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PUB-001

PUBLICATIONS

Agrifood Practice Prospectus

Field evidence for farms, markets, value chains and the businesses that depend on them

GROUND → DATA → INSIGHT → DECISION

TSV-PUB-001

October 2026 edition

Contents

1. About this prospectus
2. The problems we help with
3. Our services
4. Methods and tools
5. What clients get
6. How we work
7. Sample assignment types
8. Who does the work
9. Why Tsavone
10. How to engage
11. Our standards and related publications
    - Annex A: Questions to settle before you commission agrifood research
    - Annex B: Enquiry form

> **This prospectus explains what Tsavone Consulting's agrifood and market systems practice does, who it serves and how it works. It sets out the problems we help clients solve, our services and methods, the deliverables clients receive, typical assignment types and how to engage us.**

About this publication

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1. About this prospectus

Tsavone Consulting is a Ugandan consulting firm that gathers reliable evidence on the ground and turns it into sound decisions, designs and systems. Agrifood and market systems is one of our deep practices, and the one closest to the origins of the team. This prospectus is for anyone who funds, regulates, buys from, invests in or works with Uganda's farms, cooperatives and agribusinesses, and who needs evidence they can act on.

It describes the kinds of work we do and how we do it. It does not list past projects. Case studies with referees are available on request, and every proposal names the team for that assignment with CVs.

1.1 The practice at a glance

What we do	Value-chain and market-systems analysis; feasibility and investment appraisal; climate-smart agriculture, seed systems, food security and nutrition assessments; farmer organisation and cooperative assessment; trade, export readiness and supply-chain assurance; monitoring, evaluation and policy review of agricultural programmes
Who we serve	Development partners and donors, ministries and local governments, NGOs and foundations, agribusinesses and exporters, cooperatives, foreign buyers and importers, banks and impact investors
Where	All regions of Uganda, including the south-west, the cattle corridor, the north, the Albertine region and refugee-hosting districts; regional work across East Africa and the Great Lakes; international work by arrangement
How	Field-verified data, trained and supervised enumerator teams, GIS and farm mapping, mobile data collection, transparent analysis and tools handed over for continued use

Languages	Working fluency in English, Luganda and the Luo languages, with interpreters for other local languages

2. The problems we help with

Uganda's agrifood sector employs most of the working population and earns a large share of the country's export income, led by coffee. It is also where many development programmes, public investments and private ventures succeed or fail on details that only show up in the field: whether farmers actually adopt a practice, whether a buyer's price reaches the farm gate, whether a cooperative's records match its members' memories, whether a processing plant will find enough raw material at the right quality. Our clients usually come to us with one of the following problems.

2.1 Decisions made on thin or unverified evidence

Programme designs, investment memos and policy positions often rest on secondary data that is old, aggregated or collected for another purpose. District figures hide large differences between sub-counties. Adoption rates reported by implementers are rarely checked against what is on the plot. We go and look, and we tell clients how much confidence each figure deserves.

2.2 New market and regulatory rules

Buyers and regulators now ask questions Ugandan suppliers did not face a decade ago. The EU Regulation on deforestation-free products (Regulation (EU) 2023/1115, known as the EUDR) requires operators placing coffee, cocoa, cattle, soy, palm oil, rubber and wood products on the EU market to show that the produce is deforestation-free, legally produced and traceable to the plot. After two postponements, the amended regulation (Regulation (EU) 2025/2650) applies from 30 December 2026 to large and medium operators and traders, and from 30 June 2027 to micro and small operators. The EU continues to adjust the detail, so we always check the current position with clients. Private standards such as Fairtrade, Rainforest Alliance, organic and GlobalG.A.P., together with buyers' food-safety and plant-health requirements, add further demands. Exporters, cooperatives and the programmes that support them need to know where they stand and what it will take to comply.

2.3 Finance that cannot find bankable deals

Lenders and impact investors want agribusiness investments but often lack credible feasibility work, supply studies and management assessments. Agribusinesses, in turn, find that their plans do not answer the questions lenders ask. We close that gap with appraisal that is honest about risk and grounded in field-verified supply, price and cost data.

2.4 Programmes that cannot show their results

Agricultural programmes often reach the end of a phase without credible evidence of what changed for farmers, or why. Baselines are missing or not comparable, indicators were poorly defined, and implementers' monitoring data has never been verified. We design MEL systems that work from the start, and we evaluate programmes with methods that fit the question and the budget.

2.5 Farmer organisations that are not yet investment-ready

Cooperatives, farmer groups and area cooperative enterprises are central to most market-linkage strategies, but their governance, financial records and member services vary widely. Programmes and

buyers need an objective picture of each organisation's strengths and gaps before they commit money or contracts.

