

## Terms of Reference (TOR)

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**Project title:** Emergency livelihood and micro business support to 1,250 vulnerable households in Arua, Yumbe and Moyo Districts, West Nile sub-region  
**Location:** Imvepi refugee settlement (Arua district), Bidibidi settlement (Yumbe district) and Palorinya settlement (Moyo district)  
**Starting date:** Upon signature of contract  
**Duration:** 9 months

### **A. Background**

Since the outbreak of violence in South Sudan in July 2016, Uganda has been receiving an unprecedented number of refugees fleeing from fighting, violence, drought and famine. As of April 2018, a total of 1,462,886 refugees and asylum seekers are recorded in the country, making Uganda the largest refugee hosting country in Africa and one of the world's fastest-growing refugee crisis. Most of these refugees (1,061,892) come from South Sudan and are mainly settled in West Nile districts.<sup>1</sup>

Uganda has a progressive refugee protection policy, providing refugees with freedom of movement, the right to work and establish businesses, the right to documentation and access to national social services. The country pursues a non-camp settlement policy, by which refugees are allocated plots of land for shelter and agricultural production, stretching out over vast territories.

However, the refugee caseload and new arrivals continues to put enormous pressure on the country's resources, in particular on land, basic service delivery systems (including health, education, water and sanitation). Refugee hosting districts face general challenges in responding to the refugee crisis, mainly as a result of limited resilience to shocks (due to poor planning, coordination, management and delivery capacities) and insufficient economic opportunities. Financial resources at local government level are unavailable to cater for the recovery and development needs of the rapidly growing populations. At the same time, the humanitarian response efforts remain insufficient to provide emergency assistance to the increasing numbers of refugees, as well as opportunities for their self-reliance. Hence, the model is coming under threat.

To support the progressive Government policy, the UN and the World Bank developed the Refugee and host Population Empowerment (ReHoPE) framework, a comprehensive strategy to build the resilience and self-reliance of refugees as well as host communities.

UNDP Emergency Response and Resilience Strategy for Refugees and Host Communities, based on the ReHoPE framework and in line with Uganda's second National Development Plan and the Settlement Transformative Agenda, seeks to strengthen the resilience of refugees, host community members, district local government and relevant national institutions to cope with and recover from the impact of the large influx of refugees. The aim is to provide emergency support, while investing in existing national and local systems to ensure they can adequately serve both host and refugee communities.

Against this backdrop, in 2018 UNDP received an allocation from the Government of Japan (Japanese Supplementary Budget) aimed at responding to urgent needs for economic stabilisation and at supporting longer term self-reliance of refugees and hosting communities, while supporting improved

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<sup>1</sup> <https://ugandarefugees.org/>



planning, management and delivery capacities of local governments to respond to the crisis, hence strengthening the humanitarian-development nexus.

Through this project, UNDP will target 1,250 vulnerable households in Imvepi, Bidibidi and Palorinya settlements, in Arua, Yumbe and Moyo districts respectively, to provide livelihood support through cash for work and micro-enterprise development.

In order to implement the above mentioned project, UNDP Uganda intends to procure a competent Non-Governmental Organization (NGO), Civil Society Organization (CSO), firm or institution.

### ***B. Objective of the assignment***

The main objective of this assignment is to provide emergency livelihood support to 1,250 refugees and hosting community members in Palorinya refugee settlement, Moyo district (450), Bidibidi settlement, Yumbe district (400) and Imvepi settlement, Arua district (400) and enhanced life skills. 1,000 of them will be provided with seed capital to establish microbusinesses. The project also aims at strengthening social cohesion.

As women and children constitute 82% of the refugee population, the project will prioritise women and youth at risk (i.e. dual targeting). Women will represent 60% of the targeted population. The project will adhere to the Government of Uganda's directive ensuring that 30% of the assistance benefits the host community, which in turn sustains and expands the asylum space.

### ***C. Methodology***

The assignment will focus on providing livelihood support through a two-phase approach<sup>2</sup>:

- Phase (I) – emergency employment through cash for work activities for 30 days (i.e. 37,500 work days) to stabilize livelihoods;
- Phase (II) bridging emergency employment to more sustainable livelihoods through microbusiness development.

