



She Feeds the World Project

Terms of Reference

Conducting a Market assessment and Support of Value Chain Actors through a Business Incubation and Mentoring Model in Kyegegwa and Kyenjojo.

Background

CARE International in Uganda secured funding from PepsiCo Foundation to implement a Food and Nutrition Security project for 3 years. The aim of the project is to improve the food and nutrition security of poor rural households with strong emphasis on women small-scale producers in Kyenjojo and Kyegegwa Districts. *She Feeds the World* Uganda will increase food security, and build resilience and incomes of vulnerable women and girls, by engaging targeted communities in more sustainable ways of farming as a business. CARE has worked in Uganda for nearly 50 years and in the target districts for the last 10 years on improving access to and promoting governance of natural resources by poor communities that heavily depend on forests, wetlands, lakes and rivers for their livelihoods. The project started in June 2018 and will end in May 2021. CARE plans to enroll producer-marketing groups under the SFtW project to a business incubation process to focus on nurturing them in the early stages of growing enterprises that have a high potential to become competitive agribusinesses. The process will be informed by a market assessment study that will aim determining the potential for growth, profitability and employment opportunities offered by identified commodities. The study will highlight up to 3 value chains with great potential for the target beneficiaries (women). The incubation process will ensure that farmers get services for value addition, provide business development, market access, financial access, mentoring and networking.

Project Scope

The project will be implemented in 16 sub counties of Kyenjojo and Kyegegwa districts. The project target population are 70% of women and women-headed households whose principal source of income is small-scale production, both agriculture and animal husbandry. The target population typically suffers from poor nutrition and unreliable income streams that keep themselves and their households in a perpetual state of poverty. SFtW project intends to reach 120,000 direct and 370,000 indirect beneficiaries over the course of the three-year totalling to 490,000 people reached.

The project Objective:

To increase food security and build resilience and incomes of vulnerable women and girls in the two districts of Kyegegwa and Kyenjojo in Western Uganda, by engaging targeted communities in a more sustainable ways of farming as a business.

The project outcome areas

The project will deliver in four main outcome areas as follows:



1. Improved Women's Capacities: The program will focus on providing leadership and psychological support to women through FFBS and community-led training and counseling programs.
2. Improved Nutrition in Communities: The intervention will initiate behavior change through the promotion of nutrition-rich crops, cooking demonstrations where men and women cook together and introducing recipes and food preparation methods that maximize nutrition and improve hygiene and sanitation.
3. Improved Women's Access to Markets: Through CARE is training and workshops, carried out at the Farmer Field and Business Schools, women farmers will learn how to take advantage of the available market opportunities and improve or establish their competitive position.
4. Multiplied impact of agriculture through women small-scale producers. CARE will engage with the national, district and local government in Uganda to ensure that the impact of the program goes beyond its immediate target area. Additionally, each FFBS will host a series of community days, where non-participating farmers visit the model farms and learn from FFBS participants, which we estimate, will allow the project to reach an additional 17,500 people.

Progress so far

CARE has so far established 31 Producer Marketing Groups (PMGs) that comprise of 118 producer groups with a membership of 3541 members through this project. The PMGs engage in 3 key enterprises; maize, beans and potatoes at production and marketing level. CARE would like to recruit a private sector partner/organization to support and strengthen 10 of these Producer Marketing Groups (PMGs) using a ***business incubation and mentoring model***. The private sector partner/consultant organization will integrate critical elements of the value chains; provide market access linkages, support the development of farmers' enterprises and support services that fill gaps within the chains.

Purpose of the assignment

The main purpose of the assignment is to support and 10 develop competitive Producer Marketing groups, to develop new models for growth, contribute to job creation and farmers livelihood diversification. The focus will be on nurturing innovative groups that have high growth potential to become competitive agribusinesses by serving, adding value or linking to Business Development support services. The consultant will tackle the assignment in two phases:

a. Market assessment and value chain analysis

The consultant organization/private sector partner will first carry out a market assessment to provide sufficient understanding on the status and potential of the different agriculture commodities in the project area through a rapid market assessment. The rapid market assessment will look at the potential for growth, profitability and employment opportunities that the 3 identified commodities will offer to small-scale women producers in the project area.