> **We are useful when the answer depends on what is actually happening on farms, in markets and inside organisations, and when the client needs evidence that will stand up to a funder, a buyer, an auditor or a credit committee.**

3. Our services

The practice offers eight service lines. Each draws on Tsavone's core services in monitoring, evaluation and learning, field data and verification, assessments and studies, programme design and training, applied to agrifood questions.

Service line	What it covers	Typical clients
Value-chain and market-systems analysis	Chain mapping, actor and margin analysis, constraint and opportunity analysis, market-systems diagnostics, gender and youth inclusion in chains, upgrading strategies	Donors, programmes, NGOs, ministries
Feasibility, business plans and investment appraisal	Market and supply studies, financial models, sensitivity and scenario analysis, outgrower scheme design, investment readiness assessment, lender-ready business plans	Agribusinesses, investors, banks, programmes with matching grants
Climate-smart agriculture and seed systems	CSA practice assessments across productivity, adaptation and mitigation; adoption studies; partial budgets; seed sector and seed system studies; extension approach reviews	Donors, research centres, climate funds, NGOs
Food security and nutrition	Household food security and dietary diversity surveys, livelihood and seasonal analysis, nutrition-sensitive agriculture reviews	UN agencies, NGOs, government
Farmer organisations and cooperatives	Governance, financial, member-service and business assessments; capacity-building plans; readiness for buyer contracts or finance	Programmes, buyers, lenders, cooperative unions
Trade, export readiness and supply-chain assurance	Export readiness assessments; certification and standards readiness; traceability and EUDR due diligence support; supplier verification for foreign buyers; EAC and AfCFTA market and buyer studies; import substitution and local sourcing studies	Exporters, importers, buyers, trade programmes
Programme MEL and evaluation	Theories of change, results frameworks, baselines, midlines and endlines, performance and impact evaluations, data quality audits, third-party monitoring of agricultural programmes	Donors, implementers, government
Policy and programme review	Reviews of agricultural policies, strategies, public programmes and subsidy or input schemes; political economy analysis; stakeholder consultation and validation	Ministries, development partners, think tanks

3.1 Training that leaves skills behind

Training is a full Tsavone service line. In agrifood, we offer courses and coaching on climate-smart agriculture and farmer business skills, export readiness and buyer requirements, EU deforestation compliance for cooperatives, cooperative governance and record-keeping, and monitoring and evaluation for agricultural programmes. Details are in our Training Catalogue, available at www.tsavone.com/publications.

3.2 What we do not do

- We do not broker, trade, export or clear goods, and we take no commission on sales.
- We prepare clients for certification; accredited certification bodies certify. We are not a certification body.
- We never verify a supply chain, or evaluate a programme, that we helped set up or deliver for the same client.
- We do not sell inputs, equipment or finance products, so our recommendations are not tied to a product.

4. Methods and tools

Our methods are written down and maintained in Tsavone's Method Series and toolkits, so every team applies the same standard. The methods we use most in agrifood work are summarised here.

4.1 Field data collection

We run household, farm, plot, trader and enterprise surveys using KoboToolbox or ODK on tablets, with built-in validation, GPS capture and photo evidence where consent allows. Enumerators are recruited from the area, trained against our enumerator manual and supervised under our written field data collection procedures. We back-check a sample of interviews, observe interviews in person and review data daily so problems are fixed while the team is still in the field.

4.2 Sampling that matches the question

We design samples to answer the decision in hand: representative household samples where a population estimate is needed, stratified samples where differences between groups matter, and purposive samples for qualitative depth. Sample sizes, power and design effects are stated in the inception report, not left implicit.

4.3 Plot-level and farm-level measurement

Where it matters, we measure rather than ask: plot areas by GPS, crop cuts or structured yield estimation, observation of practices on the plot, and farm mapping in GIS. Our climate-smart agriculture approach covers adoption, productivity, resilience and greenhouse gas indicators, with partial budgets to test whether a practice pays at farm level.

4.4 Value-chain and market analysis

We map actors, flows, prices and margins from farm gate to final buyer, triangulating trader interviews with price records and observation at markets and stores. Market-systems diagnostics look past symptoms to the supporting functions and rules that hold a chain back, such as input supply, finance, information, standards and contract enforcement.

4.5 Financial and economic appraisal

Our appraisal work builds transparent financial models with stated assumptions, tests them against field-verified supply, price and cost data, and runs sensitivity and scenario analysis. For public investments we add economic analysis and distributional effects. Every model is handed over in a working spreadsheet the client can audit and update.