#### ***Phase (I): ENGAGEMENT (cash for work - CfW)***

Cash for work activities will be developed based on UNDP assessments at district level. Interventions will be identified through a participatory approach involving representatives from both the refugee and host communities, in consultation with OPM and district local government stakeholders, and, where feasible, taking into account priorities identified at parish, village or sub county level in the framework of the Local Government annual budgeting & planning cycle.

The project will coordinate and harmonise with existing implementing partners engaged in cash for work activities and other cash-based interventions, taking into account the established MEB (Minimum Expenditure Basket).

Indicative cash for work activities include, but are not limited to:

- Construction of water catchment systems for households and communities;

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<sup>2</sup> This is part of UNDP 3x6 approach for sustainable livelihoods during transition or in crisis or post-crisis contexts. For more information, please see: <http://www.undp.org/content/undp/en/home/librarypage/poverty-reduction/global-toolkit-on-the-3x6-approach--building-resilience-through-.html>

- Rehabilitation of small/micro socio-economic community infrastructure, such as market places, storage facilities, small roads, shelters, digging of latrines;
- Opening of land;
- Tree planting, including wetland restoration;
- Production of alternative source of fuel for cooking, including briquettes and improved methods for charcoal making;
- Production of alternative construction materials for shelter;
- Production of energy saving cooking stoves.

UNDP's approach to cash for work:

- Beneficiaries and cash for work interventions will be selected through participatory and inclusive processes, with due consideration of specific groups within the refugee and host communities, including women, youth and persons with disabilities;
- Cash for work interventions will be carried out jointly by refugees and host community members (70/30 ratio);
- All interventions will be carefully designed and monitored to ensure disaster risk and climate change sensitivity, as well as gender sensitivity, to avoid doing harm;
- Interventions will be prioritized based on jointly selected criteria (e.g. responding to immediate needs, contributing to critical community infrastructure and/or disaster risk reduction) and benefitting the whole community;
- Cash for work is an opportunity to engage refugees and host communities to improve social cohesion, through working together and awareness raising on issues that may create tensions within communities or put communities at risk (e.g. SGBV, safe and sustainable use of water, HIV/ AIDS, environmental degradation and disaster related risks);
- All cash for work beneficiaries will receive life skills training throughout the duration of the cash for work activities;
- Cash for work projects will provide up to 30 working days per person for a monthly wage of approximately USD 120 (transaction fees included). One third of this will be saved for beneficiaries in a bank account, mobile money wallet or other appropriate modality;
- Cash for work payments can be made through existing mobile phone networks, upon confirmation that this is the preferred payment modality. In this case, where beneficiaries do not own a mobile phone, one basic model will be provided through the project on a cost-sharing basis to increase ownership. Mobile phones can be used to support payments and savings, monitor spending of income and carry out surveys (e.g. monitoring of jobs created through the set-up of the small businesses under Phase II, questionnaires about community priorities, referral of complaints, etc.);
- Cash for work beneficiaries will be asked to save 1/3 of their daily wage (mandatory). After completion of the cash for work period, beneficiaries will be given the choice to take the savings and leave the project or continue to Phase 2 by forming groups for micro-enterprise development.

**PHASE II: OWNERSHIP (Microenterprise development)**

The project will provide small grants to support the start-up of micro and small business for up to 80% of the beneficiaries of Phase I.

The selection of micro-businesses will be guided by the initial market assessments (to be conducted by UNDP and to include both agricultural and non-agricultural activities), personal skills and preferences.



The project will provide small grants to beneficiaries engaged in the cash for work activities who chose to continue. They will create groups and pull together their savings.

During this phase, beneficiaries will receive intensive support to develop business plans and manage the micro-businesses, including business skills, financial literacy training and training on business enterprise development.

Of the USD 120 that beneficiaries have earned through cash for work, they will have saved approximately USD 40. The project will triple these savings to USD 120 to provide sufficient starting capital for the new group businesses. In similar contexts, the use of personal savings has proved to increase the sense of ownership and thereby the sustainability of the businesses.

