



## REQUEST FOR PROPOSAL (RFP)

DATE: August 16, 2021

REFERENCE: UNDP/UGA/RFP/2021/009

Dear Sir / Madam:

We kindly request you to submit your Proposal for **Consultancy to conduct a value chain assessment and analysis for agricultural and non-agricultural products in 3 districts of Adjumani, Obongi in West Nile and Lamwo districts in Northern sub-region of Uganda**

Please be guided by the form attached hereto as Annex 2, in preparing your Proposal.

Proposals may be submitted on or before **Sunday, August 22, 2021** and via email, to the address below:

[tenders.kampala@undp.org](mailto:tenders.kampala@undp.org)

Your Proposal must be expressed in the English, and valid for a minimum period of 90 days

While preparing your Proposal, it shall remain your responsibility to ensure that it reaches the address above on or before the deadline. Proposals that are received by UNDP after the deadline indicated above, for whatever reason, shall not be considered for evaluation. If you are submitting your Proposal by email, kindly ensure that they are signed and in the **PDF format**, and free from any virus or corrupted files.

Services proposed shall be reviewed and evaluated based on completeness and compliance of the Proposal and responsiveness with the requirements of the RFP and all other annexes providing details of UNDP requirements.

The Proposal that complies with all the requirements, meets all the evaluation criteria, and offers the best value for money shall be selected and awarded the contract. Any offer that does not meet the requirements shall be rejected.

Any discrepancy between the unit price and the total price shall be re-computed by UNDP, and the unit price shall prevail, and the total price shall be corrected. If the Service Provider does not accept the final price based on UNDP's re-computation and correction of errors, its Proposal will be rejected.

No price variation due to escalation, inflation, fluctuation in exchange rates, or any other market factors shall be accepted by UNDP after it has received the Proposal. At the time of Award of Contract, UNDP reserves the right to vary (increase or decrease) the quantity of services and/or goods, by up to a maximum twenty-five per cent (25%) of the total offer, without any change in the unit price or other terms and conditions.

Any Contract that will be issued as a result of this RFP shall be subject to the General Terms and Conditions attached hereto. The mere act of submission of a Proposal implies that the Service Provider accepts without question the General Terms and Conditions of UNDP, herein attached as Annex 3.

Please be advised that UNDP is not bound to accept any Proposal, nor award a contract, nor be responsible for any costs associated with a Service Providers preparation and submission of a Proposal, regardless of the outcome or the manner of conducting the selection process.

UNDP's vendor protest procedure is intended to afford an opportunity to appeal for persons or firms not awarded a Contract in a competitive procurement process. If you believe you have not been fairly treated; you can find detailed information about vendor protest procedures in the following link:

<http://www.undp.org/content/undp/en/home/operations/procurement/business/protest-and-sanctions.html>

UNDP encourages every prospective Service Provider to prevent and avoid conflicts of interest, by disclosing to UNDP if you, or any of your affiliates or personnel, were involved in the preparation of the requirements, design, cost estimates, and other information used in this RFP.

UNDP implements a zero tolerance on fraud and other proscribed practices, and is committed to preventing, identifying, and addressing all such acts and practices against UNDP, as well as third parties involved in UNDP activities. UNDP expects its Service Providers to adhere to the UN Supplier Code of Conduct found in this link :

[https://www.un.org/Depts/ptd/sites/www.un.org.Depts.ptd/files/files/attachment/page/pdf/unsc/conduct\\_english.pdf](https://www.un.org/Depts/ptd/sites/www.un.org.Depts.ptd/files/files/attachment/page/pdf/unsc/conduct_english.pdf)

Thank you and we look forward to receiving your Proposal.

