End-Term Evaluation of the ISSD Plus Project, Uganda

Terms of Reference

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ISSD Plus Uganda (1)

1 Wageningen Centre for Development Innovation

Kampala, Uganda

Submitted by ISSD Plus, Wageningen Centre for Development Innovation
Wageningen University & Research

Contents

List of acronyms

ATAAS	Agricultural Technology and Agribusiness Advisory Services
CPMA	Commodity Production and Marketing Activity
CBT	Community-based Trainers
DLG	District Local Government
EGS	Early Generation Seed
EKN	Embassy of the Kingdom of the Netherlands
FSE	Foundation Seed Enterprise
HIHO	High Input High Output
ISFM	Integrated Soil Fertility Management
ISSD	Integrated Seed Sector Development
KIT	Royal Tropical Institute
LSB	Local Seed Business
MAAIF	Ministry of Agriculture, Animal Industry and Fisheries
MTR	Mid-term Review
MoU	Memorandum of Understanding
NACRRI	National Agricultural Crop Resources Research Institute
NARO	National Agricultural Research Organisation
NASARRI	National Semi-Arid Resources Research Institute
NSCS	Nation Seed Certification Service, under MAAIF Services
OSP	Out scaling Partner
OPV	Open Pollinated Variety
RCT	Randomized Controlled Trial
ToC	Theory of Change
ToT	Training of Trainers
USTA	Uganda Seed Trade Association
QDS	Quality Declared Seed
ZARDI	Zonal Agricultural Research and Development Institute

1   Background

1.1   Background on the ISSD Plus project

The ISSD Plus project runs from 2016 to 2020 and builds on the previous ISSD project (2012-2016). It operates in the East, South Western Highlands (Kigezi area), Western Highlands (Rwenzori area), South Western, Northern Zone and also has a presence in the West Nile zone agro-ecological zone. The project implements its activities through teams in the Zonal Agricultural Research and Development institutes (ZARDIs) of the National Agricultural Research Organisation (NARO). The ZARDIs involved in the project include; Buginyanya ZARDI for the East; Rwebitaba ZARDI for the Rwenzori area; Mbarara ZARDI for the South West and South Western Highlands; Ngetta ZARDI for the North and West Nile zone. The project teams at the ZARDIs are supported by a central coordinating team based in Kampala.

The goal of the project is to contribute to increased incomes of smallholder farmer households and improved household food and nutrition security. Special attention is given to women in increasing income and creating employment opportunities. The project goal will be realized through increased productivity of field and vegetable crops (Intermediate Result).

For field crops, increased productivity provides increased income and improved food security through existing and growing markets. The productivity increase results from the increased use of quality seed by small and medium-scale farmers (component 1). Quality seed use will be promoted through publicity and demonstration campaigns and proximity marketing efforts. Proximity marketing focuses on increasing farmers' access to seed close to areas they easily reach. To satisfy the increasing quality seed demand, local seed businesses (LSBs) are supported to produce and market Quality Declared Seed (component 2). This means in practice that the project scales the LSB approach based on the experiences of the previous ISSD Uganda project (2012-2016). To assure that LSBs are able to perform well, their access to early generation seed is being improved (component 3).

The ISSD Plus project has a specific objective on vegetable sector development (component 4). In the vegetable sector, the access to EGS is not an issue, as vegetable seed companies integrate EGS into their commercial seed production chain. The project is therefore intervening to improve the access of vegetable producers to high quality seed and seedlings, through the introduction of improved varieties and improving farmers' skills in vegetable production. By training vegetable growers, they will become able to take advantage of high quality seed and seedlings, and increase their productivity (Intermediate Result). The project's outcome and output areas are indicated in the table 1 below:

Table 1: Project outcomes and outputs

	Outcome	Output	
1	300,000 households increase productivity, income and Resilience	Output 1.1	Smallholder farmers increased productivity from use of quality seed for crop production
		Output 1.2	LSB members increased QDS productivity and inco me
		Output 1.3	Vegetable growers increased productivity and income using high input-high output production systems
2	Strengthen seed sector institutions and environment	Output 2.1	QDS institutionally embedded

Outcome	Output	
	Output 2.2	Increased availability of quality assured Early Generation Seed (EGS)
	Output 2.3	Seed sector challenges innovatively addressed and seed sector knowledge embedded

The project is implemented in partnership with NARO, the Ministry of Agriculture, Animal Industry and Fisheries and the District Local Governments for issues related to seed quality assurance for field crops. For the vegetable component, the project works closely with seed companies including East West Seed, Rijkszwaan/Holland GreenTech, Enza Zaden/House of Seed, Bejo Seed/Cycas, Home Harvest and Syngenta. The Theory of Change for the ISSD Plus project can be found in appendix 1. Below you can find more detailed information on each of the objectives, related outputs and activities.

Quality Declared Seed (QDS)

The use of good quality seed and planting materials of high yielding varieties significantly increases crop production. It is essential that it is available on time and place at affordable prices. In Uganda, there are two co-existing seed systems through which seed and planting materials are availed to farmers. The formal system is regulated by Government and contributes about 15% of total seed supply. The remaining 85% of seed is produced through the informal system that is unregulated and depends on farm-saved seed from previous cropping. The Seed and plant Act 2006 provides for five classes of seed including pre-basic, basic, certified (I & II), and standard seed. The National Seed Policy 2018 adds Quality Declared Seed (QDS) as the sixth class of seed to be implemented under the Act. QDS requires minimum field inspection and certification standards for variety purity and germination as stipulated in the Draft QDS regulations. This meets the needs of smallholder farmers and is a basis for future certified seed market development. QDS is designed to complement the traditional seed and planting material inspection and certification scheme (Source: https://tinyurl.com/yabmvbpl). In 2016 an official QDS label (green) was launched by the president of Uganda, and this green label now, work coexists next to the blue label for certified seed.

