

# RESILAC\*

\* ECONOMIC AND SOCIALLY INCLUSIVE  
RECOVERY IN LAKE CHAD



## TERMS OF REFERENCE (TOR)

Recruitment of a consultant to conduct an in depth analysis of key commodity value chains in Jere, Monguno, Kukawa and N'ganzai LGAs, north east Nigeria, for immediate support or enhancement

<b>Reference of the study</b>	PD-031-00277
<b>Project Name</b>	RESILAC - Economic and Socially Inclusive Recovery in the Lake Chad Region
<b>Contract Number</b>	E4A, A3A
<b>Sector</b>	Food Security and Livelihood (FSL)
<b>Implementing Partners (if applicable)</b>	Global level: Action Against Hunger, CARE International and Groupe URD Nigeria: Action Against Hunger and Search for Common Ground (SFCG)
<b>Location (country region/s)</b>	Nigeria
<b>Project Duration</b>	48 Months
<b>Starting Date</b>	January 2018
<b>Ending Date</b>	December 2021
<b>Project Language</b>	English
<b>Donor &amp; Contribution/s</b>	EU and AFD
<b>Mission administering the Project</b>	Nigeria
<b>Responsible ACF HQ</b>	Action Against Hunger USA/FR
<b>Study Type</b>	Study on innovative agricultural practices

## 1. INTRODUCTION

The crisis in Nigeria's Northeast region is one of the most severe in the world today. The ongoing hostilities have unleashed a multitude of consequences on affected populations, including widespread loss of life, massive population displacement, loss of livelihoods and diminished agricultural production. Ongoing insecurity, especially in Borno State creates restrictions in movements, impacting on producers' capacity to access farms and transport goods from urban to rural areas, with a consequent effect on the cost of commodities and the ability the populations to engage in livelihood activities.

The development challenges in Borno State are multiple: political (security, management of uncertainty), but also socio-economic (production of food and monetary resources, employment); ecological (vulnerability of an ecosystem weakened by drought episodes); hydrological (variability of rainfall and lake water level) and governance (weak State presence and decentralization which make it difficult to provide basic public services and civil protection expected by the populations).

Action Against Hunger has been operating in Nigeria since 2010 in Jigawa, 2014 in Yobe and 2015 in Borno States of Nigeria congruently responding to both chronic and acute needs through a multi-sector strategy in both humanitarian interventions (Nutrition, Food Security and Livelihoods, Water, Sanitation and Hygiene), and now transiting to recovery and building resilience of communities, institutions and individuals most affected by the ongoing hostilities.

Action Against Hunger being the leading organization in a consortium which comprises CARE international, Search for common ground and group URD, is implementing resilience activities aimed at improving economic and social inclusion and recovery in the Lake Chad region across Nigeria, Cameroon, Chad, and Niger. Part of the RESILAC project's intervention plan includes intensified and diversified Agro-sylvo-pastoral production adapted to climate change in the lake Chad shore of Kukawa, Monguno and Jere LGAs of Borno state.

In Nigeria the RESILAC project is developed along 4 main pillars:

- Strengthening human capital, ensuring social cohesion and supporting conflict transformation;
- Economic Recovery, through support to agricultural value chains and youth employment;
- Enhancing institutional action in project implementation and governance of economic processes;
- Production of useful knowledge for assuring quality project activities in a crises context and to support the decision-making process of the local actors.

Within the economic recovery component, the project will carry out an in depth analysis of the main agricultural value chains pre-identified in Jere, Monguno and Kukawa LGAs with the purpose of producing clear recommendations for enhancement in line with the current economic space in those areas and Borno State more broadly.

In view of the above, a consultant is expected to lead this study including field assessments in compliance with the international best practices, with the support of the RESILAC country team and under close supervision from the Action Against Hunger Technical team.

## **2. OBJECTIVES OF THE STUDY:**

The General objective of the study is to propose concrete viable options for support or enhancement of the key value chains in Jere, Kukawa and Monguno LGAs, on the basis of a solid analysis of current trends, processes and actors.