The project will encourage beneficiaries to form joint ventures to collectively invest in joint economic businesses or activities. Experience has shown that joint investments: i) may enhance peaceful co-existence within the community (i.e. by refugees and host communities jointly investing in a business purpose); ii) increase the start-up capital, allowing for more viable business opportunities; iii) spread the risk of investments made. The small grants could serve for groups to jointly invest in relevant equipment for value addition.

#### ***D. Scope of Services, Expected Outputs and Target Completion***

The assignment will focus on providing emergency livelihoods through cash for work activities for 30 days (i.e. 37,500 work days) to 1,250 refugees and hosting communities and micro-business development to 1,000 among them.

#### **PHASE I: ENGAGEMENT (Cash for Work)**

##### ***PHASE I-1: Preparation, Planning, and Beneficiaries Selection (two months)***

- 1) Establish a project team composed of management staff, field officers, and trainers, including the following:

<i>Title</i>		<i>Key functions</i>	<i>Duration (months)</i>	<i>Percentage</i>
Project Coordinator	1	Manages the overall project and the teams from the startup to the completion; liaises with UNDP staff/consultant. Ensures technical oversight and delivery of the different project components, prepares work-plans and activities' budgets, guides and supervises field teams.	9	100%
Business Development Expert	1	In relation to the business development component, in close coordination with UNDP technical staff/consultant, ensures guidance to staff on risk-informed cash for work activities (Phase I) and green business development (Phase II). Ensures technical review and finalisation of proposed business plans, linking them to identified value chains. Ensures that business mentoring and technical monitoring are provided to beneficiaries' enterprise groups, for sustainability.	9	50%
Social Cohesion Expert	1	Manages the social cohesion component of the project: participatory selection of beneficiaries, prioritization of CfW activities, life skills awareness raising during Phase 1 (design of life skills sensitizations, training of sub-area managers and	9	50%

		field officers) and social cohesion aspects before and during Phase 2 (creation, coaching of beneficiaries' groups, follow-up of group enterprises)		
Sub-Area Managers	3	Manage field operations, ensuring that all implementation arrangements are in place for effective project delivery in the three project locations; ensure coaching and supervision of field officers, and respect of budgets and work-plans; flag issues when they arise.	9	50%
Field Officers	9	Under the direct supervision of the Sub-Area Managers and technical oversight of the Project Coordinator and Experts, they implement day to day activities, according to budgets and work-plans. Three field officers will be dedicated to a settlement/district.	9	100%
Operations manager	1	Manages the overall project operations including finance, HR, procurement, mobile payments etc., in compliance with the RP and UNDP relevant regulations	9	30%
Monitoring & Evaluation Officer	1	Ensures regular monitoring of field activities, assesses progress and constraints in implementation, ensures compliance with technical requirements and provides corrective measures when needed, measures progress in achieving outcomes, builds evidence	9	30%
Communications Officer	1	Manages communications, including beneficiaries' communications, visibility, documentation of success stories, in line with UNDP visibility requirements and in coordination with UNDP Communication & Media Specialist	9	30%

- 2) Develop a detailed implementation plan with a clear timeline, milestone, and responsible parties, including partners;
- 3) Develop a communication plan for the project in close coordination with UNDP. The communication plan should include the utilization of social media;
- 4) In each of the three settlements, select recently arrived South Sudanese refugees (70%) and Ugandan host community members (30%), with a minimum 60% women, in close coordination with the UNDP's Yumbe Office, as follows:
  - Define eligibility criteria (e.g. age between 18 and 30, living in the targeted zone within the settlement, being unemployed, willingness to participate in CfW activities, having entrepreneurial interest/skills) and selection criteria (vulnerability in terms of livelihood sources), and share them with stakeholders and other partners to avoid double targeting;
  - Link up with Protection Agencies to identify a certain number of SGBV survivors in need of livelihood support to be included as beneficiaries;
  - Conduct community meetings in order to inform communities about the project's objectives, approach, target groups, and eligibility/selection criteria, and engage existing structures (e.g. Refugee Welfare Committees) to identify community members responding to such criteria;
  - Verify eligibility criteria of proposed beneficiaries, conduct vulnerability assessment to verify their level of vulnerability and select the most vulnerable ones;
  - Produce a report described the process followed and the outcome of the selection exercise, along with the list of beneficiaries.
- 5) Along with the vulnerability assessment, conduct a socio-economic baseline assessment to capture the beneficiaries' profile and track their progress over time. The methodology and indicators for the socio-economic assessment will be provided by UNDP and will include human,