Sincerely yours,



**Rose Plang**  
**Head of Procurement**  
**8/16/2021**

## Description of Requirements

Context of the Requirement	<p>According to the Situation Report of United Nations High Commissioner for Refugees (UNHCR) in July 2021, alongside with the second wave of COVID19 in the country, the presence of refugees in the country has increased competition with the host communities for resources and resulted in negative economic, social, and environmental impacts, such as rising food and commodity prices with increasing food insecurity, the depression of local wage rates, and increasing environmental degradation due to high pressure on biomass to meet energy and construction needs; and limited livelihood opportunities, among others (UNHCR 2021). These negative shocks exacerbate vulnerability for the refugee-hosting areas. Although the refugees are provided with humanitarian assistance by the UNHCR and its implementing partners, including food aid and other necessities, this is not sustainable. Though UHRCE project created the emergency employment and temporarily stabilized the hardship of life in the areas, it is critical to build a sustainable value chain to strengthen the sound economic market environment.</p> <p>The UNDP market assessment study 2020 revealed that most people are unable to take advantage of economic opportunities in emerging market systems in Northern and West Nile regions. The labour opportunities in the local market are limited and are primarily informal (casual wages) with very few opportunities in formal markets largely from private sector, government and NGOs operating in these locations. The key recommendation of study is to expand opportunity for Self-employment through Cottage industries (Handicraft and soap making industries, Agro- processing and Food processing) and Small-scale businesses (boda-boda, Catering and Rolex business) as well as to strengthen the Agriculture Value Chain in the region</p> <p>The purpose of the assignment is to build a good understanding of constraints and opportunities along the value chains within the selected commodities and also provide a mapping of possible interventions in the targeted districts. The consultant/firm shall be expected to analyze the flow of trade within the regions for the selected commodities to establish specific value chain constraints and opportunities. The findings of the study shall guide the implementation of the value chain development and market space creation to ensure the business opportunities for the community members and the MSMEs started with support of the project are sustained</p>
Implementing Partner of UNDP	World Visio, Save the Children, CEDOVIP, CFDVP
Brief Description of the Required Services	<p>Through a consultative and field-based process, the contractor will conduct the Value Chain assessment and analysis, using a well-established and recognized methodology, to achieve the following:</p> <ul style="list-style-type: none"> <li>(i) Identify market dynamics and opportunities and assess and map, the supply and demand of services in targeted areas.</li> <li>(ii) Select key value chains with the highest potential for growth, profitability, and employment for refugees (given their needs and capacities). Special emphasis should be placed on finding safe value chains for refugees, where their entry into the labour market will not cause tension with host communities (due to competition) and where international labour standards are generally respected.</li> <li>(iii) Map out and rank the most competitive existing potential value chains.</li> <li>(iv) Analyze the supporting functions that are required to make the value chain work, including both existing and missing support functions (e.g. infrastructure, information, related services)</li> <li>(v) Clarify the rules and regulations (e.g., standards, laws, informal rules and norms) related to the value chain. Outline any gaps that must be filled for refugees to sustainably gain employment through the value chain, and how the value chain can be developed.</li> <li>(vi) Assess the competitiveness of the value chain(s) and determine how to create competitive advantages for the targeted sectors in the context of local and regional trends, having in mind the context of the refugee population.</li> </ul>

	<p>(vii) Assess the cost, profit, marketing, and supply and demand dynamics of the value chain. (viii) Recommend value chain development plan(s) that benefit both refugees and host communities and lead to improvement of living conditions and wage/self-employment.</p> <p>(ix) Order by priority potential development plans and interventions. In particular, the prioritization should consider the potential of certain value chains to promote the inclusion of refugees and vulnerable groups from host communities.</p> <p>(x) Draft for the most cost-effective interventions concept notes and TORs (using UNDP templates) to help country office, relevant stakeholders, and government to upgrade specific value chains</p>												
List and Description of Expected Outputs to be Delivered	<p>The assignment will focus on:</p> <ol style="list-style-type: none"><li>1. Executive summary</li><li>2. Background</li><li>3. Methodology and documentation of the process</li><li>4. Limitations and challenges</li><li>5. Findings of market assessment (SWOT analysis, potential for growth, profitability, and employment of each sector)</li><li>6. List of value chains that should be targeted to boost the employment of persons of concern and their host communities.</li><li>7. Findings chapter for each selected value chain (market players, rules, policies and Regulations, supporting functions in addition to sourcing, production and marketing mechanisms).</li><li>8. Recommendations (intervention matrix)</li><li>9. Concept notes and TORs of selected interventions.</li><li>10. Annexes Evaluation timeframe</li></ol> <p>The total duration of the evaluation will be 60 working days (spread over 3 calendar months) according to the following plan:</p> <table><tr><th>Deliverables/Outputs</th><th>Payment Terms</th><th>Review and Approvals required</th></tr><tr><td>Inception report</td><td>30%</td><td>UNDP</td></tr><tr><td>Field data collections and at the submission of the first draft Report.</td><td>40%</td><td>UNDP</td></tr><tr><td>Final Report</td><td>30%</td><td>UNDP</td></tr></table>	Deliverables/Outputs	Payment Terms	Review and Approvals required	Inception report	30%	UNDP	Field data collections and at the submission of the first draft Report.	40%	UNDP	Final Report	30%	UNDP
Deliverables/Outputs	Payment Terms	Review and Approvals required											
Inception report	30%	UNDP											
Field data collections and at the submission of the first draft Report.	40%	UNDP											
Final Report	30%	UNDP											
Person to Supervise the Work/Performance of the Service Provider	UNDP – Project Manager												
Frequency of Reporting	As needed, based on planning of the assignment												
Progress Reporting Requirements	Update on the milestones and detailed plans for the upcoming												
Location of work	<input checked="" type="checkbox"/> Kampala with mission travel in 3 Districts of Adjumani, Obongi and Lamwo												