The specific objectives are:

1. To produce a full mapping of pre-selected value chains today as well as before the crises (10 year ago), including the type, name and location of actors, the quantified flow of resources and communication taking place between actors, summarized production systems, source of inputs, and a geo-referenced map of where they are located;
2. To Analyze strengths, weaknesses, opportunities and threats along the value chains;
3. To conduct a rapid market assessment for the pre-selected commodities, including an analysis of current market trends in terms of market demand and supply, price-scheduling mechanisms, market determinant factors, supply chains and government market regulatory and control mechanisms;
4. To identify priority value chain which could be supported by the project, and which will be analyzed in more details; and for those value chains:
  - a. To elaborate of a competitiveness plan for each value chain;
  - b. To Analyze the business models adopted by each actors along the value chains;
  - c. To analyze the opportunities to promote micro and small enterprises along the pre-selected value chains, looking at the specific involvement of marginalized groups (women, youth, IDPs, smallholder farmers) in terms of jobs creation, incomes generation, actual participation in professional organizations / networks etc.;
  - d. To define a value chain recovery and enhancement plan for the pre-selected commodities (in collaboration with the RESILAC team identifying specific aspects where RESILAC can have an impact in unblocking issues.

## **3. EXPECTED OUTPUTS:**

- (a) Identification of key local and external markets (within the Nigeria boundaries) for the pre-selected commodities, particularly those that can easily be accessed by vulnerable producers in target areas;
- (b) Narrative analysis and visual presentation of production systems for the pre-identified commodities;
- (c) Map of value chain actors;
- (d) Detailed description of the priority value chains - in terms of processes, actors' capacity / business model, support services (including existing capacity building opportunities), accessible markets, etc.;

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- (e) Documentation of all financing institutions in the area and illustration of how small-scale market actors can be linked with them;
- (f) Documentation of key existing services by Government and private actors that can support and enhance value chain processes (e.g. inputs distributions, information systems, trade associations, warehousing infrastructure);
- (g) Market assessment report for the pre-selected commodities;
- (h) Detailed analysis for the priority commodities, clearly highlighting challenges and opportunities, particularly for vulnerable actors along the chain, youth and women.
- (i) Prioritization of value chains and competitiveness plan for each of them;
- (j) Definition of viable and profitable business development opportunities along the priority value chains, with a particular attention to youth and women's job creation and increase in income;
- (k) Analysis of key gaps along the priority value chains and co-development (with the RESILAC team) of an operational plan to address key gaps along the chains. At minimum, the recommendations need to include relevant technology / equipment, business development opportunities, areas of required capacity building, soft skills development and social capital development (e.g. farmers groups / professional organizations strengthening), linkages with relevant services for the project beneficiaries, and other system strengthening actions.
- (l) Training manuals on key findings for dissemination to relevant training institutions able to reach out to selected value chains actors in the target locations.
- (m) Training of AAH RESILAC team and external stakeholders on the use of findings and techniques.
- (n) Validation / dissemination workshops in Maiduguri.

## 4. USERS OF THE STUDY:

**Direct users:** The study findings would be directly used by the following;

- (i) Action Against Hunger field teams for easy implementation.
- (ii) Action Against Hunger Technical and Senior Management Teams for informed decision making.
- (iii) Action Against Hunger Technical Advisors/ Director in the HQ.
- (iv) Government technical extension services (through Action Against Hunger facilitation)
- (v) Other partners of the project and external agencies working for the economic recovery of Borno State.
- (vi) Value chain actors.

**Indirect users:**

Action Against Hunger -UK, Action Against Hunger International Network, FFP and other donors, federal, regional and local governments, ministries, UN agencies and Global Clusters, NGOs and NGO Consortiums as well as humanitarian learning platforms.

## 5. USE OF THE STUDY:



The study will give direction to the program as regards to the most appropriate strategies to support the economic recovery in target areas. The findings will be translated into training manuals and concrete actions and investments by the RESILAC project.