financial and social capital. The assessment of the beneficiaries' profiles will be used to inform subsequent project activities (e.g. gender-sensitive cash for work activities, skills training).

- 6) Prioritization of cash for work projects proposed by beneficiaries, in consultation with key stakeholders;
  - Through focus group discussions and community meetings outline a list of proposed cash for work interventions which address the needs of the community (e.g. responding to immediate needs, contributing to critical community infrastructure, environmental protection, disaster risk reduction), benefitting the whole community and contributing to social cohesion. Where feasible, consider priorities already identified at parish, village or sub county level in the framework of the Local Government annual budgeting & planning cycle;
  - Consult key stakeholders, in particular district local governments, OPM, community based organizations (CBOs), youth and women networks, refugee and host community local mechanisms on community priorities;
  - Based on outcomes of the exercise, prepare the final list of cash for work interventions and the technologies to be applied, for approval by UNDP.
- 7) Verification of key elements of cash-based intervention appropriateness: community and political acceptance, market functionality, availability of reliable & accessible payment agents, conducive operational conditions;
- 8) Identification of the most appropriate financial service provider for payment of cash for work participants, signing the agreement, and development of Standard Operating Procedures for distribution and encashment;
- 9) Ensure that a refugee feedback and referral mechanism is in place and accessible to beneficiaries, or take appropriate actions to this effect;
- 10) Progress report on activities conducted and methodology applied, challenges faced and solutions identified, lessons learnt, recommendations.

Deliverables/Outputs	Estimated Duration to Complete	Target Due Dates	Review and Approvals required
<b>PHASE I-1 Deliverables</b>  1.1. Inception report covering team composition, implementation plan with clear milestones and timeline, and communication plan. 1.2. A list of selected cash for work interventions and appropriate technologies to be used; 1.3. A report on the beneficiaries' selection process, including: <ol style="list-style-type: none"> <li>I. A summary of community meetings conducted;</li> <li>II. Description of the beneficiaries' selection process through subsequent steps;</li> <li>III. Vulnerability assessment;</li> <li>IV. List and database of selected beneficiaries (to be updated over time);</li> <li>V. Challenges faced, lessons learned and recommendation.</li> </ol> 1.4. A written agreement with the identified service provider detailing the cash for work payment modality; 1.5. Socio-economic baseline assessment and database of cash for work beneficiaries;	2 months	31 August	UNDP Project Manager, Team Leader and Country Director

1.6 Progress report (activities carried out and methodology used, results achieved as per attached Results frame work, challenges faced and solutions identified, lessons learnt, recommendations).			
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***PHASE I-2: Implementation of cash for work activities combined with awareness raising (two months)***

- 1) Obtain endorsement letters from the district, OPM, and other relevant government entities to implement the cash for work community initiatives;
- 2) Procurement and transport of equipment and construction materials for Cash for Work activities;
- 3) Organize the beneficiaries in groups, based on type of CfW activity, proximity, gender-balance, status (refugee/host community) and designate one team leader per group;
- 4) Train team leaders on group management and first aid;
- 5) Design life skills training materials tailored to beneficiaries covering themes of VSLA promotion, gender equality/leadership, environmental protection, first aid and other social cohesion related topics;
- 6) Implement Cash for Work projects for refugees and host community members: 30 days of CfW activities for 1,250 individuals (i.e. creation of 37,500 work days), in close coordination with UNDP;
- 7) During the cash for work activities (e.g. every day before the beginning of the activities, or on scheduled days), provide life skills training to cash for work beneficiaries;
- 8) Take the attendance on a daily basis and ensure payment of CfW participants based on participants' attendance, according to the agreed daily rate and payment frequency. Two-thirds of this amount will be paid and the other one-third will be saved for each beneficiary;
- 9) Support beneficiaries in opening saving accounts through available service provider(s), or in setting up VSLAs and providing VSLA kits;
- 10) Carry out Post Distribution Monitoring (PDM);
- 11) Progress report on activities conducted and methodology applied, challenges faced and solutions identified, lessons learnt, recommendations.