Expected duration of work	3 months
Target start date	15/09/2021
Latest completion date	15/12/2021
Travels Expected	Yes, Mission travels to 3 Districts of Adjumani, Obongi and Lamwo
Special Security Requirements	N/A
Facilities to be Provided by UNDP (i.e., must be excluded from Price Proposal)	<input checked="" type="checkbox"/> Access to previous progress reports, project documents, and other information relevant to assignment All costs needed to achieve the deliverables set forth in this RFP are to be included in the financial proposals from the offerors (transport, professional fees, software, hardware, communication, consumables, etc.)
Implementation Schedule indicating breakdown and timing of activities/sub-activities	<input checked="" type="checkbox"/> Required. To be included in the Technical proposal
Names and curriculum vitae of individuals who will be involved in completing the services	<input checked="" type="checkbox"/> Required. Technical proposals must identify who in the organization would be taking the role of Team Leader and specify the roles of the different staff proposed.
Currency of Proposal	<input checked="" type="checkbox"/> Local Currency (UGX)
Value Added Tax on Price Proposal	<input checked="" type="checkbox"/> must be VAT EXCLUSIVE and other applicable indirect taxes
Validity Period of Proposals ( <i>Counting for the last day of submission of quotes</i> )	<input checked="" type="checkbox"/> 90 days  In exceptional circumstances, UNDP may request the Proposer to extend the validity of the Proposal beyond what has been initially indicated in this RFP. The Proposal shall then confirm the extension in writing, without any modification whatsoever on the Proposal.
Partial Quotes	<input checked="" type="checkbox"/> Not permitted
Payment Terms	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; (taking into consideration that grant management costs should not exceed 20% of total grant allocation). c) Disbursement will be made by UNDP upon agreement on the milestones identified and in accordance with an approved work plan and budget.
Person(s) to review/inspect/ approve outputs/completed services and authorize the disbursement of payment	UNDP Project Officer - and overall reporting to UNDP Resident Representative

Type of Contract to be Signed	<input checked="" type="checkbox"/> Contract for Professional services
Criteria for Contract Award	<input checked="" type="checkbox"/> Highest Combined Score (based on the 70% technical offer and 30% price weight distribution) <input checked="" type="checkbox"/> Full acceptance of the UNDP Contract General Terms and Conditions (GTC). This is a mandatory criterion and cannot be deleted regardless of the nature of services required. Non-acceptance of the GTC may be grounds for the rejection of the Proposal.
Criteria for the Assessment of Proposal	<p><b><u>Technical Proposal (70%)</u></b></p> <input checked="" type="checkbox"/> Expertise of the Firm 30% <input checked="" type="checkbox"/> Methodology, Its Appropriateness to the Condition and Timeliness of the Implementation Plan 40% <input checked="" type="checkbox"/> Management Structure and Qualification of Key Personnel 30% <p><b><u>Financial Proposal (30%)</u></b></p> <ul style="list-style-type: none"> <li>To be computed as a ratio of the Proposal's offer to the lowest price among the proposals received by UNDP.</li> <li>Proposals of what shall be used delivery of set outputs</li> <li>Distribution of the resources allocated for human resources</li> </ul>
UNDP will award the contract to:	<input checked="" type="checkbox"/> One and only one Service Provider based on criteria in Annex 3 a) Must be legally registered and authorized to operate in Uganda. b) Established with capacity to operate in the selected districts of Karamoja Region c) Experience in delivering assignments related to land rights in different geographical regions d) Entity has vast experience providing capacity building and development services to rural communities including having provided such services e) Ability of the contracted organization to create capacity support synergies within the sub region is an advantage
Contract General Terms and Conditions	<input checked="" type="checkbox"/> General Terms and Conditions for contracts (goods and/or services) <input type="checkbox"/> General Terms and Conditions for de minimis contracts (services only, less than \$50,000)  Applicable Terms and Conditions are available at: <a href="http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html">http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html</a>
Annexes to this RFP	<input checked="" type="checkbox"/> Terms of Reference (TOR) (Annex 2) <input checked="" type="checkbox"/> Form for Submission of Proposal (Annex 3) <input checked="" type="checkbox"/> Technical criteria scoring table (Annex 4)
Contact Person for Inquiries (Written inquiries only)	<a href="mailto:tenders.kampala@undp.org">tenders.kampala@undp.org</a> Any delay in UNDP's response shall be not used as a reason for extending the deadline for submission, unless UNDP determines that such an extension is necessary and communicates a new deadline to the Proposers.
Other Information [pls. specify]	The Financial and Technical Proposals MUST BE together and clearly marked "TECHNICAL" and "FINANCIAL" PROPOSAL FOR VALUE CHAIN ASSESSMENT AND ANALYSIS" Each application MUST clearly indicate the name of the Proposer, and Address. ONLY SOFT COPIES sent to <a href="mailto:tenders.Kampala@undp.org">tenders.Kampala@undp.org</a> shall be accepted

