulative total = 12.250	Gender- and age-disaggregated survey of a sample of supported smallholder farms regarding their resilience at the end of the project's term. Resilience is the ability to mitigate, adapt to, and recover from external stressors and shocks. External stress factors and shocks include, for example, climate change, weather influences, volatile markets/prices (inputs and produced products), effects of global crises (e.g. pandemics, economic crises, war), bureaucracy, short-term political decisions and an unstable security situation. The case studies are evaluated based on at least 3 of the following criteria: (a) access to early warning systems, existence of a drought preparedness plan; (b) access to adequate extension services, financial services; (c) access to quality inputs, irrigation, new technologies; (d) access to stable markets (e.g., contract farming); (e) climate-sensitive agricultural practices (e.g., intercropping, tree crops); (f) diversification of the agricultural system; (g) savings, income diversification; (h) involvement in producer organizations; (i) perception of own resilience.

Goals	Indicators	Definitions, data sources and information on data collection
	Module Target Indicator 3 Number of MSMEs that have reduced their own operational carbon dioxide emissions (CO²) emissions along their respective supply chains by at least 1% Baseline: 0 MSMEs (Since no reduction has yet taken place, the base value is zero.) (09/2023) Target: 40 MSMEs (09/2027) PRUDEV I = 0 PRUDEV II = 40 PRUDEV II+ = 0 Cumulative total = 40	Annual survey using a standardised questionnaire of MSMEs that have introduced energy-efficient technologies or processes. The reduction of own CO² emissions concerns technologies or processes in the MSMEs (e.g. achieved through the use of by-products, waste products, recycling and reuse in the sense of the circular economy). CO² emissions along the VAC includes CO² reductions at upstream or downstream VAC stages (e.g. achieved by reducing post-harvest losses, shortening transport routes, reducing transport volumes). The indicator refers to the estimated amount of reduced, avoided, or sequestered greenhouse gas (GHG) emissions in tonnes of CO₂ equivalent per year attributable to the project's support measures. A suitable model, such as the FAO's EX-Ante Carbon-balance Tool for value chains, is used for estimation.
	Module Target Indicator 4 Number of MSMEs that confirmed that their businesses have improved in relation to three key criteria of competitiveness Baseline: 0 MSMEs (no improvement in competition criteria has yet taken place) (09/2023) Target: 40 MSMEs, of which 7 are run by women and 13 by young people (09/2027) PRUDEV I = 0 PRUDEV II = 30 PRUDEV II+ = 10 Cumulative total = 40	Annual panel survey of a sample of supported MSMEs, disaggregated by gender and age, using a standardized questionnaire to assess their competitiveness. Women-led or youth-led refers to formal or informal groups predominantly composed of women or young people, female or young owners of MSMEs, or MSMEs managed by women or young people. Improvements in at least three relevant competitive criteria are assessed on a scale of 0 to 2, where 0 represents no improvement, 1 represents minor improvement, and 2 represents significant improvement. Relevant competitive criteria include, for example: improved corporate governance, reduced costs, improved access to finance, improved labor productivity, reduced post-harvest losses, increased utilization of processing capacity, improved product quality, use of renewable energy, use of by-products, circular economy, improved access to new and lucrative markets.

