



BRAC Uganda
TERMS OF REFERENCE

For hiring a Consulting Firm to conduct a Market Assessment for Disability Inclusive Graduation Programme in Uganda

Consultancy Period: February 1, 2020 – May 1, 2020 (up to 60 working days)

Contact Person for Applications: procurement-logistics.uganda@brac.net

Work address: Based in Kampala, Uganda

Application deadline: January 23, 2020 (instructions below)

1. Background

BRAC Uganda for the Implementation of the Disability Inclusive Graduation Model

This consultancy will support the Disability Inclusive Ultra-Poor Graduation programme on behalf of BRAC Uganda. The programme aims to contribute to the reduction of SDG 1 and 10 through the expansion of socio-economic empowerment and social protection for some of the most marginalized and vulnerable communities in Uganda. It is a partnership programme involving BRAC UK (responsible for oversight and quality control of the programme), BRAC Uganda (the main implementation partner), Humanity & Inclusion (HI) (responsible for technical assistance to BRAC to adapt our graduation approach for disability inclusion) and NUWODU (a national Disabled People’s Organization - DPO), responsible for ensuring participation and social empowerment of persons with disabilities, and district and national-level advocacy on inclusion.

Sustainable livelihoods is at the core of the Graduation Approach in order to build resilience of the poorest households, referred to as the ultra-poor, to face and recover from shocks and stresses while following a viable trajectory out of poverty. Therefore, one of the distinguishing features of a Graduation program is the upfront injection of capital provided to participants in the form of a productive asset. Determining the specific livelihoods to which asset transfers are linked requires careful market assessment and value chain analysis pegged to the skills and market opportunities poor households possess.

For the purposes of this Disability Inclusive Graduation programme, ultra poor households will receive individual household assets linked to market demand and matched with skills and available resources households possess. Assets should be matched to demand-driven value chains in the selected geographies of the program.

2. Objective of the Market Assessment

The main objective of the assignment is to conduct a market assessment in Kiryandongo, Gulu, Oyam, and Nwoya districts where the program will be rolled out in 2020. The core goal of this market assessment is to determine a menu of profitable livelihood options relevant for ultra-poor households in these areas, including women and people with disabilities. Core assessment objectives include to:

1. **Conduct a localized market assessment with value chain analysis** of livelihoods options for ultra poor households in the selected geographies
2. **Perform a rapid assessment of viable livelihoods** to pinpoint opportunities and risks facing ultra poor households in the selected geographies, particularly for women and people with disabilities;
3. **Formulate potential asset packages** corresponding to the recommended livelihoods options

for ultra poor households

It is anticipated that these objectives will be met through the following:

1. **Conduct a localized market assessment with value chain analysis** of livelihoods options for ultra poor households in the selected geographies.
 - Analyze **10-12 most promising market systems and value chains** in terms of:
 - *Potential*: Assess the demand (current and future) for the core products and services in the identified market systems and value chains
 - *Actors*: Map out existing market actors and relationships to identify key buyers, suppliers, investors, collaborators, and support systems
 - *Risks*: Identify current and potential future or emerging risks for engaging in these market systems and value chains, particularly trends or developments affecting ultra-poor households and people with disabilities
 - *Policy*: Highlight policy issues that may affect these market systems
 - *Inclusion*: Understand which elements of the above (Potential, Actors, Risks, Policy) have associated barriers for persons with disabilities to access markets and value chains
2. **Perform a rapid assessment of viable livelihoods** from among promising market systems and value chains in order to pinpoint opportunities and risks facing ultra poor households in the selected geographies.
 - Recommend at least **8-10 livelihood options** of greatest market potential that can be managed by households with limited resources and skills who are often disconnected from market opportunities.
 - Outline **minimum requirements or profiles** needed for ultra poor households, including skills, training, or aptitudes required
 - Indicate **recommended training** required for each with potential sources
 - Pinpoint real and **potential barriers** faced by ultra-poor households to engage with recommended mitigation strategies
 - Identify key competition and other **factors affecting profitability**
 - Recommend ways of addressing **specific risks** to households
 - Assess **environmental, social, political and financial requirements** and impacts of the recommended livelihoods options
 - Identify which livelihood options are most suitable for persons with disabilities
 - Landscape **local actors** developing or supporting the recommended markets for which linkages or partnerships may be beneficial to the proposed livelihoods
 - Pinpoint **relevant market services and recommended sources** of assets, capital, resources for each option (e.g., procurement, extension services, financial services, transportation, processing, etc.)
 - Indicate **gaps** in support services that may need to be filled and how
 - Assess whether there exists barriers for persons with disabilities to link with these local actors
 - Develop **disability-inclusive household profiling tool** to be used in matching necessary skills and resource requirements for each recommended livelihood option
3. **Formulate potential asset packages** corresponding to the recommended livelihoods options