## Terms of Reference

### Consultancy to undertake a Value Chain assessment and Analysis

**Organization:** UNDP

**Location:** Uganda

**Type of Contract:** Consultancy Services for a firm

**Duration of contract:** 60 days staggered over 3 months

**Title:** Value Chain assessment and Analysis

#### 1.0: Overview

The United Nations Development Programme (UNDP) is the UN's global development network, advocating for change and connecting countries to knowledge, experience, and resources to help people build a better life. We are on the ground of around 170 countries and territories, supporting their own solutions to development challenges and developing national and local capacities that will help them achieve human development and the Sustainable Development Goals. Our work is concentrated on three main focus areas: i) Sustainable development, ii) Democratic governance and peacebuilding, iii) Climate and disaster resilience. UNDP helps countries attract and use aid effectively. In all our activities, we promote gender equality and the protection of human rights.

In Uganda, UNDP in partnership with the private sector, development partners, civil society and the academia is supporting the Government to achieve sustainable development outcomes, create opportunities for empowerment, protect the environment, minimize natural and man-made disasters, build strategic partnerships, and improve the quality of life for all citizens, as set out in the UNDP Uganda's Transformative Country Programme.

UNDP Uganda with the support from the Government of the Republic of South Korea is implementing a USD 9M (KOICA 7M: UNDP 2M) project - **Uganda Host and Refugee Community Empowerment Project**, for the period 2019-2022. This is an area-based, gender responsive emergency livelihoods and economic recovery project, implemented using the UNDP 3X6 model. The project which is in its 3rd year of implementation is being implemented in the three districts of Lamwo, Adjumani and Obongi. The overall objective of this project is to improve the economic livelihoods of communities with an emphasis on women and youth in refugee hosting communities. Two major inter-related outcomes are expected: (i) Socio-economic gender equality in the context of livelihood improved, (ii) Enhanced capacities for mainstreaming gender equity/GBV prevention among key sub-national government agencies, communities, livelihood actors, and private sector. The project aims to support 7,200 direct individual beneficiaries and indirectly benefit over 36,000 people.

#### 1.1: Country Context

Uganda's Comprehensive Refugee Response Framework (CRRF) outlines the areas of support for refugees and host communities in a coordinated and cohesive manner to ensure that development and humanitarian actors are working together. As a result, Uganda currently hosts 1.43 million refugees. To address the challenges of this open-door policy, the Government of Uganda in collaboration with local and international development partners in the refugee management sector, established the Comprehensive Refugee Response Framework. This framework was launched in March 2017 and is managed by a steering group and a Secretariat that operationalized the desires of the framework. Additionally, in April 2021, the Government of Uganda launched the Jobs and Livelihood Integrated Response Plan for Refugees and Host community (JLIRP), the plan makes the refugees and host communities a cornerstone of national development by engaging in productive enterprises and jobs, promotion of employment creation and social justice using a 'virtuous triangle' of opportunity, social protection and empowerment - as a means to achieving stability, peace and development in the country, with the refugees together.

Premised on the above, Uganda Host and Refugee Community Empowerment (UHRCEP) Project, conducted a market assessment study in 2020 with an overall objective of identifying economic opportunities for PSNs (people with disabilities, women at risk, and senior refugees/citizens) together with the youth and women in the refugee settlements and host communities in Adjumani, Obongi and Lamwo districts. The study focused on identifying

gender barriers and opportunities by analyzing gaps relating to market supply along with the general population profile with emphasis on education, skills, knowledge, and attitude. Some of interesting findings from this assessment included Market Assessment for Employment and Income Generating Opportunities in Obongi Adjumani and Lamwo districts final report -cleaned

Agricultural led livelihood (crop farming and livestock rearing) is the main stay of communities living in Lamwo, Obongi and Adjumani district of Northern and West Nile Uganda.

The local markets in refugee settlements are relatively new and still evolving, most of them operate on daily basis supplying basic household commodities.

Markets exist for agricultural products especially cereals, pulses, sesame and groundnuts in regional towns and cities. Greatest employment opportunities (90%) in the surveyed locations lie in the informal sector (self-employment).