4.6 Organisational assessment

Farmer organisations and agribusinesses are assessed with structured scoring frameworks, one for cooperatives and one for enterprise diagnostics, that combine document review, record checks, member interviews and observation. Scores come with evidence notes, so the client can see why an organisation scored as it did.

4.7 Traceability and supply-chain assurance

For buyers, exporters and programmes preparing for the EUDR or private standards, we map supply chains, review traceability systems, test a sample of plot records against field visits and polygon data, and screen against public land-cover change data. Our written supply-chain assurance and export readiness methods set out the steps. We report gaps and corrective actions clearly; we do not issue compliance certificates.

4.8 Qualitative and participatory methods

Focus group discussions, key informant interviews, seasonal calendars, ranking and scoring exercises and most-significant-change stories explain the numbers. We use trained facilitators who speak the local language, and we record and analyse qualitative data systematically.

4.9 Evaluation design

We use the OECD-DAC criteria as a frame and choose designs that fit the question and the data: contribution analysis and process tracing where attribution is not feasible, and quasi-experimental designs such as difference-in-differences or matching where comparison data exist. We explain the limits of each design in plain words.

5. What clients get

Every assignment produces deliverables agreed in writing at contract stage. Typical deliverables in this practice include:

Deliverable	What it contains
Inception report	Final questions, method, sample, tools, analysis plan, workplan, risks and ethics arrangements, agreed before fieldwork
Clean datasets and codebooks	Anonymised data in the client's preferred format, with variable labels, cleaning log and do-files or scripts, where the contract provides for it
Analytical report	Findings as found, with the strength of evidence stated for each key finding, and practical recommendations ranked by priority and feasibility
Decision tools	Working financial models, scoring frameworks, market maps, GIS layers and dashboards that the client's team can keep using
Briefs and presentations	A short summary for senior decision-makers and a slide deck for validation or board meetings

Deliverable	What it contains
Validation workshop	A facilitated session with stakeholders to test findings and refine recommendations
Handover and follow-up	A handover session on tools and data, and a follow-up check after delivery to see that the work is being used

> **We write for the person who has to make the decision. Reports open with what the evidence means for that decision, then show the evidence.**

6. How we work

Tsavone follows five steps on every assignment.

1. **Listen and scope.** We agree the questions, deliverables, dates, roles and assumptions in writing before work starts.
2. **Go to the ground.** We verify in the field with trained, supervised teams, back-checks and observed interviews.
3. **Analyse honestly.** We report findings as found. Where evidence is weak, we say so; where sources conflict, we show the conflict.
4. **Build for use.** Every deliverable comes with the tools, templates and handover the client's team needs to keep using it.
5. **Stay accountable.** We follow up after delivery to check the work is being used, and we fix what is not working.

6.1 Working with farmers and communities

Farmers' time is valuable. We schedule fieldwork around the farming calendar, keep interviews to the length agreed in the inception report and explain clearly why we are there and what will happen with the information. We obtain informed consent, protect personal data under the Data Protection and Privacy Act 2019 and follow district entry protocols with local leaders. Where we collect plot coordinates, we explain to farmers how they will be used and who will see them.

6.2 Working with your team

We agree a single point of contact on each side, report progress at agreed intervals, and raise problems early. Any change to scope, timing or budget is agreed in writing before it happens. Where your staff want to learn the methods, we build them into the field team and the analysis.

6.3 Project management

Assignments are led by certified project management professionals using PMI and PRINCE2 methods. Each has a written workplan, a risk register and a named quality reviewer who has not been part of the delivery team.

7. Sample assignment types

The table below describes the kinds of assignment this practice is set up to deliver. These are illustrations of scope and approach, not records of past projects.

