

TERMS OF REFERENCE

Assignment:	Market Scoping study for the digitization the Fish Value chain in Uganda
Sector of Assignment	Digital Finance
Duty Station (city, country):	Kampala, Uganda
Type of Contract:	International Consultancy
Duration of Assignment	30 working days
Starting Date:	1 st March 2019
Ending Date	30 th April 2019
Languages Required:	English
Application Deadline:	15 February 2019

1) GENERAL BACKGROUND

United Nations Capital Development Fund (UNCDF)

UNCDF is the UN's capital investment agency for the world's 48 least developed countries. It creates new opportunities for poor people and their communities by increasing access to microfinance and investment capital. UNCDF focuses on Africa and the poorest countries of Asia, with a special commitment to countries emerging from conflict or crisis. It provides seed capital – grants and loans – and technical support to help financial service providers reach more poor households and small businesses, and local governments finance the capital investments that will improve poor peoples' lives. Information on UNCDF may be found at www.uncdf.org.

UNCDF in Uganda

UNCDF has been **present in Uganda** since **1982**, supporting the Government to create a functional planning and financial system for sustainable and inclusive development. Today, together with the larger UN Country Team, UNCDF in Uganda supports the Government to effectively implement the Second National Development Plan and realize its vision of becoming a middle-income country by 2020 and achieve the Sustainable Development Goals by 2030.

UNCDF uses its financial tools and technical expertise in **public financial management, SME development, and financial services development** to incentivize actors across different economic value chains to think differently, break from their silos, and incubate new ways of serving the "last-mile". Together we look for, and invest in, high-impact opportunities that can boost productivity, economies of scale, and above all, development impact, especially for women and youth.

UNCDF's main areas of engagement in Uganda include:

Building an inclusive digital financial services sector such that a wide range of digital financial services are provided responsibly, and at reasonable cost, by sustainable institutions in a well-regulated environment to help low income and rural households increase their financial security through appropriate, affordable and secure means to receive, manage and save money ([Mobile Money for the Poor](#)).

Promotion of clean energy through introduction of early stage clean energy business models so that modern energy solutions are made accessible and affordable for a larger population ([CleanStart](#)).

Sustainable finance for local infrastructure to boost public and private investments in local infrastructure development and service delivery and to foster equitable economic growth ([Local Finance Initiative and Joint Programme on Equitable Economic Growth in Cities](#)).

Access to finance for small and medium enterprises to allow more SMEs in Uganda to source growth capital locally for infrastructure investments ([Local Finance Initiative](#)).

Connect sustainable sources of capital financing with local governments struggling to address problems arising from rapid urbanization ([Municipal Investment Finance - MIF](#))

The [Development Initiative for Northern Uganda \(DINU\)](#), a flagship programme designed to consolidate stability in Northern Uganda, eradicate poverty and under-nutrition and strengthen the foundations for sustainable and inclusive socio-economic development.

Over the last 4 years, UNCDF has been involved in the digitization of 5 agriculture value chains in Uganda, viz: Maize, Coffee, Tea, Seed oil and Dairy. The five value chains were selected based on their relative readiness and conduciveness for digitization.

Whereas the fish value chain was part of the initial scoping study, it did not make it into the first value chains for digitization at the time. Since then, the DFS landscape in Uganda has changed over the last four years, and equally the fish value chain has evolved.

2) OBJECTIVES

The objective of this assignment is to undertake a market scoping study to inform UNCDF on the need, viability and feasibility of digitization of the fish value chain in Uganda.

3) DETAILED ACTIVITIES AND DELIVERABLES

The market scoping will be essentially a qualitative study mixing both secondary and primary sources of data. The secondary research will inform the research consultant on which landing sites to include in the primary research. All in all, the researcher is expected to carry out the study in at least 5 landing sites purposively selected to capture conclusive insights about the fish value chain in Uganda.

The market scoping study is expected to cover the following areas:

1. Fish value chain analysis

- Value chain landscape, economic impact, number of people involved (women, youths, etc.), size, etc.
- Value chain mapping:
 - Different value chain actors and their roles [identify potential anchor partners], influence and power equation of the actors in the value chain,
 - Flows of information, transactions and payments
- Regional mapping of fishing activities and business / trade flows

2. Analysis of the state of financial services / digital financial services in the value chain

- Current state: Assess current levels awareness, usage, perceptions of (digital) financial services, payment flows
- Gap analysis:
 - Assess unmet needs in access to financial services, coping mechanisms and how DFS can provide solutions
 - Assess needs / pain points (beyond finance) where digitization would play a role.

3. Opportunity for digitization¹ of the fish value chain

- Assess the customer need (expressed or latent) for digitization and potential solutions
- Assess the viability of digitization (market size, value proposition for providers and users)
- Assess the feasibility of digitization (the different prerequisites for digitization² in select regions)
- Potential barriers and enablers for digitization of the fish value chain

4. Recommendations on course of action for UNCDF in the development of the strategy for digitization of the fish value chain.

5. List of recommended stakeholders that should be considered by UNCDF for potential pilot projects (anchor partners) in the value chain, with ranking based on UNCDF criteria including potential scope of work and impact.

- ✓ An inception report showing detailed methodology, work plan, and timelines - to be shared and discussed within the first 5 days of the assignment
- ✓ A draft report of findings covering the full scope of the assignment
- ✓ A final study report [word document and deck]

4) TIMELINE, DURATION OF ASSIGNMENT, DUTY STATION AND EXPECTED PLACES OF TRAVEL

Duration of assignment: 30 working days

Duty station: Kampala, Uganda.