Unemployment is high, 55% (21% refugees and 34% nationals) and refugees rely entirely on humanitarian aid and remittances from relatives.

A gender gap exists in access to credit with men twice (69%) more likely to access loans through MFI than women (31%).

This study recommended a further analysis on the value chains in the region. Also, as part of UNDP offer, using 3X6 model, phase 3 of the model strengthens the economic linkages at large, between new businesses, and the regular market actors. Participants to livelihood activities and life-skill training are given the opportunity to link their skills and business with market value chains by the formation and professionalization of farmers' cooperatives and mentoring from private sector. There is thus a need to analyze the entire economic value chains (on-farm and off-farm) and upgrade selected ones with the objective to sustain the economic activities for the beneficiaries over the longer term.

## **2.0: Rational for the assignment:**

According to the Situation Report of United Nations High Commissioner for Refugees (UNHCR) in July 2021, alongside with the second wave of COVID19 in the country, the presence of refugees in the country has increased competition with the host communities for resources and resulted in negative economic, social, and environmental impacts, such as rising food and commodity prices with increasing food insecurity, the depression of local wage rates, and increasing environmental degradation due to high pressure on biomass to meet energy and construction needs; and limited livelihood opportunities, among others (UNHCR 2021). These negative shocks exacerbate vulnerability for the refugee-hosting areas. Although the refugees are provided with humanitarian assistance by the UNHCR and its implementing partners, including food aid and other necessities, this is not sustainable. Though UHRCE project created the emergency employment and temporarily stabilized the hardship of life in the areas, it is critical to build a sustainable value chain to strengthen the sound economic market environment.

The UNDP market assessment study 2020 revealed that most people are unable to take advantage of economic opportunities in emerging market systems in Northern and West Nile regions. The labor opportunities in the local market are limited and are primarily informal (casual wages) with very few opportunities in formal markets largely from private sector, government and NGOs operating in these locations. The key recommendation of study is to expand opportunity for Self-employment through Cottage industries (Handicraft and soap making industries, Agro-processing and Food processing) and Small-scale businesses (boda-boda, Catering and Rolex business) as well as to strengthen the Agriculture Value Chain in the region.

## **3.0: Purpose of the Value Chain Analysis**

The purpose of the assignment is to build a good understanding of constraints and opportunities along the value chains within the selected commodities and also provide a mapping of possible interventions in the targeted districts. The consultant/firm shall be expected to analyze the flow of trade within the regions for the selected commodities to establish specific value chain constraints and opportunities. The findings of the study shall guide the implementation of the value chain development and market space creation to ensure the business opportunities for the community members and the MSMEs started with support of the project are sustained.



**The specific objectives are as follows:**

- i) Compile and assess baseline data that may influence implementation, choice, and mapping of value chains within selected commodity and its related agro-ecological zone
- ii) Undertake value chain analysis with the aim of mapping and selecting value chains that provide maximum opportunities for inclusive participation of the poor while contributing to local and national economic growth. The consultant shall be expected to identify potential public and private sector players (including market leaders) that may influence the flow of trade and the establishment of competitive and reliable value chains.
- iii) Identify and examine constraints and opportunities within the selected value chains that may be addressed to increase individual farmer productivity and disposable income while promoting national economic growth and competitiveness.
- iv) Identify the underlying policy, institutional, and infrastructural issues that affect the competitiveness of the selected value chains with reference to the role of government and private sector in the geographical areas of focus. Then develop a matrix indicating areas of priorities for which; i) private sector can participate ii) the public sector can intervene and iii) the project can support.
- v) Proposed clear cost-effective interventions and draft concept notes and TORs for the selected value chains to be upgraded.

**4.0: Methodology of the Value Chain assessment and analysis**

The assignment will use the Approach to Inclusive Market Systems (AIMS) of International Labour Organization (ILO) in reference that the study purpose and context are suitable [https://www.ilo.org/empent/Projects/refugee-livelihoods/WCMS\\_634395/lang--en/index.htm](https://www.ilo.org/empent/Projects/refugee-livelihoods/WCMS_634395/lang--en/index.htm) . and any other methodology recommended by UNDP and deemed relevant for this assessment.

**5.0: Geographical Location**

The values chain assessment and analysis will be conducted in the three refugee hosting districts of Adjumani, and Obongi in West Nile and Lamwo district in Northern sb-region of Uganda.