## **6. GEOGRAPHICAL SCOPE COVERED BY THE STUDY:**

The geographical scope of the study will cover selected value addition and market sites in Jere, Monguno and Kukawa LGAs of Borno state. Security considerations will also be taken into account in determining the exact communities covered by the study. Efforts will be made to only consider places that are fully accessible and safe, in order not to put the consultant and other relevant staff at risk.

## **7. SCOPE COVERED BY THE STUDY:**

The value chain of the agricultural commodities which were pre-selected by the RESILAC team ahead of study will be object of further investigation, and after preliminary investigation, the consultant will be asked to select, in coordination with Action Against Hunger, priority value chains which present the best opportunities for development and economic recovery. These value chains will then be analyzed in depth. The pre-selection was done on the basis of a series of criteria to restrict the scope to those that best reflect to the project's objectives and the reality on the ground, following field assessments in November and December 2018.

For priority value chains, the study will be focused on identifying strategies for producers, existing value chain actors and potential new actors among the unemployed youth and women to improve their living conditions through income generation all along the year (economic resilience). Clear recommendations will have to be formulated to the project management team on how to intervene to support key value addition and market access processes. The recommendations will have to be context-specific that account for the acute challenges encountered in the field: semi-urban areas, restricted access to land (land tenure, IDP status, low land availability), disrupted transport & communication systems etc. The recommendations should also be simple to roll out within a 2.5 years period (no sophisticated technologies or large-scale investments).

The consultant/s will work closely with Action Against Hunger staff and any other relevant stakeholders in executing the task. This would ensure participation and coherence throughout the survey in order to achieve the expected result.

The consultant will also work closely with external stakeholders jointly identified with the project at inception phase, in order to ensure participation and appropriation of the study methodology and findings by relevant agencies or beneficiaries, for replication and sustainability.

## **8. CROSSCUTTING ISSUES:**

Throughout the planning and the studies processes, gender, norms, beliefs, and protection concerns should be addressed in line with the Action Against Hunger Principles and Policies.



All data should be disaggregated by sex and age and different needs of women, men, youth (male and female) should be considered throughout the analysis process.

Climate smart value chain processes, gender and youth empowerment are three cross-cutting themes which will have to be taken into account during the assessment as well as at the point of designing the value chain enhancement plan.

Particularly on Climate Change, this study follows another one previously commissioned by the RESILAC project on “the potentialities to introduce innovative agricultural practices adapted to climate change in Jere, Monguno and Kukawa LGAs”, involving the same pre-selected commodities. The agriculture study’s preliminary findings will have to be taken into account by the consultant during the analysis.

Conflict sensitivity is also a critical issue to take into account when proposing recommended measures to improve the performance of each value chain process. In fact it is important to identify solutions that are realistic vis-a-vis the context, that have some potential to prevent conflicts (youth enrolment, land conflicts, intercommunity tensions etc.) and do not exacerbate conflict stressors.

## 9. KEY DELIVERABLES:

The consultant/s will be expected to deliver the proposed study methodology taking into cognizance the context to Action Against Hunger for review, feedback, and approval within two weeks.

Other key deliverables will include (both in hard and soft copy):

- Inception report
- Copies of tools to be used
- Raw data
- Visual mapping of value chains and production systems
- List of key improved inputs (seed varieties, technology etc.) available in the region but not yet adopted in the target communities.
- Training manuals.
- Power Point Presentation delivered during validation workshop/s.
- Training of key stakeholders AAH Team.
- Draft report
- Final report

## 10. METHODOLOGY AND SAMPLE SIZE

The consultant shall determine the appropriate methodology and sampling techniques to be employed for the study in collaboration with the organizations technical focal persons.

The process should as a minimum include the following steps:

- Step 1: induction and planning meeting with the RESILAC team.
- Step 2: literature review, expanding on an already preselected body of essential readings, internally produced as well as external.
- Step 3: Validation of the pre-selected value chains based on the initial findings from the “Sustainable Agriculture” study, previously conducted.