Starting date: 1st March 2019

End date: 30th April 2019

The consultancy firm will quote 1 duty travel to Uganda in the financial proposal.

Please note that UNCDF cannot guarantee residence permits or visa's for consultants. Consultants are responsible for securing their work documentation. In the case of national consultants, applicants that are not nationals of the duty station requested will have to prove their residence status.

Please note that consultants residing in the duty station will not be compensated for living expenses.

5) QUALITY, MONITORING AND PROGRESS CONTROLS

Monitoring of progress shall be measured both according to the activities of the contractor as well as the performance of the UNCDF partners.

- A. The contractor must secure approval from UNCDF's in-country Country Technical Specialist prior to deployment of staff and trips. The contractor will provide in advance the names of the contractors' employees conducting the mission.

¹ Digitisation includes: DFS, other digital solutions beyond finance, also includes PayGo solar energy

² Prerequisites for digitization include: Network coverage, phone penetration, access to power, literacy levels, agent network, liquidity, pricing, use cases)

- B. The contractor will conduct briefings to the MM4P team prior to departure of on-site missions upon request of UNCDF.
- C. The contractor will organize regular progress calls with MM4P to provide updates on activities and progress.

The primary contact for this TOR shall be: Carlos Escrivá: carlos.escriva.gil@uncdf.org

6) EXPERIENCE AND SKILLS REQUIRED

Profile for consultants

Education:

- Post graduate degree in Economics, Finance, Banking, Development or related fields or equivalent experience;

Experience:

- Experience in user centric product design for financial services
- Experience in implementation of branchless banking and mobile money projects
- Previous experience in designing strategies for branchless banking and mobile financial services for low income, rural and farmer segments.
- Experience in working with agro-value chains with linkages to digital financial services
- Adequate understanding of policy and regulatory issues related to branchless and mobile financial services, such as know your customer and bank agent regulations;
- Experience conducting research, particularly related to product development and marketing;
- Previous work in Uganda is a plus;
- Fluent in English. Fluency in one local language a plus.

7) PROPOSAL & APPLICATION REQUIREMENTS

Applications will be rated on both technical and financial submissions. The best proposal that will be awarded the contract shall be selected through the following method:

Highest rated proposal using the combined scoring method, which assigns the weight distribution between the technical and financial proposals as set out in the ToR. The weight distribution shall be 70% technical and 30% financial.

All applications must contain the following information:

- (i) Cover letter with a summary statement of competencies in relation to the TOR
- (ii) Earliest availability and proposed schedule for consultancy
- (iii) Curriculum Vitae
- (iv) Fully completed and signed P11 Personal History Form with names and current contacts of 3 referees (available from http://sas.undp.org/documents/p11_personal_history_form.doc)
- (v) Signed financial proposal for the full duration of the assignment outlining:
 - Total professional fee;
 - Other professional expenses (such as insurance, taxes, etc.);
 - Travel-related and other related costs).

(Available at http://procurement-notice.undp.org/view_file.cfm?doc_id=29916).

Both individual consultants and individual employed by a company or institution are welcome to apply.

Application deadline: 15 February 2019

Send applications to mm4p@uncdf.org

8) SELECTION CRITERIA FOR THE FIRM

Individual consultants will be evaluated based on the following methodology:

Preliminary Evaluation - Step I: Screening

- ✓ Technical Evaluation Weight - 70% x (Step II: 20 Points + Step III: 80 Points = 100 Points)
- ✓ Financial Evaluation Weight - 30% = Step IV

Applications will be screened and only applicants meeting the following minimum criteria (listed under education and experience) will progress to the pool for shortlisting.

Step II: Shortlisting by Desk Review

- ✓ UNCDF will conduct a desk review to produce a shortlist of candidates and technically evaluate them.
- ✓ As applicable, only the first top 4 ranked applicants achieving 70% of the points at this stage shall be invited for an interview.

Step III: Interview

- ✓ A competency-based Interview shall be conducted for the top 4 shortlisted candidates.
- ✓ Only candidates obtaining a minimum of 70% on the total of Steps II (20 points) +III (80 points) will be considered as technically qualified and will be reviewed further for financial evaluation.

Step IV: Financial Evaluation

- ✓ The following formula will be used to evaluate financial proposal:
- ✓ Lowest priced proposal/price of the proposal being evaluated x 30%.

Award Criteria:

The contract shall be awarded to the best applicant whose offer have been evaluated and determined as: responsive/compliant/acceptable and having received the highest combined weight (technical proposal & Interview) 70% + financial 30%= 100%.

Please note that UNCDF cannot guarantee residence permits or visa's for consultants. Consultants are responsible for securing their work documentation. In the case of national consultants, applicants that are not nationals of the duty station requested will have to prove their residence status.

Any individual employed by a company or institution who would like to submit an offer in response to a Procurement Notice for IC must do so in their individual capacity (providing a CV so that their qualifications may be judged accordingly). Please note that in such case the company institution will be asked to issue an ⁱRLA.

Women candidates or women-owned businesses are strongly encouraged to apply.

UNCDF is committed to achieving workforce diversity in terms of gender, nationality and culture. Individuals from minority groups, indigenous groups and persons with disabilities are equally encouraged to apply. All applications will be treated with the strictest confidence.

ⁱ **Reimbursable Loan Agreement (RLA):** A legal instrument between UNCDF and a Company/institution, according to which, the latter makes available the services of an individual delivering time-bound and quantifiable outputs that are directly linked to payments. An RLA is governed by the provisions of this policy.