Outcome 1 - 260,000 households increase productivity, income and resilience

In order to contribute to 260,000 households to increase their productivity, income and resilience, the project aims to enhance the use of quality seed (QDS and certified seed) – 'uptake'; support Local Seed Businesses (LSBs) to produce QDS for the market ('QDS'); as well as support vegetable farmers to increase productivity and income by using high-input high-output vegetable production systems ('Vegetable').

Output 1.1 'Uptake'

Four major underlying causes of low quality seed use were experienced during the concluded ISSD Uganda project. These included; i) lack of awareness on availability of quality seed; ii) real or perceived lack of quality seed available at convenient locations; iii) lack of cash to purchase seed and; iv) lack of knowledge on the economic benefits of investing in quality seed. The project addresses these challenges by ensuring that: i) smallholder farmers access certified and QDS at convenient and diversified outlets; ii) farmers are made aware of the benefits of using quality seed and iii) effective demand for quality seed is stimulated among smallholder farmers.

Output 1.2 'QDS'

This result area aims at ensuring that there is affordable quality seed available for smallholder farmers by ensuring that Local Seed Businesses (LSBs) produce quality seed for the market. The farmers engaged in the LSBs are supported by the project to increase productivity of QDS and hereby income, by training and supporting them in enhancing productivity and marketing QDS. The idea is to scale out the development of 200 additional LSBs. This will improve on the availability of QDS in terms of volume. Unlike the previous ISSD Uganda project where there was a direct implementation by ISSD, this project works in partnership with Outscaling Partners (OSPs) who directly support the LSBs. These OSPs are generally non-governmental organisations, who are given a grant for 1 year and are being supported to assist farmers in producing QDS for the market. Alongside the OSP approach is the LSB-Trainer (LSB-T) approach whereby one trained LSB member offers coaching to group members while coordinating

with relevant LSB leadership. LSB-Ts are closely monitored by ISSD, OSPs and Sub-County Agricultural Officers (AOs).

Some 75 LSBs that were supported in the previous project, get additional support to enhance productivity and business management practices. Amongst others, it involves training, innovation grants, supporting LSB associations (so that they can support the LSBs), infrastructure grants, linking to Business Development Services (BDS), and integrating gender. The remaining groups get other forms of capacity building based on gaps they have. This is a tailor made upgrading process aimed at moving LSBs from lower to higher seed production performance classes[1].

Output 1.3 'Vegetable'

Based on an analysis of the vegetable sector in Uganda, bottlenecks exist at different levels. Some of the major constraints to vegetable production include: limited access to and knowledge of well-adapted varieties that are available in the market, lack of knowledge and skills in recommended agronomic practices, inconsistency in vegetable product quality and supply and low cost efficiency and productivity leading to lower competitiveness of the vegetable sector in Uganda compared to neighbouring countries. The component addresses these bottlenecks through: promoting use of advanced vegetable varieties and skilling farmers on improved vegetable production. It involves skilling farmers on improved vegetable production practices. This is done at training sites by vegetable sector professionals, that have been trained as trainers (TOT) on a vegetable production, using quality seed. The vegetable sector professionals are trained by ISSD in collaboration with the Plant Research team (PPO) from Wageningen University& Research. Trained vegetable sector professionals that specifically are employed by the 6 seed companies are also expected to set up demonstration plots and each to train 25 farmers during field days. Additionally, campaigns, radio shows, etc are held to raise awareness on vegetable production using quality seed.

Outcome 2 - Strengthen seed sector institutions and environment

In order to support the farmers to enhance productivity, income and resilience, it's not only important to enhance the availability and use of quality seed, but also the enabling environment needs to be strengthened. This involves the institutional embedding of QDS ('QDS system'); increasing the availability of quality assured Early Generation Seed (EGS); and enough actively addressing seed sector challenges and embedding seed sector knowledge.

Output 2.1 Institutional embedding of QDS

This involves rolling out a national QDS system. In order to ensure that the seed produced by LSBs meets the quality standards, District Agricultural Officers (DAOs) are trained, coached and supported to provide quality assurance and inspect the quality of seed produced by LSBs. In addition to this, support is provided to develop decentralized seed testing capacities. This involves setting up regional seed testing lab initiatives and training staff to carry out seed testing.

Output 2.2 Increased availability of quality assured EGS

Experience from the previous ISSD Uganda project revealed that access to early generation seed (EGS) is key for the seed producers. EGS includes breeder and foundation seed, which is needed to produce sufficient quantities of certified and/or quality declared seed to satisfy the needs of farmers. However, the highly erratic availability of EGS of required quality poses a major challenge to the professionalization of the seed sector. The LSBs had and continue to have many difficulties in assuring timely access to the desired quantity and quality of EGS. If the supply of EGS is low and quality not good, seed cannot be effectively multiplied and its quality will also be poor. In addition, each crop has its own unique bottlenecks. Therefore, functioning modalities for EGS production are required. This result area is built on the assumption that by working on EGS, ISSD addresses a seed sector bottleneck for all seed systems as part of its guiding principles. This result area focuses on: i) operationalizing quality assurance for foundation seed production, including a tracking and tracing system; ii) forecasting, planning and coordinating EGS demand, production and marketing, which includes working with LSB associations, training seed companies and LSBs, setting up a pre-booking system etc; iii) piloting alternative initiatives for foundation seed production, such as a Foundation Seed Enterprise (FSE), individual LSB members, and Zonal Agricultural Research and Development Institutes (ZARDIs).

Output 2.3 Seed sector challenges innovatively addressed and seed sector knowledge embedded

In order to address challenges in the seed sector, grants can be provided for innovation projects. This includes addressing sector bottlenecks for vegetable, QDS and uptake. In addition, work needs to be

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[1] LSBs are classified under the A, B, C+ and C- based on certain performance criteria

done to lobby and advocate for cabinet approval of the national seed policy, and to support options for QDS, EGS and vegetables. Multi-Stakeholder Processes (MSPs) will be organised at zonal and national (including national seed stakeholder meetings) since the bottlenecks in the seed and vegetable sector can only be addressed by a variety of stakeholders. In addition to this the LSB approach, the upscaling approach working through OSPs, and the TOT for vegetable sector professionals are also intended to be embedded in relevant existing institutions.