Assignment type	Typical question	How we would approach it	Typical duration
Value-chain study for programme design	Where can a new programme add most value in a chosen crop or livestock chain, and for whom?	Desk review, actor mapping, trader and processor interviews, farm survey in selected districts, margin analysis, validation workshop	8 to 14 weeks
Baseline for an agricultural programme	What are the starting values of the programme's indicators, and are the indicators measurable?	Indicator review, sample design with comparison group where feasible, household and plot survey, baseline report and indicator reference sheets	8 to 12 weeks
Feasibility study for a processing investment	Is there enough raw material, at the right price and quality, to make the plant viable?	Supply catchment survey, price series, competitor review, financial model with sensitivity analysis, risk register	6 to 10 weeks
Cooperative readiness assessment	Which farmer organisations are ready for a buyer contract or a loan, and what support do the others need?	Scored assessment of each organisation, record checks, member interviews, ranked shortlist and capacity-building plan	4 to 8 weeks for 10 to 30 organisations
EUDR readiness review for an exporter or cooperative union	How far is the supply chain from meeting deforestation-free, legality and traceability requirements?	Supply-chain mapping, traceability system review, field sample of plot records, land-cover screening, gap analysis and action plan	4 to 10 weeks
Supplier verification for a foreign buyer	Is this Ugandan supplier who it says it is, and can it deliver?	Document and registration checks, site visit, capacity and quality-system review, reference checks, verification report	2 to 4 weeks
Climate-smart agriculture assessment	Which practices are farmers adopting, do they pay, and do they build resilience?	Plot-level adoption module, partial budgets, FGDs on hazards and practice performance, prioritisation matrix	8 to 12 weeks
Mid-term or final evaluation	Is the programme achieving its outcomes, efficiently and sustainably, and what should change?	OECD-DAC framework, mixed methods, outcome survey, case studies, contribution analysis, management response workshop	8 to 16 weeks
Third-party monitoring of input or grant schemes	Did inputs, grants or services reach the intended farmers, in the quantity and quality reported?	Sample verification visits, beneficiary interviews, record reconciliation, spot checks, monthly or quarterly reports	Ongoing, by round

Durations are indicative and depend on scope, sample size, number of districts and the farming season.

8. Who does the work

Tsavone is a senior-led firm that scales through a vetted roster. The person who scopes your assignment leads it, and associates are named to you before they start.

Role	What they bring
Practice lead and team leader	Long experience designing, managing and evaluating agricultural and market-development programmes with international NGOs, research centres, bilateral agencies, government and the private sector. Leads scoping, method, analysis and client relationship.
Senior associates	Independent specialists in agricultural economics, value chains, agronomy and climate-smart agriculture, seed systems, statistics, food security and nutrition, cooperative development, finance and GIS, engaged for each assignment's needs
Associates and analysts	Data management, quantitative and qualitative analysis, financial modelling, mapping and report production
Field supervisors and enumerators	Trained teams recruited in the regions where we work, speaking local languages, trained against Tsavone's enumerator manual and supervised daily
Partner firms	Joint-venture partners, sub-consultants or lead firms where an assignment needs capacity beyond our own, under written teaming agreements

The team's combined background spans crop and animal science, agricultural extension, soil science, agricultural economics, climate-smart agriculture, monitoring and evaluation, and community development. That breadth lets one team read a farm, a market and a financial model together.

We vet associates before they join our roster, brief every team on the assignment and our standards, and hold all of them to our Code of Business Conduct and Ethics.

9. Why Tsavone

Reason	What it means in practice
Several disciplines, one team	Agricultural economics, agronomy, biodiversity, social science and rigorous MEL sit under one roof, so a value-chain study can carry its deforestation risk and a feasibility study can carry its livelihood effects.
Ready for the new rules	We understand the EUDR, private standards and lender environmental and social requirements, and we translate them into practical steps for Ugandan suppliers.
Field first	We verify on farms, in stores and at markets. Desk work starts after the ground has been checked.
Findings as found	We report what the evidence shows, including what the client hoped not to hear. Our independence rules mean we never verify our own work.
Senior delivery	Experienced professionals do the work. The scoping lead leads the assignment.
Local roots, global standards	We know the districts, languages and institutions, and we deliver to international standards of method, ethics and data protection.

Reason	What it means in practice
Built to be used	Models, scoring tools, maps and dashboards are handed over in working form, with training for the people who will use them.

10. How to engage

Most assignments start with a short conversation. Tell us the decision you need to make, the timetable and any funder rules that apply. We will reply with how we would approach it, the team and a timeline.

10.1 Ways to work with us

Arrangement	Best for	How it is priced
Fixed-scope assignment	A defined study, evaluation, assessment or design with clear deliverables	Lump sum against deliverables, or time-based against an agreed day budget
Framework or long-term agreement	UN agencies, development partners and companies with recurring needs	Pre-agreed day rates and call-off orders under the framework
Retainer	A part-time MEL, research or advisory function	A set number of days each month, reviewed quarterly
Subcontract or local partnership	International firms and research institutes delivering in Uganda and the region	Field and expert inputs priced per day, per completed interview or per deliverable
Consortium or joint bid	Larger tenders needing several firms	Roles, work share and fees set in a written teaming agreement
Purchase order	Short, well-defined tasks such as a data collection round, a training or a validation workshop	Fixed price per task