**6.0: Scope of work**

Through a consultative and field-based process, the contractor will conduct the Value Chain assessment and analysis, using a well-established and recognized methodology, to achieve the following:

- (i) Identify market dynamics and opportunities and assess and map, the supply and demand of services in targeted areas.
- (ii) Select key value chains with the highest potential for growth, profitability, and employment for refugees (given their needs and capacities). Special emphasis should be placed on finding safe value chains for refugees, where their entry into the labour market will not cause tension with host communities (due to competition) and where international labour standards are generally respected.
- (iii) Map out and rank the most competitive existing potential value chains.
- (iv) Analyse the supporting functions that are required to make the value chain work, including both existing and missing support functions (e.g. infrastructure, information, related services)
- (v) Clarify the rules and regulations (e.g., standards, laws, informal rules and norms) related to the value chain. Outline any gaps that must be filled for refugees to sustainably gain employment through the value chain, and how the value chain can be developed.
- (vi) Assess the competitiveness of the value chain(s) and determine how to create competitive advantages for the targeted sectors in the context of local and regional trends, having in mind the context of the refugee population.
- (vii) Assess the cost, profit, marketing, and supply and demand dynamics of the value chain.
- (viii) Recommend value chain development plan(s) that benefit both refugees and host communities and lead to improvement of living conditions and wage/self-employment.

- (ix) Order by priority potential development plans and interventions. In particular, the prioritization should consider the potential of certain value chains to promote the inclusion of refugees and vulnerable groups from host communities.
- (x) Draft for the most cost-effective interventions concept notes and TORs (using UNDP templates) to help country office, relevant stakeholders, and government to upgrade specific value chains.

## **7.0: Tasks**

The consultant firm will.

Task 1: Conduct desk review of relevant assessment/study reports.

Task 2: Draft and share an inception report

Task 3: Interrogate/Conduct literature review of existing value chains and Market assessment report for the Uganda Host and Refugee community Empowerment project and other reports.

Task 4: Planning, training, and inception workshop with UNDP staff and selected partners.

Task 5: Conduct field data collection

Task 6: Conduct thematic/sectorial workshops with UNDP and Partner staff, selected stakeholders.

Task 7: Data analysis workshop(s) with UNDP and RP staff and selected stakeholders.

Task 8: Conduct validation workshop with UNDP and RP staff, selected stakeholders, and Persons of concern.

Task 9: Draft and submit first value chain analysis draft report, receive and incorporate feedback from UNDP.

Task 10: Draft and submit final value chain analysis report

## **7.1: The market assessment and value chain analysis report should include at least:**

Executive summary

Background

Methodology and documentation of the process

Limitations and challenges

Findings of market assessment (SWOT analysis, potential for growth, profitability, and employment of each sector)

List of value chains that should be targeted to boost the employment of persons of concern and their host communities.

Findings chapter for each selected value chain (market players, rules, policies and regulations, supporting functions in addition to sourcing, production and marketing mechanisms).

Recommendations (intervention matrix)

Concept notes and TORs of selected interventions.

Annexes

## **7.2: The Contractor will submit to UNDP the following materials:**

Electronic copies of all data sets.

All quantitative and qualitative data (completed questionnaires, recorded interviews, focus groups, etc.)

Any other documents that will be used or collected during the consultancy.

## **8.0: Supervision/Reporting line**

To achieve the envisaged objectives, the consultancy firm will work under the overall supervision of the Project Manager, Uganda Host and refugee community empowerment project and the team leader Peace Security and Systems Resilience. The firm will receive guidance from other UNDP specialty units as deemed necessary.

## **9.0: TORs Amendment**

UNDP and the contractor may amend part of the present ToRs (namely section 5) to have deliverables that better adheres to the context. The final report will reflect the amendments agreed. The amendments must be signed by both parties at the beginning of the exercise.

## **10.0: Proposed Timeframe**

The assignment should be conducted for 60 days staggered over a period of 3 months starting from September 1st, 2021 to November 2021.

## **11.0: Payment Schedule/modality**

1st Payment of 30% at the submission of the draft and final inception report.

2nd Payment of 40% at the conclusion of field data collections and at the submission of the first draft Report.

Final payment of 30% at the reception of the final reports and handing in of all the materials as per section 6.2.

## **12.0: Qualifications and experience required:**

UNDP is seeking the services of a consultancy firm with experience in similar tasks as per section 5.0 of this TOR.

The firm must be legally registered in Uganda, with a valid operating license.

Must poses a good track record; should have experience undertaking livelihoods surveys and assessments in a refugee setting.

Employ experienced, technical, and professional staff with expertise and skills of undertaking these tasks.

### **12.1: Expertise of staff.**

The consultancy firm must have staff with the following qualifications and experience.

#### **Academic:**

**The team leader (1)** - must possess an advanced university degree in degree in Economics, Development studies, Agricultural Economics, Rural development, or other related fields and

**Support Staff (3)** - with a minimum of bachelor's degree in Economics, Development studies, Agricultural Economics, Rural development, or other related fields.