1.2 Organisational setting

Staff capacity is currently 16 programme staff supported by a team of 9 finance and administration staff. The large group of staff in Kampala is responsible for coordinating and supporting the technical areas and implementation in the field. This team also plays a leading role in streamlining efforts aimed at institutionalising the QDS and EGS systems. The zonal staff are responsible for implementation and further institutionalisation of the QDS and EGS systems at district level. The zonal programme team includes 4 Agribusiness Experts and 4 seed Experts supported by drivers and Finance and Administration staff at each ZARDI. At the main office in Kampala, there is 1 Coordinators for the QDS output, 1 Coordinator for the EGS output and 1 Coordinator for the Quality Seed Uptake output. The Agribusiness Expert at Ngetta ZARDI also doubles as a QDS Coordinator supporting Agribusiness related areas of the component. The vegetable output of the project is led by a Manager who is supported by two Vegetable Agronomists. The M&E team is composed of a Manager and Officer who work closely with the Communications Advisor. The Finance team is led by a Manager who works closely with a Finance Officer and Finance Assistant all based at the main office. The Administration and Grants team is led by a Manager supported by a Grants Officer, Human Resource and Administration Officer and an Administration Assistant. At each of the zonal offices, the Administration team is supported by Finance and Administration Assistant and one driver. The total number of staff is 34. Overall, the project is led by a Chief of Party with the support of the Chief of Operations.

The project organogram can be found in appendix 2.

1.3 Implementing partners and other stakeholders

ISSD Plus works with a range of implementing partners and other stakeholders, as explained below.

Uptake
- Uganda Seed Trade Association (USTA)
- Ministry of Agriculture Animal Industry and Fisheries (Directorate of Extension).

QDS
- LSB Out-Scaling Partners (OSPs): These OSPs work with the LSBs to increase QDS productivity and market their produce. OSPs are contracted by Wageningen Centre for Development Innovation to carry out these tasks. A list of these partners is included in the appendix 3
- Zonal Agricultural Research and Development Institutes (ZARDI's) of the National Agricultural Research Organisation (NARO): on the one hand the ZARDIs work as OSPs, whilst on the other hand they are the project hosts at the zones
- Ministry of Agriculture Animal Industry and Fisheries (Directorate of Crop Production)
- District Local Governments (DAOs).

EGS
- NARO
- Uganda Seed Trade Association (USTA)
- Ministry of Agriculture Animal Industry and Fisheries (Directorate of Crop Production).

Vegetable
- Wageningen University and Research: Wageningen Plant Research (PPO), the Netherlands

- Seed companies: RijksZwaan/Holland GreenTech, East-West Seed LTD, Enza Zaden/House of Seed and Bejo/Cycas Seed companies, Syngenta and Bakker Brothers.
- Other partners: Xclusive Cutting Ltd, Finca Verda Ltd and Seeds of Expertise for the Vegetable Sector of Africa, Tanzania (SEVIA).
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2 Purpose and scope of the ETE

2.1 Result areas to focus on

This ETE is intended to focus on all the different result areas of the Theory of Change (ToC) of the ISSD Plus project, as explained in the background. The focus will be on assessing the 4 components (effectiveness) as well as understanding the linkages between the components and overall relevance, impact, sustainability and effectiveness. Reporting needs to be in line with this.

2.2 Timeframe

The ETE should cover the period October 2016 - September 2020, so that the key findings of the evaluation can be used as input for the last annual report for the project and for other, new and existing projects. The period of October 2016 - March 2017, was the inception period for this project. The MTR focused on the period October 2016 - August 2018.

2.3 Geographic focus

The ISSD Plus project covers the whole country in terms of institutional change (especially in terms of policies and regulations). It specifically focuses on the following zones in terms of implementation and zonal institutionalization (at district level): Eastern zone; South Western Dry lands zone; Western highlands zone; South-Western Highlands zone; Northern zone.

The vegetable component focuses mainly on vegetable production using high quality seed and improved technologies and works in the following areas: North; East; Central; Western Highlands; South Western highlands zones. At national level, the trained vegetable sector professionals are organised in a platform.

The West Nile zone which was part of the previous project is still connected to the current ISSD Plus project through collaboration with the NIGI project[2], established LSBs, their association and Abi ZARDI. The West Nile zone is supported by the project team in Northern Uganda.

The ETE is to cover all the above-mentioned areas.

2.4 Target groups

Small and medium-scale farmers are the **ultimate beneficiaries**. The expectation is that some 260,000 households will increase productivity, income and resilience, based on the assumption that these farmers will increase productivity from the use of quality seed for crop production. A specific focus is given to gender. **Direct beneficiaries** are the Local Seed Business (LSB) members and by the end of the project some 6500 LSB members are expected to have benefited from the production and marketing of Quality Declared Seed (QDS), in terms of increased productivity and income. In addition to this, some 150 vegetable sector professionals will be trained as trainers (TOT) so they can train some 20,000 farmers in vegetable production, using quality vegetable seed. Six vegetable seed companies will also directly benefit from the project, since they will be given a grant for developing demonstration plots. A specific focus is given to gender. At national level, MAAIF and NARO benefit from support in achieving their efforts in terms of policies and regulations for the seed sector as well as institutionalization and capacity development in terms of EGS, QDS, seed sector and vegetable production. The ETE is to cover the above-mentioned direct and ultimate beneficiaries, based on purposive sampling.

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[2] Nutrition and income generating interventions (NIGI)

2.5   Key stakeholders to be involved in the ETE

The ETE is expected to engage with key informants of the key implementing partners and other key stakeholders involved in the ISSD Uganda Plus project or seed sector in Uganda as indicated in section 1.3.