Deliverables/Outputs	Estimated Duration to Complete	Target Due Dates	Review and Approvals required
1.7 Final list of CfW activities with respective endorsement letters; 1.8 List of equipment and materials procured; 1.9 Training materials and reports for team leaders training and life skills training; 1.10 Attendance sheets; 1.11 Report on opening of saving accounts/creation of VSLA groups; 1.11 Progress report (activities carried out and methodology used, results achieved as per attached Results frame work , challenges faced and solutions identified, lessons learnt, recommendations).	3 months	30 November	UNDP Project Manager, Team Leader and Country Director

**PHASE II: OWNERSHIP (Microbusiness Development)**

***Phase II: Provision of microbusiness development training and support for the start-up of microbusinesses (four months)***

- 1) Organise micro-business development training for beneficiaries interested in moving to Phase II, using the business plan assessment guide developed by UNDP consultant and ensuring tailored sessions are conducted for illiterate participants;



- 2) Provide technical support to 1,000 beneficiaries (youth and women) in the development of business plans for microenterprises;
- 3) In cooperation with UNDP consultant, technically review business plans proposed by beneficiaries, and assess the feasibility of proposed value addition activities;
- 4) In coordination with UNDP, establish a business plan appraisal committee to validate the business plans to receive start-up grants, for 1,000 beneficiaries;
- 5) Release the start-up grants of USD 120 per person (1/3 saving and 2/3 matching grants) for business plans validated by the appraisal committee. Establish a mechanism to ensure that the start-up grants will be used for the pre-determined objective;
- 6) Establish and update a database of set up micro-enterprises, capturing progress, challenges faced and solutions identified;
- 7) Based on the business mentoring strategy developed by UNDP consultant, establish, manage business clinics and train business clinic staffs;
- 8) Ensure monitoring (including physical verifications of procured equipment and other costs incurred by the beneficiaries) and provide mentoring services to established micro-enterprises through physical visits, while supporting their access to investments and markets;
- 9) Update database of beneficiaries;
- 10) Conduct final socio-economic assessment to capture the impacts of the project, in coordination with UNDP;
- 11) Conduct a graduation ceremony for beneficiaries who have moved from Phase I to II, with showcase of best performing micro-enterprises;
- 12) Prepare progress report (activities carried out and methodology used, challenges faced and solutions identified, lessons learnt, recommendations);
- 13) Prepare a final report summarising the entire project (Phase I & II).

Deliverables/Outputs	Estimated Duration to Complete	Target Due Dates	Review and Approvals required
2.1 Report of micro-business development training; 2.2 Report on the training conducted; 2.3 Report on the business plans validated by the appraisal committee; 2.4 A record of start-up grants provided; 2.5 A report on follow-up and monitoring of the established businesses over at least one month, with database of established micro-enterprises; 2.6 Updated database of beneficiaries; 2.7 Final socio-economic assessment of the beneficiaries; 2.8 Progress reports (activities carried out and methodology used, results achieved as per attached Results framework, challenges faced and solutions identified, lessons learnt, recommendations); 2.9 Final narrative and financial reports.	4 months	28 February 2019	UNDP Project Manager, Team Leader and Country Director

#### **E. Institutional Arrangement**

- a) The successful organization will be provided overall supervision by UNDP Uganda's Emergency Response and Resilience Strategy for Refugees and Host Communities Project Manager and day to day supervision by UNDP's Field Coordinator based in Yumbe, as well as regular supervision