Goals	Indicators	Definitions, data sources and information on data collection
Assumptions for achieving the module objective	Climate-sensitive farming methods (climate-smart agriculture, CSA) contribute to sustainable income increases for smallholder farms and thus promote farmers' willingness to introduce corresponding innovations. Women-led MSMEs, in particular but not exclusively, are able to make strategic business decisions and implement them in a commercially successful, socially acceptable, and resource-efficient manner. Public and private BDS providers are able to support the development of economically and ecologically viable MSMEs. BDS providers deliver expert advice to MSMEs, and financial institutions appropriately consider this as a risk-mitigating factor when reviewing loan applications and determining loan terms. Evidence-based LED plans developed through public-private dialogue are capable of tapping into local economic growth potential, contributing to job creation and increasing incomes in the districts.	
Output 1 Smallholder farmers have adopted practices for climate-smart and sustainable use of natural resources.	Output Indicator 1.1 Number of supported smallholder farms that have implemented practices to improve climate change resilience and the economic and environmental viability of their farm systems. Baseline: 12.170 Smallholder farms (09/2023) Target: 15,500 Smallholder farms, thereof 300 from refugees and host community (09/2027) PRUDEV I = 12.170 PRUDEV II = 1.833 PRUDEV II+ = 1.497 Cumulative total = 15.500	Survey of smallholder farms using a standardized questionnaire on the introduction of supported practices for the economic and ecological sustainability of smallholder farm systems at the beginning and end of the project period. A smallholder farm is said to have adopted practices to improve resilience when they implement at least 2 of the following measures: (a) climate-smart agriculture (CSA) practices such as the use of climate-adapted seeds and water-efficient cultivation methods; (b) natural resource management (NRM) measures; (c) agroecological practices; (d) soil improvement measures; (e) farm system diversification as a risk mitigation measure; (f) strategic farm management; (g) financial resilience.
Output 2 The capacities of agri-based MSMEs to operate resource-efficiently and inclusively for women and	Output Indicator 2.1 Number of formal or informal contracts for embedded services concluded between upstream or downstream MSMEs and smallholder farmers Baseline: 5 contracts for embedded services, of which 0 adapted to the specific needs of women and 0 to the needs of young people. (09/2023)	Annual gender- and age-disaggregated panel survey of a sample of supported MSMEs and public and private BDS providers using a standardized questionnaire on agreements that include embedded services for smallholder farmers. Embedded services are financial or non-financial services provided by a business partner (input supplier or buyer) as an integral part of the contractual agreement.

Goals	Indicators	Definitions, data sources and information on data collection
young people are improved.	Target: 50 contracts for embedded services, 5 of which are adapted to the specific needs of women, 5 to the needs of young people including 5 for refugees and host community (09/2027) PRUDEV I = 5 PRUDEV II = 35 PRUDEV II+ = 10 Cumulative total = 50	Adapted to the specific needs of women refers to both the organization (e.g., taking into account women's time availability considering childcare and household responsibilities alongside paid work) and the content (e.g., specific tasks along the value chain or expanded tasks considering workload) as well as creditworthiness. Adapted to the specific needs of young people refers, for example, to employment opportunities and professional interests, educational level, and entrepreneurial skills.
	Output Indicator 2.2 Number of MSMEs that have invested in innovative business models or technologies along their supply chains Baseline: 0 MSMEs (No investment has taken place yet) (09/2023) Target: 40 MSMEs, of which 7 are run by women and 13 by young people, 6 of which are investments in green technologies and 3 for refugee and host community (09/2027) PRUDEV I = 0 PRUDEV II = 30 PRUDEV II+ = 10 Cumulative total = 40	Annual panel survey of a sample of supported MSMEs and public and private BDS providers, disaggregated by gender and age, using a standardized questionnaire on investments. Investments are defined as cash contributions (financed, for example, from company profits, loans, grants, or subsidies) or in-kind contributions (e.g., personnel costs, construction services, provision of materials, machinery, or demonstration plots). Investments in innovative business models include, for example, green business models (e.g., circular economy for processing by-products or waste) or inclusive business models (e.g., providing inputs specifically tailored to the needs of smallholder farmers or contract farming with smallholder farms). Investments in innovative technologies include, for example, product innovations (e.g., improving quality, creating new marketable product lines) or process innovations to reduce production and transaction costs (e.g., using alternative or renewable energy or deploying digital solutions for supply chain management).
Output 3 The provision of non-financial and financial services for agricultural-	Output Indicator 3.1 Number of agro-based MSMEs that have used financial services from financial institutions.	Annual panel survey of a sample of supported MSMEs disaggregated by gender and age, using a standardized questionnaire on the use of financial services. Financial services include, for example, account opening, savings, loans, investments, payments for goods and services contractual agreements, and insurance,