2.6   Objectives and evaluation questions

The ETE serves both accountability purposes as well as learning purposes for the project, partners and donor. The evaluation questions have been formulated around evaluation criteria (relevance, impact, sustainability, effectiveness, efficiency). 'ISSD Uganda Plus project' is now formulated as 'the project'. See also above. Specific questions related to the evaluation criteria are described further below.
The ETE aims:
1. To review the performance of the project, both overall, and by each objective, in relation to the OECD-DAC criteria:
    a. **Impact**: What wider effects can be reported amongst the target community (including, but not restricted to, LSB members, EGS producers, vegetable producers, LSB associations), MAAIF, NARO and the Ugandan seed and vegetable sector in general? Including both intended and unintended effects. How have project outcomes contributed to these changes? What other contributory factors influenced these changes?
    b. **Effectiveness**: To what extent have the planned objectives been achieved at the outcome level (for each result area/component)? How has the project contributed to these outcomes? What other contributory factors influenced these changes? What were the unexpected changes and potential contributors to these?
    c. **Relevance**: To what extent did the project meet the needs of the target community, in particular LSB members (direct), EGS producers (direct), vegetable farmers (direct), and crop producers/farmers (indirect) and vegetable consumers (indirect)? To what extent was the project in line with and has contributed to the national seed policy, strategy (Uganda national seed strategy) and regulations.
    d. **Sustainability**: To what extent will the project continue to have an impact beyond project close, at national level in terms of the seed sector related systems and approaches (including Seed Tracking and Tracing System; foundation seed enterprise; service provision for LSBs and vegetable producers)?
1. To capture **lessons learned** from the project, both in terms of successes and good practices, but also document key challenges and suggestions to help inform policy priorities in the seed and vegetable sector as well as future projects and/or scaling-up strategies.

More specifically:
1. Outcomes and impact:
    a. To what extent has the project met the intended results in terms of:
        i. increased productivity and income for LSBs and acreage planted with quality seed with the number of LSBs that ISSD Plus is currently working with, the OSP approach and the LSB-T approach? And resulting thereof, to what extent has the project reached the adjusted target of 260,000 farmers[3] using quality seed?
        ii. Projected area planted with quality seed
        iii. Projected additional agricultural production of grain equivalent as a result of using quality seed
        iv. Projected amount of food produced that prevents and treats major micronutrient deficiencies in Uganda (MT)
Note: all of the above need to take into account the multiplier effects per crop (on average 2 seasons that the seed is still quality seed); and the projected amounts based are not only QDS produce, but also additional EGS produced.
    b. What are the outcomes and to what extent have they contributed to the intended effects in relation to:
        i. Field crops:

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[3] the total number of LSB is 260. It is assumed that each LSB is serving 1000 farmers.

1. Direct beneficiaries: LSB farmers, OSPs, LSB associations
2. Indirect beneficiaries: quality seed users, domestic seed companies
    ii. Vegetables:
        1. Vegetable sector professionals (TOT), seed companies, trained vegetable producers
    iii. Partners: OSPs, ZARDI's, vegetable seed companies, District Local Government, MAAIF, NARO, sub-counties, etc.
    iv. Key changes in the enabling environment, with reference to:
        a. EGS
        b. QDS quality assurance system and related policies and frameworks
        c. Vegetable sector
    v. What unintended results – positive and negative – did the project produce? How did these occur?
    c. What is the performance of LSBs, LSB-Ts and LSB associations in the different geographic areas? What are the differences between different crops enterprises in terms of financial sustainability? To what extent will the achievements be sustainable?
    d. To what extent has the vegetable component contributed to increased productivity by trained vegetable farmers, increased availability of vegetables on the market, and increased use of advanced vegetable varieties by vegetable farmers focusing on this study to collect additional data at farm level ?

2. <u>LSB model, LSB-T model and upgrading approach</u>:
    a. To what extent is the strategy to upgrading LSBs effective and sustainable?
    b. To what extent is the LSB model and the LSB-T model effective and sustainable?
    c. What would be needed for future initiatives?

3. <u>EGS and QDS system</u>:
    a. To what extent are the options to produce EGS effective and sustainable? What is still needed to enhance effectiveness and sustainability of EGS production?
    b. To what extent is there Public/Private stakeholder involvement in the whole QDS system at the end of the project?
    c. What have been the main achievements in terms of institutionalising the QDS system? To what extent is this system sustainable? What is needed to further enhance sustainability and the effectiveness of the QDS system after the project ends?
    d. What would be needed for future initiatives?

4. <u>Uptake component</u>
    a. What have been the main achievements (reach and effectiveness) of this component?
    b. How effective is the sustainability strategy on uptake activities (AOs, LSBs, DLGs)?
    c. What would be needed for future initiatives?

5. <u>Vegetable component</u>
    a. What have been the main achievements of this component?
    b. How sustainable are these achievements?
    c. To what extent have Dutch seed companies been effective in supporting producers in vegetable production and in using improved technologies through:
        i. trainings
        ii. demonstrations
    d. To what extent has the capacity building of sector professionals yielded results in terms of vegetable farmer outreach?
    e. In future initiatives, what would be needed to ensure a market-oriented vegetable sector?

6. <u>Seed sector transformation</u>:
    a. To what extent has the project contributed to creating an enabling environment for the seed sector in Uganda, specifically in relation to institutionalizing Seed Tracking and Tracing System, foundation seed enterprise and service provision for LSBs?
    b. To what extent the project engaged with stakeholders so as to contribute to an enabling environment for the seed sector in Uganda?
    c. What lessons can be formulated in relation to enhancing seed sector transformation in future initiatives?

7. <u>Organisational setup</u>:
    a. How effective and efficient has the organisational setup been to reach the objectives?

8. <u>Cross-cutting issues</u>: To what extent were cross-cutting issues like gender and climate change integrated in the project?

9. <u>Communication</u>: What has ISSD done in terms of communicating evidence towards different stakeholders (including Dutch) and internal communication?

In the context of the questions above, also provide a <u>general reflection</u> on:
- Key achievements
- Overall strengths and weaknesses of ISSD Plus
- Strategic recommendations/suggestions for any future projects.

2.7   Intended user and uses

The main users of this ETE are the donor, the Embassy of the Kingdom of the Netherlands in Uganda (EKN) and staff involved in ISSD Plus. Other users include key implementing partners and other stakeholders. For an overview of users and related uses, see table 3 below.