- by North Uganda Area Manager;
- b) The successful organization will work closely with other UNDP's staff based in Kampala and will receive training by UNDP Consultant;
- c) The successful organization will ensure compliance with UNDP's visibility requirements;
- d) The successful organization will participate in meetings with UNDP as needs arise;
- e) The successful organization is expected to meet and interact with key stakeholders in the course of performing the assignment as requested by UNDP. The stakeholders will include, among others, government counterparts such as District Local Governments, Resident District Commissioner's Office, Office of the Prime Minister, other UN Agencies, such as UNHCR, FAO, Protection Agencies and their implementing partners;
- f) The extent of participation of these collaborative entities during the implementation will solely be for ensuring effective delivery of intended services and avoidance of duplication of efforts;
- g) The successful organization is also expected to actively participate in the relevant refugee response coordination mechanisms in each districts and at national level;
- h) The overall management of the contract will be done by UNDP;
- i) The project will not provide logistical support for transportation and accommodation for the experts/staff attached to the successful organization during the implementation of the assignment. It is expected that the successful organization will use its personnel, services and logistics to deliver on the required services.

#### ***F. Duration of the Work***

The intervention will be implemented in a period of 9 months commencing immediately upon signature of contract and ending on or before 22 March 2019.

#### ***G. Location of Work***

Services shall be delivered to refugees and hosting community members in Moyo, Yumbe and Arua districts. The service provider will be required to have operational and logistical presence in these districts during the implementation of activities.

#### ***H. Qualifications of the Successful Service Provider at Various Levels***

The following are the required qualifications of the prospective organization:

- a) Must be legally registered and authorized to operate in Uganda;
- b) At least 5 years of professional experience in providing livelihood support to youth, women and vulnerable groups;
- c) Have previous experience delivering cash for work programmes and/or economic stabilization and empowerment (skills development, micro enterprise etc.) to vulnerable communities in Uganda will be an added advantage;
- d) At least 1 year of professional experience in delivering related assignment and/or participating/contributing in the refugee response is an added advantage;
- e) Ability of the contracted organization to create capacity support synergies within the region is an advantage;
- f) A team of technical experts and support staff should be dedicated by the organization to the implementation of the required intervention:  
Technical experts (**at least 3**):

##### **1. Project coordinator**

- Minimum of Master's Degree in international relations, international development,

- economics, political science or other related field;
  - 7 years of relevant professional work experience in project management, livelihoods and micro-enterprise development;
  - Knowledge of West Nile, Uganda and displacement/refugee settings;
  - Proficiency in English.
2. Business Development Expert
- Minimum of Master's Degree in business, economics, or other related field;
  - At least 5 years of relevant professional experience in delivering training in microenterprise development, entrepreneurship, savings and loans association, etc.
  - Specialised knowledge in microenterprise development and training;
  - Knowledge of West Nile, Uganda, and displacement (refugee) context; and
  - Proficiency in English and local language.
3. Social Cohesion Expert
- Master's Degree in Social sciences with a focus on international relations or relevant field;
  - A minimum of 5 years of progressively responsible experience in conflict prevention, including relevant field experience, especially in refugee settings, and in conflict sensitive programming;
  - Outstanding knowledge of facilitation/training, and process skills;
  - Proficiency in English and local language.

**I. *Scope of Proposal Price and Schedule of Payments***

- a) The contract price will be a fixed output-based price regardless of extension of duration;
- b) The potential contractor should submit an all-inclusive bid with detailed costing for professional fees, operational costs, support personnel to be deployed, travel costs anticipated etc;
- c) Payment will be made by UNDP upon achievement of the corresponding milestones identified and outlined in the Financial Proposal Form in accordance with the approved work plan and budget.

**J. *Recommended Presentation of Proposal***

For purposes of generating proposals whose contents are uniformly presented and to facilitate their comparative review, it is best to recommend the preferred contents and presentation of the Proposal to be submitted, please use guide in section 6 and 7 of this RFP.

**K. *Criteria for Selecting the Best Offer***

The best offer will be selected based on Combined Scoring method – where the qualifications and methodology will be weighted a maximum of 70%, and combined with the price offer which will be weighted a maximum of 30%.