



**Consultancy: Organizational strengthening of the OMIA  
agribusiness development group in Uganda**

**Timeline: June 2025**



This assignment is perfect for someone looking to apply their experience and Knowledge within an organisation that is focused on helping to deliver 8 of the Sustainable Development Goals: (1) No Poverty; (2) Zero Hunger; (3) Quality Education; (5) Gender Equality; (12) Responsible Consumption and Production; (13) Climate Action; (15) Life on Land; and (17) Partnerships for the Goals.

**We live in a world where the demand for multiple land uses constantly rises, and climate change places additional stress on the sustainable use of natural resources. While solutions to issues such as hunger and poverty are now within our reach, how we act today will make a big difference to how we live tomorrow.**

## Introduction and background

CABI envisions a world in which women, youth, and marginalised communities are included in agriculture, and become key to ensuring equity, increasing participation in agribusiness, and reducing youth unemployment; promoting livelihood improvement; increasing production and reducing poverty. CABI's *Medium-Term Strategy (2023-25)* pursues five major goals: 1. Improve the food security and livelihoods of smallholder communities. 2. Help communities adapt to the impacts of climate change. 3. Reduce inequality through better opportunities for rural women and youth 4. Safeguard biodiversity and support the sustainable use of natural resources 5. Increase the reach, application, and impact of science in agriculture and the environment.

In 2023, CABI conducted a scoping exercise with Omia Agribusiness Development Group to explore opportunities for collaborative efforts aimed at empowering women and youth to harness agribusiness potential within various agricultural value chains. This engagement sought to identify strategic entry points for supporting inclusive growth, skills development, and enterprise sustainability. One of the key priorities identified during the scoping exercise was the need for organizational strengthening to enhance Omia's institutional capacity and service delivery.

Omia Agribusiness Development Group, based in the West Nile region of Uganda with operations in nine districts, is a profit company limited by shares, registered in 2016, and began operations in July 2018. It is a Uganda-based agribusiness enterprise dedicated to improving the livelihoods of smallholder farmers. Omia's core mission is to address systemic challenges faced by farmers, including poor access to quality inputs, limited extension support, and constrained market linkages. The company provides farmers with climate-smart, high-quality agricultural inputs, agricultural engineering solutions (i.e., Greenhouse construction and Irrigation solutions), extension services, and reliable market access.

Omia Agribusiness retails both crop production and animal production inputs to its clients. The crop production inputs include vegetable seeds, field crop seeds, agrochemicals (both organic and inorganic), fertilizers, farm tools, and equipment. While the animal production inputs include veterinary drugs, animal

**By sharing knowledge and science, CABI tackles global issues like poverty, hunger, education, equality, sustainability, climate change and biodiversity. We do this by helping farmers grow more and lose less of what they produce, combating threats to agriculture and the environment from pests and diseases, protecting natural habitats from invasive species, and improving access to scientific knowledge.**

CABI is an international, inter-governmental, not-for-profit organization that improves people's lives worldwide by providing information and applying scientific expertise to solve problems in agriculture and the environment. Our approach involves putting information, skills and tools into people's hands. CABI's 49 Member Countries guide and influence our work which is delivered by scientific staff based in our global network of centres.

CABI is committed to making a difference, playing its part in creating a brighter, more equitable and sustainable future.

You can learn more at: [www.cabi.org](http://www.cabi.org)



feeds, and day-old chicks. Additionally, Omia engages in produce buy-back arrangements with a segment of farmers in West Nile for grains, Irish potatoes, horticultural crops such as tomatoes and onions, as well as poultry meat and eggs, offering smallholder farmers guaranteed markets for their produce.

Through the provision of free extension services and structured market access, Omia has contributed to enhancing the productivity, resilience, and income security of smallholders.

As Omia Agribusiness expands its operations across Uganda and seeks to increase its impact, there is a critical need to strengthen internal systems, governance structures, human resource capacity, and strategic planning processes. Responding to this identified need, CABI, in collaboration with Omia Agribusiness, seeks to engage a qualified and experienced consultant to design and implement a tailored organizational strengthening program. This initiative will support Omia's efforts to enhance institutional performance, promote operational efficiency, and ensure the delivery of high-impact, sustainable agribusiness services.

## Overall Objective

The overall objective is to improve the institutional capacity and performance of Omia Agribusiness Development Group by strengthening its systems, governance, operations, and strategic direction.