Table 2: Users and uses of the ETE

Users	Use of the ETE process and findings
Embassy of the Kingdom of the Netherlands (EKN) in Uganda (EKN)	• To review achievements of the ISSD Plus project and inform future (sector) projects • To guide policy decisions regarding sector approaches
ISSD Plus project - management and coordinators	• To guide strategic decisions for any future project • To guide the closing of the project • To learn major lessons around seed sector development and vegetable production in Uganda
ISSD Plus project - staff	• To learn specific lessons around seed sector development and the vegetable sub-sector
LSB Out scaling partners	• To learn lessons and guide strategic and operational decisions on continued support to LSBs in their efforts to produce and market QDS
Ministry of Agriculture (MAAIF)	• To guide strategic and policy decisions regarding the production and sale of quality seed in Uganda and around EGS production, and the related policy framework
District Local Governments (DLGs)	• To guide strategic and operational decisions in relation to support provided by DLGs to quality assurance of QDS production by LSBs
NARO	• To learn lessons and be informed for strategic guidance on EGS production
Vegetable seed companies, seed sector professionals	• To guide future strategic operational decisions in support of TOT of vegetable sector professionals and further supporting the vegetable sector. • To inform future vegetable projects/initiatives.
USTA	• To learn from ISSD approaches, especially increasing uptake of quality seed • To learn from the project how collaboration can be strengthened for the good of the seed sector, e.g. in relation to policy issues.
LSB associations	• Key lessons on LSB approach and relevant recommendations from the study.

A summary ETE report will be made publicly available, and will be shared in IATI, as well as on the ISSD Uganda Plus public website. A short brief will be produced containing the key findings of the evaluation to be shared more publicly. The data, outcomes, conclusions and recommendations of the MTR are expected to provide additional evidence as input for the ETE for ISSD Uganda Plus, scheduled for the second half of 2020. Methodologies and related methods and techniques should therefore build on those used in the MTR and be developed in close collaboration with the ISSD Plus M&E team.

3 Approach and methodology

The project implements a monitoring system that is based on a Theory of Change and corresponding monitoring, evaluation and learning (MEL) system to collect data against key impact, outcome & output indicators. The external evaluator will be expected to capture primary data to validate all impact, outcome and output indicator values, and also to generate any relevant new information in relation to the evaluation questions as formulated above. The consultant will be given access to secondary data (monitoring data as captured by the project's MEL system, MTR report, etc.; see list of resources/documents in the appendix) against all other indicators to ensure a comprehensive evaluation.

3.1 Methodological design

The evaluation team is expected to use a mixed methods, theory-based evaluation approach. Mixed methods are needed for data collection since both qualitative & quantitative data are to be collected but need to focus on collecting mainly qualitative data and verifying quantitative data as provided by the project. For the analysis, theory-based or theory of change based approaches are to be used, such as contribution analysis or outcome harvesting. The evaluation team is expected to make use of existing change stories generated by the M&E and communications team and those collected by the evaluation team, and where possible and necessary, to validate and expand on these change stories. Overall, the evaluation team is to tell a comprehensive story around the Theory of Change for ISSD Plus. The evaluation team is to propose a detailed methodological approach for achieving the evaluation objectives and addressing the evaluation questions, including indicating in an evaluation matrix what data collection methods and tools will be used for each of the evaluation questions.

The starting point for the evaluation design is the Theory of Change (ToC) of the project. Please note that as much as possible data generated by the project is to be used for validation and sense making. A quantitative survey at the level of LSB members, vegetable producers and indirectly targeted groups including QDS users will be conducted prior to the ETE, and the data and findings are expected to be used by the evaluation team, in addition to other data generated by the project. The evaluation team will have access to the database of the project.

The methodology will include, at a minimum:
- **Desk review** - document and data review: A list of relevant documents and data to be reviewed is included in Appendix 5. Results of existing studies and data will need to be covered in the evaluation. The consultant can propose additional documents to be reviewed.
- **Key informant interviews**:
  Key informant interviews will need to be held with a range of stakeholders involved in the project:
    - Relevant project staff: Assessing performance, successes, challenges, lessons learnt and suggestions for the way forward. Key staff include: project management, coordinators, seed and agribusiness experts, M&E staff, communications staff, finance and admin staff.
    - National Stakeholders:
        - NARO: on EGS production & support to LSBs.
        - Ministry of Agriculture (MAAIF): on seed sector regulation and transformation
        - USTA: on creating demand for quality seed (field crops)
        - Dutch seed companies: on training and demos for vegetable production
    - District Local Government: on supporting local seed production and uptake
    - Selected outscaling partners: on scaling the LSB approach.
    - EKN: relevance of the project for the current MASP and NL-Uganda collaboration agenda.
- **Participatory/Focus group discussions**:
    - LSBs and LSB-Ts: on QDS production and marketing as a profitable business. With a sample selection of LSBs. (Total number of LSBs is 288). The evaluators should indicate how to sample LSBs according to performance categories (A,B,C). Focus group discussions should be with LSB representatives and the LSB-T.
    - LSB associations: on effectiveness and sustainability. Only representatives.
  Note: also see evaluation questions.

The evaluation team is requested to develop an **evaluation matrix**, indicating evaluation questions, related indicators and sub questions, and related methods for data collection. It needs to be clearly

described how the different evaluation questions will be addressed, what existing data from the project they will use, how they will verify these data and what additional data they will capture. Also, the consultant(s) need(s) to specify how analysis of the data will be done. Furthermore, the consultant(s) need to describe what they will do to ensure a collaborative process during evaluation design, implementation and reporting. A sense making process, whereby key findings are to be presented for validation but also for deeper reflection and dialogue on what these findings mean for the project staff and implementing partners is expected. Reporting needs to be clearly described as well. As much as possible, the ETE process should engage staff and stakeholders in a learning oriented process, so as to enhance the use of the findings.

A **sampling framework** will need to be provided. It is expected that the ETE process for data capturing and analysis is rigorous, whilst as much as possible engaging key staff and stakeholders in the process, so as to enhance learning and use of the ETE findings.