#### **Professional Experience:**

##### **Team leader (1)**

- Minimum of 10 years for Team leader in relevant professional job experience (market assessments, local economic development, value chain development, strategic planning, etc.)
- Proven experience in planning, implementing, and monitoring livelihoods programmes (and managing multiple projects)
- Experience in working with international and national NGOs and UN organizations, or with government authorities at national level.
- Expertise in value chain analysis, good knowledge of the country agricultural dynamics.
- Good knowledge of value chain development in refugee context within the small and medium scale enterprises with a bias in agribusiness and understanding of market dynamics in Uganda.
- Proven experience in documentation and report writing
- Ability to act professionally and flexibility to engage with government officials, political and culture leaders, development partner representatives, private sector and communities
- Value chain analytical and benchmarking techniques relevant to the sector.
- Team of consultants should have expertise in value chain analysis, experience in multiple consulting teams, ability to manage fixed scheduled assignment.

##### **Support Staff (3)**

- Minimum of 4 years in relevant professional job experience (market assessments, local economic development, value chain development, strategic planning, etc.)
- Proven experience in planning, implementing, and monitoring livelihoods programmes (and

managing multiple projects)

- Experience in working with international and national NGOs and UN organizations, or with government authorities at national level.
- Expertise in value chain analysis, good knowledge of the country agricultural dynamics.
- Good knowledge of value chain development in refugee context within the small and medium scale enterprises with a bias in agribusiness and understanding of market dynamics in Uganda.
- Proven experience in documentation and report writing
- Ability to act professionally and flexibility to engage with government officials, political and culture leaders, development partner representatives, private sector and communities
- Value chain analytical and benchmarking techniques relevant to the sector
- Team of consultants should have expertise in value chain analysis, experience in multiple consulting teams, ability to manage fixed scheduled assignment.

#### **Competencies**

- Strong research and Excellent analytical skills
- Excellent ability to communicate in English both written and spoken, and to work in a team.
- Effective interpersonal and presentation skills.
- Strong written and oral communication skills
- Demonstrates integrity by modeling the UN's values and ethical standards.
- Positive, constructive attitude to work.
- Ability to act professionally and flexibility to engage with government officials, donor representatives, private sector, and communities

**FORM FOR SUBMITTING SERVICE PROVIDER'S PROPOSAL*****(This Form must be submitted only using the Service Provider's Official Letterhead/Stationery)***

[insert: Location].

[insert: Date]

To: [insert: Name and Address of UNDP focal point]

Dear Sir/Madam:

We, the undersigned, hereby offer to render the following services to UNDP in conformity with the requirements defined in the RFP dated [specify date] , and all of its attachments, as well as the provisions of the UNDP General Contract Terms and Conditions :

**A. Qualifications of the Service Provider**

*The Service Provider must describe and explain how and why they are the best entity that can deliver the requirements of UNDP by indicating the following:*

- a) Profile – describing the nature of business, field of expertise, licenses, certifications, accreditations.*
- b) Business Licenses – Registration Papers, Tax Payment Certification, etc.*
- c) Latest Audited Financial Statement – income statement and balance sheet to indicate Its financial stability, liquidity, credit standing, and market reputation, etc.;*
- d) Track Record – list of clients for similar services as those required by UNDP, indicating description of contract scope, contract duration, contract value, contact references;*
- e) Certificates and Accreditation – including Quality Certificates, Patent Registrations, Environmental Sustainability Certificates, etc.*
- f) Written Self-Declaration that the company is not in the UN Security Council 1267/1989 List, UN Procurement Division List or Other UN Ineligibility List.*

**B. Proposed Methodology for the Completion of Services**

*The Service Provider must describe how it will address/deliver the demands of the RFP; providing a detailed description of the essential performance characteristics, reporting conditions and quality assurance mechanisms that will be put in place, while demonstrating that the proposed methodology will be appropriate to the local conditions and context of the work.*

**C. Qualifications of Key Personnel**

*If required by the RFP, the Service Provider must provide:*

- a) Names and qualifications of the key personnel that will perform the services indicating who is Team Leader, who are supporting, etc.*
- b) CVs demonstrating qualifications must be submitted if required by the RFP; and*
- c) Written confirmation from each personnel that they are available for the entire duration of the contract.*

**D. Cost Breakdown per Deliverable\***

	<b>Deliverables</b> <i>[list them as referred to in the RFP]</i>	<b>Percentage of Total Price</b> <i>(Weight for payment)</i>	<b>Price (Lump Sum, All Inclusive)</b>
1	Inception Report	30%	
2	Draft Final Report	40%	
3	Final Report*	30%	
	<b>Total</b>	<b>100%</b>	