The consultant will then do a value chain analysis the 3 commodities, identifying specific bottlenecks and opportunities in their respective value chains that can be addressed and leveraged through the project intervention thereby increasing production, income and employment for the rural vulnerable women. The specific objectives market assessment and value chain analysis are as follows: -

- To confirm the identified value chains based on the list generated by the baseline and criteria provided by the CARE staff (Maize, beans, potatoes) and establish their potential for growth and profitability.
- Map of the actors along the VC of the 3 commodities, from production to consumption (VC Map), relationships between target groups and other VC players, including interactions, power relations and information flows among the VC nodes.
- 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)
- 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 regions of focus.

The Consultants organization under the market assessment / value chain analysis will specifically handle the following tasks: -

- To confirm the identified value chains (Maize, Beans and Potatoes) based on the list generated by the baseline and criteria provided by the CARE staff.
- Assess the crops and select highest potential value chains in terms of growth and profitability.
- Conduct an analysis of the three high priority value chains through the following: -
 - identify and interview key market actors (including producers)
 - develop market system map
 - Identify key constraints facing various actors along the value chains, including PMGs and individual farmers especially women) in the targeted value chain.
 - identify key climate and non-climate hazards affecting the selected value chains
 - identify and assess market-based solutions to the key constraints facing actors including the producer Marketing groups



- identify Lead Firms with commercial interest and incentives to invest in the value chain and improve/expand the products, services, market access and support (market-based solutions) they provide to the producer marketing groups.
- identify the challenges that Lead Firms face in providing these market-based solutions in a commercially viable and sustainable manner
- identify illustrative initiatives that the Lead Firms are interested in conducting (both company-specific and cross-company) to help them overcome their challenges to providing commercially viable and environmentally sustainable market-based solutions to the target group
- Identify illustrative program facilitation activities to support the development of market-based solutions, including improved/expanded and mutually beneficial commercial relationships among the target group and other market actors

b. Support for value chain actors through the business incubation and mentoring model

At this level, the objectives of the task will include among others-

- I. Build the capacity of the Producer Marketing Groups (PMGs) to sustainably able address member's needs (Producer group's needs) –Market access, easy access to quality inputs, financial services, Extension services and others.
- II. Build capacity of selected producer group for their members to improve their access to essential services and support via membership and participation in well-managed, well-governed, transparent, and economically viable PMG.
- III. Establish experts (mentors) network within the PMG to link to more specialized service providers, but also to continue supporting PMGs. At least 1 expert per PMG.

The Consultants organization under the business incubation model will specifically handle the following tasks: -

- a. Carry out diagnostic survey on the assigned farmers' organizations to identify, among others the gaps/ weaknesses, strengths, opportunities and threats.
- b. Carry out participatory training to cover the basic operations and management gaps identified.
- c. Support the Producer Marketing Groups (PMG) in input and output marketing (linkage to market), quality control, entrepreneurship, drawing bankable business planning, marketing strategies, and financial literacy.



- d. Provide mentorship and coaching to PMG Management/board, in MBO leadership and management, marketing, service provision to members, linkages with other BDS, and business operations.
- e. Support the PMGs to establish some control measures related to financial management, records keeping, and other requirements of financial management and systems (Procedures and controls).
- f. Support the PMGs in implementing sustainable agricultural practices and complying with sustainable markets to form a basis for future certifications such as fair trade, rainforest alliance and others.
- g. Sustainable resources management, planning and conflict resolution
- h. Product and value chain development
- i. Investment options and advice
- j. Coaching or mentoring skills to build trust and support the process towards a sustainable business.

Deliverables.

The consultant is expected to deliver the following deliverables:

- i. **Inception report** (digital copy) and hard copies (2) of the assignment. The inception report should cover the work plan, methodologies to be used in both sub sections of the assignments, follow up routines, Monitoring and evaluation.
- ii. Monthly highlights about the progress on this process with narrations and if possible, success stories, milestone reports, Quarterly reports with emerging challenges and learnings, annual report.
- iii. **Draft report and Presentation:** Details of activities done, achievements made within the period of the market assessment, value chain analysis, incubation process, success stories, transformation made along the key value chains or any positive behavior change among the actors, challenges and lessons learnt.