- Step 4: Sampling of key informants and survey respondents
- Step 5: field work through a mix methodology including but not limited to focus groups discussions (FGDs), Key Informants Interviews (KIIs) and direct observation.
- Step 6: based on initial findings, final selection of priority value chains for in depth investigation;
- Step 7: Analysis
- Step 8: production and internal dissemination of draft report, including recommendations, a suggested list of equipment and materials and other relevant attached documents
- Step 9: discussion of findings with RESILAC technical team
- Step 10: re-elaboration of report on the basis of the received feedback / comments
- Step 11: production of training material and PPT presentation for dissemination to a wider audience
- Step 12: Internal dissemination of final report and annexes, including all received feedback / comments
- Step 13: External validation and dissemination of the findings (cost and organization of the event to be sustained by the organization).
- Step 14: Training of Trainers (ToT)

A participative approach will be particularly welcome in order to stimulate a self-reflection by key value chain actors. Also, key government institutions and partner agencies also involved in the sector should be interviewed and involved in the study both as participants and beneficiaries of the final findings.

## 11. TENTATIVE TIMELINE:

The anticipated duration of the task is 2 months, starting in March 2019 to May 2019.

Below is a tentative timeline for the study:

Desk review	3 days
Inception report and tools development	4 days
Value Chain Analysis tools training including pre-test	3 days
Field work (including selection of priority value chains)	20 days
Data cleaning/analysis	3 days
Value Chain Analysis draft report	5 days
Response to comments and final production of report	5 days
Production of training materials	5 days
Dissemination of findings to external stakeholders as required.	2 days
Training of trainers (ToT) on the developed manuals developed from the findings of the study	10 days
Total Number of days	60 days

## 12. MANAGEMENT ARRANGEMENTS:



The consultant will directly report to the RESILAC National Project Coordinator in Action Against Hunger – Maiduguri with field technical support from the MEAL/ Value Chain Enhancement Sector Manager with more advanced technical support coming from the concerned Regional Pillar advisors.

The consultant will submit all outputs directly to the RESILAC National Project Coordinator who will coordinate the technical validation of the study before declaring it ready for dissemination. Any comment to the final report put forward by Action Against Hunger will have to be promptly addressed by the date agreed between both parties or as soon as the comments are received by the consultant. The consultant will consider all comments to finalize the report and will submit it to RESILAC National Project Coordinator without delay.

Accommodation and internal transport will be taken care of by Action Against Hunger.

### **13. ETHICAL AND LEGAL MATTERS:**

The ownership of the draft and final documentation belongs to the agency and the funding donor exclusively. The document, or publication related to it, will not be shared with anybody except Action Against Hunger before the delivery by Action Against Hunger of the final document to the donor. Action Against Hunger is to be the main addressee of the analysis and its results might impact on both operational and technical strategies. This being said, Action Against Hunger is likely to share the results of the analysis with the following groups:

- Donors
- Various coordination bodies

For independent consultancies, it is important that the consultant does not have any links to project management or any other conflict of interest that would interfere with the independence of the activity.

### **14. INTELLECTUAL PROPERTY RIGHTS:**

All documentation related to the assignment (whether or not in the course of duties) shall remain the sole and exclusive property of Action Against Hunger.

### **15. CONSULTANT PROFILE / EXPERTISE REQUIRED**

- Masters qualification in a discipline related to Agriculture, Agro-economy or other relevant discipline or commensurate work experience in lieu of graduate qualification.
- Proved experience (at least 10 years) in Agriculture and Agricultural Value Chain related programming.
- Experience in carrying out at least three Studies related to Agriculture and Agricultural Value Chains with at least one as the lead consultant.
- Strong commitment to capacity building of national staff and partners with a willingness to adopt a participatory and consultative approach.