A **detailed methodological plan**, including a.o. evaluation design, detailed evaluation matrix, process, timing, roles and responsibilities and budget, will need to be developed during the inception phase, and described in the inception report. A validation and sense making workshop is to be planned on a date that will be decided on between the engaged consultant and ISSD, but is expected to take place early November 2020.

3.2   The principles and approach that will guide the ETE

The following standards and guiding principles are considered important for the ETE:

- Utility: the ETE serves the practical information needs of the intended use and users as indicated in table 3. A focus on utility involves amongst others a ETE process that engages staff and key stakeholders and enhances their learning in the ETE process.
- Accuracy: the ETE reveals accurate information that is founded with evidence or supportive argumentation, with clear reference to sources or analyses. A rigorous process for data collection and analysis is expected;
- Feasibility: the review is planned and carried out in a realistic, diplomatic and frugal manner. This also entails carrying out the ETE within the budget and time available;
- Propriety: the review is carried out legally, ethically, and with due regard for the welfare of those involved in the review as well as those affected by the results. This includes the protection of the rights and confidentiality of persons interviewed. This includes cultural and gender sensitivity in the ETE process and addressing gender throughout the ETE process.

4 Roles and responsibilities

The Management of ISSD Uganda Plus, consisting of the Chief of Party, Chief of Operations and the Administration Manager will be responsible for:

- Selection of the evaluator(s);
- Approval of evaluation design, and related budget;
- Approval of inception report;
- Approval of (draft) ETE report.

The ISSD Plus M&E Manager will be the evaluation manager, with support from the M&E officer, ISSD Plus management, WCDI (Cecile Kusters) and the ISSD coordinators. These will be responsible for the following tasks:

- Review of and advice on the ETE design and approach, review of inception report and (draft) ETE report.
- Providing easy access to relevant data and documents, e.g. in a dropbox;
- Arranging easy communication with staff and stakeholders, in relation to the range of data collection processes (e.g. field visits, face-to-face interviews, group discussions) that need to be carried out;
- Monitoring the progress of the ETE process.

The Administration manager will be responsible for:

- Contract management
- Logistic arrangements, including organising field trips and organising logistics of the validation and sense making workshop (November 2020).

Other ISSD staff will be responsible for providing easy access to information upon request, and collaboration in the ETE process. The zonal experts will provide support in organising field trips, focus group discussions and interviews with key stakeholders where needed.

The M&E consultant (Cecile Kusters) from Wageningen University & Research will be responsible for backstopping the ISSD team in the review of the ETE design and approach, co-facilitation where needed, and review of ETE report (different drafts).

EKN will be responsible for approving the ETE terms of reference, budget, proposal review report and ETE report.

An Advisory Committee composed of a representative of EKN Kampala, ISSD Plus and one external person will support the ISSD team in review of the ETE workplan, inception report and ETE report. They will provide insights on quality of the ETE deliverables and recommendations put forward. The advisory committee will be present during the validation workshop.

The consultant(s) /evaluation team leader will be responsible for the following tasks:

- Develop a detailed methodology and process for the ETE, to be captured in the inception report, and based on the discussion and agreement with the ISSD Plus team. The methodology is to be co-created with ISSD Plus, especially M&E staff (including from Wageningen Centre for Development Innovation). Roles and responsibilities, budget, detailed work plan and evaluation matrix are to be included in the inception report;

- Manage and implement data collection, analysis and reporting;
- Present key findings, conclusions and recommendations in a validation and sense making workshop in November 2020.

5 Team composition and Qualifications of the consultant(s)

5.1 Proposed composition of the consultant's team

It is recommended that active implementation of the ETE in Uganda be taken on by one team leader (international) from the consulting company (or individually registered) with support of one or two experienced Ugandans selected by the applicant.

5.2 5.2 Mandatory requirements

The following qualifications are mandatory, especially for the team leader but at a minimum within the team members:
- Proven track record in undertaking complex evaluations (evaluation team leader);
- Proven track record in participatory, learning oriented approaches and processes (team leader);
- Demonstrated experience with the use of quantitative and qualitative methods for data collection and analyses (team leader and members);
- Demonstrated experience in seed sector, or agriculture related programs (team leader and/or members);
- Proven track record in seed sector project design and implementation or in evaluations
- Demonstrated experience with sector transformation or value chain development (team leader and/or members);
- Relevant university degree (Masters) (team leader).

1.1 Preferred skills

The assignment is to be fulfilled by a team of consultants with various expertise, with amongst them the following preferred skills and experience:

- Experience in Uganda;
- Demonstrated experience with integrated seed sector development and a good understanding of its various stakeholders, their roles and positions;
- Demonstrated knowledge of inclusive business development; and the development of service delivery models, e.g. in crop value chains and/or vegetable value chains;
- Demonstrated expertise in operationalising gender aspects;
- Flexibility and openness to work collaboratively with the ISSD Plus management, the Evaluation Manager, and the coordinators in a co-creative evaluation process;
- Excellent intercultural and interpersonal communication skills, including coordination, facilitation and presentation;
- Fluent in English, both spoken and written. One of the Ugandan languages is encouraged.
- Preferably a mixed team, with male and female members.
- Conversant with Dutch policies and result frameworks.

The specific expertise of the team leader and the individual team members need to be clearly indicated in the proposal, as well as their role and responsibilities in the ETE. It is expected that the team includes the following expertise: seed sector, business approaches, ETE methodology and (Dutch) development (aid) policies, and gender.

6 Reporting requirements

The following deliverables are required for the ETE:
- Inception report
- Draft ETE report
- Key findings and conclusions, to be discussed in a validation and sense making workshop
- Final ETE report.