for ultra poor households.

- Define the **necessary package of inputs or resources** required to engage in each recommended livelihood option and their costs and sources, including combinatory asset packages (e.g., livestock and petty trade) to diversify inputs to households where possible
- Assess the types and nature of **forward and backward linkages** or relationships required to acquire necessary inputs, services, etc., for long-term sustainability
- Provide **business/profitability analysis** of each package, including projected cash flow, income and expenditure, profits, and return on investment

3. **Scope of Work**

To complete the above objectives, the consulting team is expected to perform the following:

1. Provide a detailed methodology of how to carry out the study, including field level data collection integrating participatory and disability-inclusive methods (e.g Washington Group Short Set of Questions), and multi-stakeholder workshops to identify which market options to prioritize.
2. Design all data collection tools required to collect the assessment data
3. Secure validation of the methodology and data collection tools by BRAC Uganda and partners
4. Conduct a desk review of existing market studies commissioned by government ministries, development partners, or civil society
5. Present preliminary findings via Powerpoint presentation to BRAC Uganda and partners
6. Solicit feedback from BRAC Uganda and partners to be incorporated into study report
7. Draft recommendations in draft study report submitted to BRAC Uganda and partners
8. Finalize recommendations in final study report submitted to BRAC Uganda and partners
9. Develop household profiling tool to match households with selected livelihoods

4. **Additional Services: Technical Training**

Consulting teams interested in this consultancy can also offer to extend their services to provide technical training on the recommended livelihoods to households engaged in this pilot project as well as field staff. This training would cover how to manage a chosen livelihood identified through the market assessment as well as basic skills on how to successfully run a business, including business planning, cash flow, risk management, expansion and diversification of household income, among other identified topics.

5. **Implementation Timeframe**

The total duration for this assignment is 60 working days with effect from **February 1, 2020 to May 1, 2020** (including traveling days to the sites). This includes all relevant fieldwork, preliminary presentation and approved submission of draft report, final report, and household profiling tool. Additional days beyond the allocated time frame of 60 days must receive written approval from BRAC Uganda before taking effect.

6. **Outputs and Implementation Timeline**

Payment is contingent upon submission of timesheet and deliverables deemed satisfactory by the Client, approved by the Assignment Manager. All submissions should include draft submission with solicitation of feedback before final submission of revised material. All deliverables need to be presented in inclusive formatting (e.g Easy to Read). The Consulting team will be expected to undergo a disability sensitization training prior to the field work.