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- Extensive experience in data management and analysis, including data collection tools design, database design, management, and data quality checks.
- Extensive experience in quantitative, qualitative analysis, and socio-economic analysis value Chain.
- Sound and mature understanding of the role of sustainable agriculture in community and nations development.
- Robust experience in applying participatory methods of data collection and validation and in recommending solutions that are context specific and community-adaptive.
- Good interpersonal skills with the ability to communicate and negotiate clearly and effectively at all levels, taking into account cultural and language difficulties with tact and diplomacy.
- Strong personal discipline and capacity to respect deadlines, even if under pressure.
- Ability to communicate effectively in the English language (oral and written).
- Ability to communicate effectively in local languages (Hausa and/or Kanuri is a strong asset;
- The ability to work closely in a team, to be patient, adaptable, flexible and able to improvise and work in an environment that is often stressful and potentially volatile.
- Willingness to travel in difficult circumstances.
- Understanding the social and economic context of North Eastern Nigeria is an added advantage.
- Relevant experience in a similar studies in Nigeria is preferred.
- Proved international experience would be an asset.

## 16. MINIMUM DETAILS IN APPLICATION:

The applicant should send the following documents:

technical and financial proposal detailing his/or her understanding of the TOR and methodology that will be used to undertake the task including proposed methods, sampling strategy, human resources employed, data collection tools and processes, a method of data analysis and final reporting template. Also include profiles of previously related tasks carried out in the last 3 years, team composition and CVs of key personnel, detailed work plan, and budget. When available for distribution the applicant should also annex copies of any relevant study report authored or co-authored by him/her.

## 17. EVALUATION OF APPLICATIONS

The applications' evaluation will be done by an internal commission appointed by the RESILAC national project manager. Internal evaluation criteria and selection procedures from Action Against Hunger Nigeria and the RESILAC project will be applied.

The selection criteria used are the following:

<b><i>Technical evaluation criteria</i></b>	<b><i>Point</i></b>
<b><i>(i) Quality of the approach / adherence to the ToR</i></b>	<b>30</b>
<b><i>(ii) Specialized experience, technical competence and contextual Knowledge</i></b>	<b>20</b>
<b><i>(iii) Quality of the proposed methodology</i></b>	<b>40</b>
<b><i>(iv) A realistic and affordable budget- Weighted Average</i></b>	<b>10</b>

**Immediate exclusion criteria**

**Technical offer**

- Incomplete documentation;
- Lack of methodological note and or budget;
- Lack of previous relevant experience.

**Rating of financial offers**

Financial offers will be rated on scale from 0-10 based on the completeness and clarity of the information and on the apparent cost-effectiveness of the proposed action vis-à-vis the expected costs. Furthermore the score is attributed by weighting every total budget against the most affordable financial proposal received, in order to include a comparative element in the final score.

**18. SUBMISSION**

The technical and financial proposals should be send in electronic version to the following email address : [supply.ng@acf-international.org](mailto:supply.ng@acf-international.org)

Any question regarding the Call for applicants should also be addressed to the same email address, mentioning the title of the Study "Recruitment of a consultant to conduct an in depth analysis of key commodity value chains in Jere', Monguno and Kukawa LGAs, north east Nigeria, for immediate support or enhancement"

**19. PAYMENT MODALITY**

An advance payment equal to 30% of the overall agreed compensation, will be paid after the contract signature and upon receipt of an invoice addressed to Action Against Hunger Nigeria.

Following the completion of all the agreed expected tasks and following validation of the final technical report by the RESILAC national project manager, the remaining 70% of the overall agreed compensation will be paid, upon receipt of an original invoice addressed to Action Against Hunger Nigeria. The payment will be made through a bank transfer.

**Annex I. RESILAC PRE-SELECTED AGRICULTURAL COMMODITIES (to be further assessed and validated during the study's inception phase):**

- Cowpea
- Millet
- Rice
- Maize
- Chili Pepper
- Onion
- Tomato
- Sheep
- Goat
- Fish



Informations to provide in your offer:

- 1- CV of consultant(s)
- 2- Date of availability
- 3- Technical proposal
- 4- Financial offer signed and stamped
- 5- Chronogram if different from the one proposed in this ToR
- 6- Terms of payment if different from the one proposed in this ToR
- 7- Currency of payment

Offers must be submitted to: [supply.ng@acf-international.org](mailto:supply.ng@acf-international.org) with the reference PD-031-00277 before 07<sup>th</sup> of April 2019.