*\*This shall be the basis of the payment tranches*

**E. Cost Breakdown by Cost Component (This total must equal tables D above)**

<b>Description of Activity</b>	<b>Total Period of Engagement (Months)</b>	<b>Remuneration per Unit of Time</b>	<b>Total Rate</b>
<b>I. Personnel Services</b>			
Lead Senior consultant (1)	3		
Support/ Junior consultant 1	3		
Support/ Junior consultant 2	3		
Support/ Junior consultant 3	3		
<b>II. Out of Pocket Expenses</b>			
1. Travel Costs	3		
2. Communications	3		
3. Reproduction	1		
4. Equipment Lease	3		
5. Others (Specify)			
<b>III. Other Related Costs</b>			

*[Name and Signature of the Service Provider's Authorized Person]*

*[Designation]*

*[Date]*

## Technical Evaluation Criteria

Summary of Technical Proposal Evaluation Forms		Points Obtainable
1.	Bidder's qualification, capacity, and experience	300
2.	Proposed Methodology, Approach, and Implementation Plan	400
3.	Management Structure and Key Personnel	300
	<b>Total</b>	<b>1000</b>

Section 1. Bidder's qualification, capacity, and experience		Points obtainable
1.1	Reputation of Organization and Staff Credibility / Reliability / Industry Standing <ul style="list-style-type: none"> <li>Legally registered in Uganda, with a valid operating license</li> </ul>	70
1.2	General Organizational Capability which is likely to affect implementation: management structure, financial stability and project financing capacity, project management controls, extent to which any work would be subcontracted <ul style="list-style-type: none"> <li>Should be financially sound and stable with latest Audited Financial Statement – income statement and balance sheet to indicate its financial stability, liquidity, credit standing, and market reputation, etc.</li> </ul>	100
1.3	Relevance of specialized knowledge and experience on similar engagements done in the region/country <ul style="list-style-type: none"> <li>Good track record; should have at least Five (5) years' experience conducting systems development in an emergency setting</li> </ul>	80
1.4	Quality assurance procedures and risk mitigation measures	50
<b>Total Section 1</b>		<b>300</b>

Section 2. Proposed Methodology, Approach, and Implementation Plan		Points obtainable
2.1	Understanding of the requirement: Have the important aspects of the task been addressed in sufficient detail? Are the different components of the project adequately weighted relative to one another? <ul style="list-style-type: none"> <li>Familiar with the industry and/UN Value chain assessment methodologies and the UN operating procedures and policies.</li> </ul>	60
2.2	Description of the Offeror's approach and methodology for meeting or exceeding the requirements of the Terms of Reference	120
2.3	Details on how the different service elements shall be organized, controlled, and delivered	50
2.4	Description of available performance monitoring and evaluation mechanisms and tools; how they shall be adopted and used for a specific requirement	50

2.5	Assessment of the implementation plan proposed including whether the activities are properly sequenced and if these are logical and realistic <ul style="list-style-type: none"> <li>Previous experience in the areas of project implementation will be an added advantage.</li> </ul>	50
2.6	Demonstration of ability to plan, integrate and effectively implement sustainability measures in the execution of the contract	70
<b>Total Section 2</b>		<b>400</b>

<b>Section 3. Management Structure and Key Personnel</b>			<b>Points obtainable</b>
3.1	Composition and structure of the team proposed. Are the proposed roles of the management and the team of key personnel suitable for the provision of the necessary services? <ul style="list-style-type: none"> <li>Employ experienced, technical, and professional staff with expertise in managing and coordinating value chain assessments, with a good knowledge of value chain development in refugee context within the small and medium scale enterprises with a bias in agribusiness and understanding of market dynamics in Uganda.</li> </ul>		100
3.2	Qualifications of key personnel proposed		80
3.2 a	The staff must possess the following:		
	Minimum of 10 years for Team leader in relevant professional job experience (market assessments, local economic development, value chain development, strategic planning, etc.)	20	120
	4 years for other staff in relevant professional job experience (market assessments, local economic development, value chain development, strategic planning, etc.)	20	
	Experience in working with international and national NGOs and UN organizations, or with government authorities at national level.	10	
	Proven experience in documentation and report writing	20	
	Value chain analytical and benchmarking techniques relevant to the sector	20	
	Experience in multiple consulting teams, ability to manage fixed scheduled assignment.	10	
	Ability to act professionally and flexibility to engage with government officials, political and culture leaders, development partner representatives, private sector, and communities	20	
<b>Total Section 3</b>			<b>300</b>