6.1 Inception report requirements

The evaluation team will provide an Inception Report, which will be approved by ISSD Plus management and which will form the basis for the ultimate agreement between parties for how the ETE is to be conducted. The Inception Report shall include:
- Final purpose, objective, scope and subject of the ETE;
- Overarching evaluation approach;
- Description of the ETE process;
- An evaluation matrix, specifying the evaluation questions, indicators, benchmarks and related methods for data collection in a valid and reliable manner;
- Sampling frame;
- Description of information collection, analysis and reporting processes;
- Data collection tools (e.g. interview sheets);
- List of documents to be reviewed;
- Any limitations of the ETE;
- Detailed work plan and time schedule, including a plan to (co-)organize the field visits;
- Division of work within team of consultants and within ISSD team;
- Detailed budget;
- Risk and Mitigation strategy.

6.2 Validation meeting and reporting

The evaluation team is expected to present and discuss initial key findings with the ISSD staff in the Kampala office and with members of the Advisory Committee (skype) so as to validate key findings and have initial discussions on implications for the future. After this, the first and then second draft report needs to be developed for review by a core team at ISSD.

6.3 Draft ETE report

A concise draft ETE Report (<50 pages, excluding Annexes):
- In English
- All conclusions and recommendations should be based on solid and verifiable facts and/or argumentation
- Recommendations should be formulated in a constructive manner
- Include the following chapters:
  - Title page
  - Table of contents
  - Glossary of Acronyms
  - Executive Summary (which can be stand alone for wider dissemination):
    - key conclusions & recommendations
      - by component
    - general conclusions in terms of:
      - impact

- sustainability
- relevance
- any other key strengths or weaknesses
- strategic recommendations for the future

o Introduction to the ISSD Plus project
o Scope of the ETE
o Evaluation methodology (including limitations)
o Key findings (more detailed):
  - by result area/component (effectiveness/achievements)
  - impact
  - sustainability
  - relevance
  - any other key strengths or weaknesses
  - strategic recommendations for the future
o Key lessons & conclusions
o Key recommendations

6.4   Final ETE report

A concise final ETE Report (<50 pages, excluding Annexes), in which the feedback of the ISSD Plus team and implementing partners has been processed. The consultant(s) is invited to identify and propose additional forms to disseminate the outcomes of the ETE. The Consultant(s) is expected to provide actionable, specific and practical recommendations for the ISSD Plus team, its partners and EKN to inform future work.

7   Estimation of the cost

The consultant will include the costs for professional fees & per diems and international travel into the consultancy budget. ISSD Plus project will cater for in-country travel cost and required workshops/meetings. The consultant should provide an indicative number of field days and workshop/meetings required. Any other costs not covered by the project (see table below) need to be clearly specified in the proposal budget. A financial proposal in Euro needs to be submitted with the technical proposal for the ETE. The budget available for the consultancy contract is roughly Euro 80,000.

Table 4: Guidelines on budget preparation

Budget Item	ISSD	Consultant
Personnel		Specified by consultant
Travel	Local travel costs (fuel, vehicle hire)	International travel
Professional fees		X
Per diem[4]		X
Supplies, equipment and Direct communication costs such as phone, fax, email, postage	Local supplies covered by the project but need to be budgeted for	
Translation	Supported by ISSD Uganda team	
Copying and printing	Covered by ISSD	
Workshops (design, findings verification, utilization, etc.)	Workshop covered by project	
Other costs		Any other costs to be specified by evaluation team

Payment will be done in phases:
1. First instalment: inception report
2. Second instalment: first draft ETE report
3. Third instalment: final ETE report

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[4] Note that for Kampala the hotel rate is around $75 per day (Dolphin suites) and decent upcountry hotels are in the range of Euro 25 – 50 per day.

8 Procedures and logistics

8.1 Working hours

Work hours for ISSD staff are usually from 8 AM until 5 PM. During field work, working hours may differ and staff is used to longer working hours during specific assignments.

8.2 Weather, travel and socio-cultural conditions that may influence data collection

Field work is expected to take place in September 2020. ISSD staff will also be collecting 2020B production and sales data from LSBs, since this will be after seed sales are completed. If possible, these data also need to be taken into consideration during the analysis.

9 Application procedure

9.1 Timetable

The indicative time schedule is indicated below.

Table 3: Key ETE activities and their timelines

Key activities	Timing	Who is responsible
Call for concept notes (6-pager based on the criteria)	10 Feb	WCDI
Submission of concept notes	27 Feb	Applicants
Review concept notes and select 2-3 candidates to submit proposal	5 March	WCDI
Submission of full proposals	6 April	Applicants
Presentation of proposals by consultants	10 April	Applicants & ISSD, WCDI
Submission of a report on the review of 3 proposals and selected consultant(s) to EKN	20 April	ISSD
Confirmation on selected consultant(s)	6 May	ISSD
(Skype) meeting on ToR of ETE with selected consultant(s) and sharing of background documents and data. Detailed discussion.	8 May	ISSD and selected consultant
Contracting of consultant	15 May	WCDI
Initial document review	8-15th May	Consultant, ISSD team
Continued document review		
Draft Inception report	29 May	Consultant
Review of inception report – in writing and in a (skype) meeting	10 June	ISSD, EKN Advisory Committee
Final inception report	22 June	Consultant
Preparation field work	July/August	ISSD, Consultant
Field work (alongside LSB data collection by ISSD on LSB production and sales)	September	ISSD, Consultant
Debrief and validation meeting (presenting initial findings)	September	
Analysis and report writing	Sept-Oct	
Submission of first draft ETE report	16 Oct	Consultant
Review of first draft report	23 Oct	
Submission of second draft ETE report	6 November	Consultant
Review of second draft ETE report	13 November	ISSD, Advisory Committee (EKN)
Submission of final ETE report	20 November	Consultant

9.2 Submission of Concept Notes

Concept notes are requested to be submitted to cecile.kusters@wur.nl (with copy to mec@issduganda.org and admin.manager@issduganda.org) no later than 17 Feb 2020.
Interested consultants or firms are requested to submit a concept note no longer than 6 pages including:
1.**A concept note**, describing:

- Understanding of the assignment
- Key qualifications and suggested roles of the evaluation team members
- Evaluation approach and description of key methods and processes to be used for data collection, analysis, sense making and reporting.
- Tentative work plan, detailed description of data collection tools and links to evaluation questions
- Time frame
- Summary budget

2. Two examples of evaluation reports for a similar project completed within the last 3 years (this will be treated as confidential and only used for the purposes of quality assurance). Please ensure that the authors of reports submitted are the same individuals included in this application.