Specific objectives are to:

- Assess the current organizational capacity, structures, and systems of Omia Agribusiness Development Group.
- Identify key gaps and challenges affecting efficiency, performance, and growth.
- Develop a capacity strengthening plan aligned with Omia's mission and vision.
- Provide support in developing/improving policies, procedures, and tools.
- Build staff capacity in key areas in identified gaps and other areas such as leadership, financial management, operations, marketing, and compliance.

## The Scope

The consultant will be responsible for the following tasks:

### 1. Organizational Review

This will include a comprehensive assessment of the following:

- Conduct a comprehensive institutional assessment (SWOT and capacity needs).
- Review existing policies, strategies, structures, and governance systems.
- Analyse HR structure, skills gaps, and performance management processes.
- Review current operational, financial, and procurement systems

## **2. Leadership and Governance**

- Review and update the organizational structure and organogram.
- Provide guidance on roles, responsibilities, and reporting lines for key leadership positions.
- Facilitate alignment between operational and strategic functions.

## **3. Policy and Systems Development**

- Review or develop core organizational policies such as Human Resources, Financial Management, Procurement, and Governance Manual
- Recommend or support the implementation of management tools such as a human resource information system (HRIS), among others.

## **4. Capacity Strengthening**

- Design and deliver short trainings or coaching sessions for leadership and management staff on: Strategic planning and execution, decision-making and accountability, team management, and cross-functional collaboration

## **5. Monitoring and Reporting**

- Develop tools for managing performance monitoring and conducting periodic organizational self-assessments.
- Advise on a sustainable performance management system linked to organizational goals.

## **6. Operational Management Framework**

- Identify operational gaps and inefficiencies.
- Strengthen coordination across the department.
- Improve the documentation and standardization of procedures.
- Set up better monitoring, reporting, and accountability mechanisms.

## **7. Gender and Youth Inclusion in Agribusiness Engagement**

- Assess the composition and dynamics of the current group, including the roles of women and youth within the organization and their representation in the leadership structure.
- Identify barriers and opportunities for strengthening the inclusion of women and youth in agribusiness activities and use these insights to guide the development of inclusive policies and targeted leadership training interventions.

## Deliverables

The consultant is expected to deliver the following:

1. Inception report outlining the methodology and work plan. This will be discussed and agreed upon with CABI and Omia
2. Organizational Capacity Assessment Report, including a SWOT and gap analysis.
3. Provide a corrective plan of action and capacity-building sessions on gaps identified. This should be accompanied by reports detailing the training materials, attendance, evaluations, practical tools or templates provided, and suggested areas for improvement.
4. Prepare a Final Completion Report summarizing the outcomes, lessons learned, and recommendations.
5. Deliver a final presentation to the leadership team summarizing the key results and proposed next steps.

## Duration

- The assignment is expected to last 60 working days over three calendar months, with specific milestones and deliverables agreed upon at inception starting July 2025.
- The consultant must be available for progress review meetings.

## Required Qualifications

- At least 6 years of relevant experience in organizational management, particularly in non-profit or Agri-enterprise settings.
- Demonstrated experience in developing governance structures, institutional policies, and organizational frameworks.
- Excellent facilitation, interpersonal, and coaching skills.
- Familiarity with agricultural sector organizations or farmer-focused enterprises in Africa is an added advantage.

## Submission Requirements

Interested firms or individuals are invited to submit the following:

- Technical proposal outlining understanding of the assignment, approach, and methodology.
- Work plan and timeline.
- Organizational Profiles and CVs of key personnel.
- Examples of relevant past work.
- Financial proposal.

## Deadline for Submission

- All Interested consultants should upload the above required documents to the CABI contractors work suit platform using the link below.
- For existing contractors who are yet to update their profiles <https://cabi.worksuite.com/invite/58edd5c5e4e14b44b49c4933f786d18b/> .
- For new contractors who should first create an account in the system and also update their profiles. <https://cabi.worksuite.com/invite/d48e3ba552a6484eb3d2759f4aec5b38/>
- For any queries/clarification/challenges in uploading the proposal, please write to [procurement-africa@cabi.org](mailto:procurement-africa@cabi.org) .
- The deadline for submission of proposals is 25<sup>th</sup> June 2025

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