#	Key deliverables	Due Date	Payment Percentage
1	Research methodology including tools, mechanisms, and approaches	February 15, 2020	-
2	Set of data collection tools to carry out the market assessment in the target areas	March 4, 2020	10%
3	Preliminary presentation outlining initial findings and recommendations	April 1, 2020	20%
4	Draft report submitted after feedback solicited on preliminary presentation, including (as in Objectives above): <ul style="list-style-type: none"> ○ Details of localized market assessment with value chain analysis ○ Details of rapid assessment of viable livelihoods for target households ○ Details of formulated potential asset packages, household and community assets 	April 15, 2020	30%
5	High quality final report submitted after feedback solicited on draft report	May 1, 2020	40%
6	Household profiling tool to match households with appropriate livelihoods based on skills and resources required for each livelihood option	May 1, 2020	
7	Recommended technical training curriculum; and delivery (optional)	May 1, 2020	

7. Qualifications and Experience

Qualifications & Education

- Interested consulting firms must be a tax registered consultancy firm **or** an officially registered not-for-profit organization (e.g., research institute, academic institution) incorporated for at least five (5) years offering similar services.
- All applicants should also be adequately staffed with qualified personnel with at least relevant Masters degrees (Economics, Rural Development, Sociology, etc.) and experience in surveying, data analysis, and report writing.

Experience

- Demonstrated expertise in markets systems analysis, approaches, and assessments conducted in remote rural contexts, particularly in Uganda
- Experience working with/in the private sector and with trade-related governmental and NGOs (Ministries of Agriculture and Food Security, Trade and Industry, etc.)
- Expertise in business analysis, including profit and loss projections, risk and challenges etc.
- Experience developing and delivering technical training, is an advantage, not required.
- Experience working with government and donors is an advantage.
- Experience working in the disability sector is an advantage

Competencies

- Fluency in English and Luganda (I think it will be English, Swahili and Luo not Luganda because Luganda is language for central Uganda.)
- Displays cultural, gender, religion, race, nationality, disability and age sensitivity and adaptability

8. How to Apply

Consultants are encouraged to apply by submitting a concise proposal that includes:

1. Proposed methodology and work plan to carry out the assignment
2. A detailed budget outlining all related costs, including field visits
3. CV(s) of consultant(s) to complete the assignment
4. References of documented work that demonstrates similar previous assignments. All applicants should provide details (documentary evidence (e.g., contract award or reference letter from previous clients stating scope of services and deliverables) of previous projects for at least the last three (3) years or more.

Please submit all documentation electronically to Name and email no later than Thursday, January 23, 2020 with the subject “Market Assessment - Consulting firm name/Consultant name.”

Applications are reviewed on a rolling basis. Only soft copy applications will be considered and only shortlisted candidates will be contacted for interview.

9. Proposal Structure & Scoring Criteria

1. Technical Proposal

The Technical Proposal should contain the following items meeting the stipulations indicated:

- i. Proposed methodology and work plan to carry out the assignment
 1. a proposed approach or work plan that elaborates and/or improves upon the approach and outline provided in the TOR;
 2. a management plan that relates the team members to the tasks to be performed and describes each team member’s planned contribution to the analysis in person/days in field and at home and according to task;
 3. Gantt or bar charts detailing the duration of each task and the involvement of individuals over time.
- ii. Background and CV(s) of consultant(s) to complete the assignment
 1. a brief background on the proposed consulting team specifying the degree to which the firms and individuals have collaborated on past assignments;
 2. firm qualifications of each corporate member of the consortium;
 3. full CV’s of each individual consultant who is proposed;
- iii. References of documented work that demonstrates similar previous assignments

2. Financial Proposal

The Financial Proposal should contain:

- i. Fee breakdown: Daily rates and numbers of days, by task, of each member of the consulting team
- ii. Expenses: All meals, hotel, travel, incidentals, communication, production, facilities and other expenses anticipated for the project;
- iii. Calculation of total cost.

3. Threshold for opening of Technical bid

Technical Threshold to Reach Opening of Financial Proposal: 80 points

4. Proposal evaluation

The technical proposal will be scored as follows.

- i. Proposed Approach (value added of work plan, originality) 15 points (15%)
- ii. Proposed Management Plan (levels of effort, use of key staff, field time, previous experiences working as a team, appropriateness of assignments) 10 points (10%)
- iii. Firm Experience 25 points (25%)
- iv. Curriculum Vitae of Proposed Staff 50 points (50%)