Expected deliverables at PMG level after incubation:

The following will serve as key deliverables at PMG level after completion of the incubation process: PMG have access to remunerative markets or have been linked to market for their produce; Bankable Business Plan, and reports for the producer marketing groups, Complete Commodity bulking and marketing Records, records of linkages created, members access to at least 3 core services, Farmer training lists for the trainings conducted and farmer database among others.

Period of the assignment

The assignment should be completed within Nine months (9) from the time of signing the contract. This includes completion of all tasks within the assignment, the draft and final report.



The consultant organization should consider completion of the market assessment within 1 months. For business incubation and mentoring, the consultant organization should consider the lifecycle approach deliver the required services according to the following time lines:

Stage	Time frame	Service
<p>Pre-Incubation stage: Relating to the overall activities needed to support the PMGs in developing of their business idea, business models and business plan, to boost the chances to arrive to an effective start-up creation.</p>	<p>2 months</p>	<ul style="list-style-type: none"> • Idea formulation • Idea assessment • Market validation of the idea • Innovation assessment -Defining the business idea-Defining the business model
<p>incubation Stage/After-Care: Support given to the PMGs from the startup to the expansion phase</p>	<p>6months</p>	<ul style="list-style-type: none"> • Access to finance • Legal and administrative Support-Support • selection of physical facilities • linkages with markets for the value chains and access to other business support services • Access to knowledge and technology, including technology transfer and adoption. • Mentoring, coaching and Advising • Access to relevant networks • Assistance with business basics • Building PMG, board/management and marketing structures



9. Working Relationships.

The administrative and oversight management of the assignment for She Feeds the World Project at CARE will be the Senior initiative Manager of the She Feeds the World Project -

The Primary Point of Contact at CARE for executing the assignment and day-to-day technical engagement with the consultant will be, Agribusiness Coordinator

Other relevant personnel: All the She Feeds the World project staff from Joint efforts to save the environment and the Project M&E coordinator.

The POC for the hired firm/private organization or any staff assigned to this contract will coordinate all technical implementation and deliverables.

10. Team Composition and Qualifications.

Private sector companies/firms meeting the following requirement are invited to send a technical and financial proposal:

- i. The organization/firm/company or any relevant institution should be legally registered with the lead consultant should be clearly stated.
- ii. The firm/company to take up the assignment is required to have at least 8 years of professional experience in the agricultural marketing sector (specifically covering the areas of Agribusiness & Marketing, Financial & Policy analysis).
- iii. The company should have experience in delivery of commercially viable agribusiness opportunities for small-scale farmers (especially women) and other small enterprises, providing business advisory (incubation) to make businesses successful.
- iv. Experience of working in areas of south western Uganda preferably the districts of Kyegegwa and Kyenjojo
- v. Experience in value chain analysis, program design and implementation
- vi. Experience in training/orientation of program staff and key stakeholders specifically in the technical areas of value chain and value chains assessment and program design.
- vii. Evidence of availability of appropriate qualifications, work force and key staff that will constitute the team.
- viii. For each assignment previously executed, the consultant shall provide the name and addresses of the Client, date(s) of execution, names of lead and associate firms, a brief description and value of the services provided by the consultant and financing sources.
- ix. The Consultant organization should have experience of implementing with INGOs.
- x. A good knowledge of the major crops, livestock production and marketing systems in Uganda, particularly in southwestern Uganda



- xi. Understanding of the roles of a number of the key state controlled institutions operating in the agricultural sector is particularly desirable.
- xii. Further to this, the consultant or firm must indicate how they intend to mobilise the professional skills for the proper implementation of the assignment and indicate how CARE staff will benefit from the assignment.

Proposals (separated in **Financial**, and **Technical**) should be submitted to UGA.Procurement@care.org not later than **15th/07/2020 23:59 HRS.**