Goals	Indicators	Definitions, data sources and information on data collection
based MSMEs is tailored to their needs.	Baseline: 405 MSMEs, of which 40 are run by women and 80 by young people (09/2023) Target: 580 MSMEs, of which 60 are run by women and 115 by young people, 10 for refugee and host communities (09/2027) PRUDEV I = 405 PRUDEV II = 125 PRUDEV II+ = 50 Cummulative total = 580	The services are said to be adapted to the needs when they are: e.g. (accessible, affordable, relevant, scalable and if mentorship or networking opportunities are available). An MSME is said to have used financial services when it confirms use of at least 3 of the services Financial service providers include formal (e.g., banks) and informal institutions (e.g., VSLA, MSMEs in contractual partnerships with smallholder farmers). MSMEs that report using one or additional financial services for the first time are included.
	Output Indicator 3.2 % of MSMEs supported by public or private partner organizations that rated the services received as good quality Baseline: 0% MSMEs (It is assumed that currently no MSME would rate the services offered as good.) (09/2023) Target: 80% of the targeted MSMEs (09/2027)	Evaluation of a sample of participants during training, coaching, and consulting measures (e.g., development of business models and plans, improvement of financial, investment, and human resources management, access to financing, product development, market development, digitalization, business management, certification, extension services) regarding their satisfaction with the services received at the beginning and end of the project. A quality rating from (1) very poor to (6) very good is requested. Partner organizations include public and private sector organizations such as District Local Governments (DLGs), business associations, District Farmers Associations (DFAs), MSMEs providing services to other MSMEs under contractual cooperation, educational institutions, and other BDS providers.
Output 4 The capacities of the public and private sectors for sustainable local economic development have been strengthened.	Output Indicator 4.1 Number of evidence-based positions contributed by private sector organizations to improve the business climate in the district-level public-private dialogue Baseline: 0 evidence-based positions submitted (Private sector organizations approach the DLGs, but these positions cannot be considered evidence-based) (09/2027)	Evaluation with DLG of the positions presented to DLG by representatives of MSMEs and private sector organizations (including professional associations and umbrella organizations, as well as other civil society organizations) (e.g., in the context of dialogue forums at the district level). Evidence-based positions mean that these are based on sources and information from data and knowledge management systems, such as the monitoring system for data collection, analysis, and reporting of greenhouse gases (Measurement, Reporting, and Verification, MRV), good practices and

Goals	Indicators	Definitions, data sources and information on data collection
	Target: 10 evidence-based positions submitted, including 1 that addresses the needs of people from refugee and host communities. (09/2027) PRUDEV I = 0 PRUDEV II = 30 PRUDEV II+ = -20 Cummulative total = 10	proven approaches for local economic development, as well as existing relevant issue papers or studies (e.g., MSME profitability calculations).
	Output Indicator 4.2 Number of Local Governments with established and functional Local Economic Development and Investment Committees (LEDICs) Baseline: 0 Local Government (There is no Local Government with fully established and functional LEDICs) (09/2025) Target: 4 Local Government with fully established and functional LEDICs (09/2027)	Evaluation of reports on establishment and functionality of LEDICs in supported DLG and survey of district local government authorities using a standard questionnaire. LEDICs are said to be established when the DLG, for example, a) have a LED focal person b) there is a fully constituted Local Economic Development and Investments Committee, c) the committee received training support or mentorship from MoLG to execute its mandate. The Committee are fully constituted when it has the following members: Local Government Accounting Officer (as Chairperson), Commercial Officer (as Secretary), Technical Planning Committee (Head of Departments), Representative of the Private Sector, Representative of Civil Society Organizations, Representative of Academia and Representative of the Media. LEDICs are said to be functional when for example: a) there is an investment/economic profile developed by the district b) the committee convenes meeting at least once in 3 months, c) there is an activity plan and evidence of engagement strategy with private sector, d) there is evidence of support towards identification and development of viable and bankable Projects including Public-Private and Community Partnerships. e) LED and Investment Promotion Activities incorporated in local government planning and budgeting frameworks.