10.2 From first contact to contract

Step	What happens	Typical timing
1. Enquiry	You email info@tsavone.com or send terms of reference. Share any draft terms of reference, budget envelope and timing.	We reply promptly, in writing
2. Scoping call	The Agrifood Practice Lead discusses the question, users of the evidence, timing, budget envelope and constraints.	At a time that suits you
3. Fit and independence check	We screen for conflicts of interest, reputational risk and our own capacity before we commit.	Before any proposal
4. Proposal	A technical and financial proposal with named team, method, workplan, risks and a value-for-money statement.	To your timetable or the tender deadline
5. Contract and inception	We agree terms in writing, then deliver an inception report that fixes the method, tools and schedule before fieldwork.	Inception timing agreed in the contract

10.3 Fees

We quote transparent day rates for named people, itemised field costs and clear assumptions. We do not charge for scoping calls or for preparing a proposal in response to terms of reference. Where a client's budget cannot support the method a question needs, we will explain the trade-off and offer a smaller, honest design rather than a large design done thinly.

10.4 Contact

Email	info@tsavone.com
Web	www.tsavone.com
Main office	Martyrs Way, Ntinda, Kampala, Uganda
Registered office	Patiko Road, Iriaga Laliya, Iriaga Parish, Laroo-Pece Division, Gulu City
Postal address	P.O. Box 16113, Wandegeya, Kampala, Uganda
Confidential reporting	safeguarding@tsavone.com and integrity@tsavone.com

11. Our standards and related publications

Tsavone runs on a written library of policies, standard operating procedures, method guides and toolkits. Clients may request copies of the policies that matter to them during due diligence.

Commitment	What it means for you
Findings as found	We report what the evidence shows, including results the client hoped not to see. Weak evidence is labelled as weak.
Independence	We never evaluate or verify work we helped design or deliver for the same client, and we declare conflicts before we accept work.
Data protection	Personal data is collected on a stated lawful basis and handled under the Data Protection and Privacy Act 2019.
Research ethics	Ethics screening, required clearances and informed consent are settled before data collection starts.
Safeguarding	Everyone we field is vetted, trained and bound by our Safeguarding Policy and Code of Conduct.
Integrity	No facilitation payments, no gifts that could influence an award, no fabricated data. Sanctions and debarment screening of partners.
Quality review	Every major deliverable passes an independent quality review before it reaches you.
Complaints	You can raise a concern at any time and receive a written response.

11.1 Related publications

- Nature and Climate Practice Prospectus: www.tsavone.com/publications
- Humanitarian and Displacement Research Practice Prospectus: www.tsavone.com/publications
- Youth Skills, Jobs and Enterprise Practice Prospectus: www.tsavone.com/publications
- Training Catalogue: www.tsavone.com/publications
- All Tsavone publications and insights: www.tsavone.com

Detailed method guides and toolkits are shared with clients on request.

Annex A: Questions to settle before you commission agrifood research

Clients get better value when these questions are answered before terms of reference are finalised. We are happy to work through them with you at no charge.

Question	Why it matters
What decision will this evidence inform, and who will make it?	The decision shapes the questions, the level of precision needed and the format of the findings.
What do you already know, and how reliable is it?	Existing data may reduce the field effort, or may need to be verified before it is used.
Do you need a population estimate, a comparison between groups, or an explanation of why something happens?	Each needs a different design and sample; mixing them up wastes money.
Which season matters?	Yields, prices, labour and food security change through the year. Fieldwork at the wrong time can mislead.
Is there a comparison group or earlier baseline?	This determines whether change can be attributed or only described.
What funder or buyer rules apply?	Branding, data ownership, ethics approval, safeguarding and procurement rules affect design and timing.
Who owns the data, and will personal data be shared?	Data protection obligations and consent wording must be settled before fieldwork.
What will happen after the report?	Knowing the next step helps us design tools and handover that will actually be used.

Annex B: Enquiry form

Complete this form, or simply email the same information to info@tsavone.com. We reply to every enquiry promptly.

Agrifood practice enquiry

Field	Entry
Organisation name and type	
Contact person, role and email	
Commodity, value chain or programme concerned	
Geographic scope (districts, regions, countries)	
The decision this work will inform	
Main questions to be answered	
Preferred start date and final deadline	
Budget envelope, if known (UGX or USD)	
Funder or buyer requirements we should know about	
Terms of reference attached (yes or no)	
How you heard about Tsavone	

TSAVONE
CONSULTING

Trusted evidence from the field.

Tsavone Consulting is a Ugandan consulting firm built around one capability: trusted field evidence. We reach the people and places a decision is about, collect data to a known quality, say what it shows and how sure we are, and give clients something they can act on.

Our methods work across sectors, with depth in agrifood, nature, climate and energy, youth skills and jobs, and humanitarian and displacement research. Rooted in Uganda, working worldwide.

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