3. Contact details for **three references** (including one from your last client/employer). Please use the format below.

Reference #	
Core competence:	
Name client:	
Name contact person:	
Telephone number:	
Email:	
Contract period:	
Commencement date and completion date of contract:	
Value of the contract:	
Detailed description of the core competence /assignment and relevance with this tender:	

Concept note will be assessed based on the following criteria: qualification and experience; understanding of the assignment; methodological approach; budget.

9.3 Submission of full proposals

Full proposals are requested to be submitted to cecile.kusters@wur.nl (with copy to mec@issduganda.org and admin.manager@issduganda.org) no later than 6 April 2020.
Interested consultants or firms are requested to submit:

1. **A full technical proposal**. This includes at a minimum: project background, overall evaluation approach, sampling frame, evaluation containing evaluation questions and related data collection tools and methods, detailed description of data collection tools and methods, description of data analysis and reporting, team members and person specification, timings and work plan. This technical proposal includes:

   a. Understanding of the assignment
   b. Key qualifications and suggested roles of the evaluation team members
   c. Evaluation approach and description of key methods and processes to be used for data collection, analysis, sense making and reporting.
   d. Tentative work plan, detailed description of data collection tools and links to evaluation questions
   e. Time frame

2. **A financial proposal**; template can be found in Annex C. Please provide as much detail as possible, however at a minimum please clearly distinguish between consultancy costs and expenses, and detail any expenses that you will require ISSD to pay directly. The lines indicated

in the template are examples, please feel free to edit, add, or erase any lines that may not be valid for you. All cost must be inclusive of VAT and/ or With Holding Tax (if applicable). Consultants may also detail their preferred payment schedule, although this will not be scored and is optional in the template.

3. Copies of all relevant **Curriculum Vitae** (CVs). Only CVs for the specific individuals that will form the proposed evaluation team should be included, as well as clear descriptions of the different roles and responsibilities of the team members.

All documents must be submitted by email to cecile.kusters@wur.nl with copy to admin.manager@issduganda.org and mec@issduganda.org by (6th April 2020, quoting "(name of company) – ISSD Plus End Term Evaluation" as the subject of the e-mail.

After review of the submitted proposals, the proposals will be scored using the table below. The proposals will be ranked based on their scoring. Additional information and or clarifications such as examples of evaluation/ETE reports may be requested for the top two to three proposals.

Please contact Cecile Kusters, cecile.kusters@wur.nl for more information or clarifications.

Below you can find an overview of the criteria that will be used to assess the evaluation proposals.

Table 5. Proposal assessment criteria

A. Qualification (35)	
Proven experience and skills (of especially team leader) in conducting this type of evaluations <5 yrs 3pts, 5-10yrs: 6pts >10yrs: 10pts	10
Proven experience and skills in conducting agriculture related evaluations <1yr: 2pts, 1-2yrs:5pts, 2-5yrs:8pts, >5yrs: 10pts	10
Proven experience in seed sector none - 1pt 1-2yrs:2pts, >2yrs: 5pts	5
Similar work done on final evaluations in the last 5 years <3: 2pts, >3yrs 5pts	5
Availability of locally based team and field enumerators	5
B. Technical Proposal (40)	
Understanding of the TOR - The proposal refers sufficiently to the objectives of the ETE and other requirements as mentioned in the TOR	10
Understanding of the ISSD Plus project covering all 4 result areas (each result area max 3pts)	5
The proposed evaluation methodology is suitable to address the evaluation questions and meet the objectives of the ETE	5
The proposed evaluation methodology and approach are elaborated sufficiently and clearly described for each evaluation question	5
The proposal is worked out sufficiently and shows that the consultant(s) has adequately understood the assignment. The description is to the point and readable.	5
Quantitative sampling frame proposed includes farmers across all ISSD Plus supported zones	5
Work plan proposed which mirrors timeline of deliverables in TOR and is feasible and sufficient to produce the deliverables	5
C. Quality and Relevance of the previous report (10)	
Quality and relevance of the previous report: Seed sector / Agric related. Check also on reporting format, prose and clarity of language used	10
D. Budget (10)	

The budget is worked out in terms of calculated days, rates and activities. Budget has distinguished senior, medior and junior activities. Costs are realistic and do not exceed the thresholds in terms of daily rates and total budget available. Budget amount is in line with the available ISSD funds	15
Total	100

10 Appendices

Most of the below listed documents are available on the ISSD website www.issduganda.org. Please access them accordingly and where you fail, contact the ISSD ETE Manager on mec@issduganda.org.
Appendices include:
1. Theory of Change for ISSD Uganda Plus
2. Organogram
3. Latest logframe
4. ISSD end of project reports (2012 – 2016)
5. Internal evaluation report of ISSD (2012-2016)
6. ISSD Plus project proposal
7. ISSD Plus inception report
8. M&E Matrix & M&E plan
9. ISSD Plus project Annual & quarterly reports
10. ISSD Plus annual work plans
11. MTR report
12. Access to seed survey report from the previous project (as baseline data) and current status; Access to seed Baseline information covering all six zones of ISSD Plus project operation
13. Project briefs and progress reports
14. MTR report
15. Seed policy document
16. Policy briefs
17. Willingness to pay study (maize) report and what lessons can be learned for other crops
18. Data at LSB level (especially on production and sales) - database
19. Relevant literature review
20. Articles
21. Communication materials
22. Data review: production and sales data at LSB level; access to seed data at farm level

Contact details

Cecile Kusters, senior advisor planning, monitoring and evaluation
Wageningen Centre for Development Innovation, Wageningen University & Research
P.O. Box 88
6700 AB, Wageningen
The Netherlands
Tel.: +31 (0)317 481407 (direct)
Fax: + 31 (0)317 486801
E-mail: cecile.kusters@wur.nl
Website: www.WUR.eu/cdi