Goals	Indicators	Definitions, data sources and information on data collection
Assumptions on achieving the outputs	Agroecology, the resource-efficient use of natural resources and measures to adapt to climate change and to mitigate contributions to climate change (e.g., reducing GHG emissions) find broad acceptance in MSMEs, support at the political level and interest among non-financial and financial service providers to offer corresponding services. Women and young people are aware of their potential to drive change in local economies as entrepreneurs and workers, despite gender stereotypes, lack of access to resources, and the predominantly informal status of micro-enterprises. MSMEs and providers of non-financial and financial services recognize the potential of including women and young people in their business models. MSMEs and private providers of non-financial services are willing to invest their own resources (cash or in-kind) in the development of their business models. Professional organizations (umbrella organizations and regional associations such as the Business Development Services Providers Network (BDSPN), Northern Uganda Local Seed Business Association (NULSBA), value chain associations, and regional input traders' associations) and civil society organizations are willing to play a stronger role in advocating for smallholder farmers and upstream and downstream MSMEs in Northern Uganda. The districts local governments are allocated funding or develop revenue mobilization strategies for LEDICs to meet.	

Outputs	Key activities for outputs
Output 1	- Conceptual and technical support for training or advisory services for farmers (e.g., on entrepreneurial management (basic economic skills, BES), good agroecological and climate-sensitive practices, diversification through the combination of arable farming and livestock farming) - Technical and process consulting for producer organizations, BDS, and research centers on participatory development (combining local knowledge with research) of innovative, resource-efficient agroecological cultivation practices (e.g., soil improvement, climate resilience, carbon sequestration pilot projects, digital tools for agroecology (ICT for Agroecology, ICT4AE) for crop planning, smart irrigation, digital literacy, etc.) - Conceptual and technical support for training or consulting services for smallholder farms and informal and formal producer organizations to modernize and enhance agricultural production (e.g., resource-efficient mechanization, use of organic waste, reduction of post-harvest losses) - Conceptual and technical support in strengthening local seed systems through the local seed business (LSB) model to enhance production, access and use of climate adapted quality declared seeds amongst smallholder farmers (business models and sustainability strategy for LSBs, market linkages,) - Conceptualization and engagement of private sector actors to enhance access to the market for smallholder producers in refugees and host communities (contract farming models, Lead firm models).
Output 2	- Conceptual and organizational support for BDS providers in consulting and coaching approaches for MSMEs (e.g. business planning, strategic management, risk management), evaluation of alternative financing solutions, marketing) with a special focus on businesses run by women and young people

Outputs	Key activities for outputs
	- Needs-based, tailored consulting and coaching (including digital solutions) for MSMEs on resource-efficient valorization of agricultural products (e.g., resource-efficient processing methods, energy-efficient technologies to reduce GHG emissions) - Needs-based, tailored consulting and coaching (including digital solutions) on building relationships with smallholder farmers as customers for inputs or for local raw material procurement (e.g., contract farming) - Tailored technical support for agro-processors to improve production processes and market-ready products through good manufacturing practices, certification, product development, and branding -
Output 3	- Developing the capacity of non-financial service providers to scale innovations (e.g., supporting the development of economically viable business models as BDS providers) - Advising BDS providers on scaling innovations through the development of a cascade model for training, peer learning, mentoring, and quality assurance of BDS offerings. - Networking of BDS providers and financial institutions to mitigate risk in lending to smallholder farms and upstream and downstream MSMEs - Strengthening, the governance and sustainability systems of the BDS network association including dissemination of National BDS standards to members - Organize multistakeholder events to facilitate learning, knowledge sharing and cascading best practices
Output 4	- Training and coaching to develop the analytical and communication capacities of private and civil society organizations to represent the interests of MSMEs in an evidence-based manner in public-private dialogue (e.g., to create a business-enabling environment (BEE). - Advising the Ministry of Local Government (MoLG) and District local Governments (DLG) on building internal capacity for training and scaling to other districts (e.g., establishing a trainer pool and a DLG network for peer learning). - MoLG LED team to participate in foreign exposure visits to enhance the implementation of LED in Uganda - Organize bi-annual meetings of the national propagation Team which bring together representatives of various ministries, departments, agencies, private sector, development partners and CSOs to jointly discuss matters pertaining to National LED Policy 2014. - Advising on the development/finalization of investment plans for 3 DLGs in Acholi and Lango sub region and 1 DLG in Adjumani - Support the process of developing at least 1 catalytic project proposal, arising out of the investment plans developed - Tailored capacity development for critical staff involved in the catalytic project proposal.