Development of Vanilla Sector Roadmap
Scope of Work

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<tr>
<th>Consultancy Title</th>
<th>Development of Vanilla Sector Roadmap</th>
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<tr>
<td>RFP Number</td>
<td>UG5934.1.19</td>
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<tr>
<td>Location</td>
<td>Remove and Uganda</td>
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<td>Contract Duration and LOE</td>
<td>February, 2024 – March 15, 2024 15 days</td>
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<td>Due date for clarifying questions</td>
<td>Friday, January 26, 2024 11:59 PM EST</td>
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<td>Due date for full proposal</td>
<td>Friday, February 2, 2024 11:59 PM EST</td>
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<tr>
<td>Contact Person</td>
<td>Bryan A. James</td>
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<td><a href="mailto:Bryan.James@crs.org">Bryan.James@crs.org</a></td>
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I. Application Requirements
Applicants must submit the following:

1. Technical Proposal, which describes a brief summary of approach that demonstrates qualifications in undertaking the Scope of Work. This summary should highlight how the applicant will complete the deliverables. (Document cannot exceed 5 pages single-spaced.) The technical proposal should include the following:
   a) A description of the individual’s expertise and a list of relevant sector strategies undertaken in the last 5 years (maximum 1 page).
   b) The consultant’s understanding of the ToR, the appropriateness of the proposed sector development design, and corresponding timeline.
   c) A description of the selected methodologies to be used.
   d) A detailed implementation plan outlining all the activities that will be undertaken to meet the purpose, scope and objectives of the sector strategy development.

2. Financial Proposal should include the following:
   a) Compensation rate per day, number of billable days anticipated, and total compensation.

3. Resume/ CV and a sample of similar/related work.

4. Contact Information for three professional references, with the following details about the references:
   (a) name, (b) position, (c) company, (d) phone number, (e) email address, and (f) city, state, country

II. Background
Catholic Relief Services (CRS) is an international non-governmental organization (NGO) supporting relief and development work in over 100 countries around the world. CRS carries out the commitment of the Bishops of the United States to assist the poor and vulnerable overseas. CRS’ Catholic identity is at the heart of our mission and operations, serving people on the basis of need, regardless of creed, ethnicity or nationality. CRS works through local church and non-church partners to implement its programs.

CRS has worked in Uganda since 1965, initially providing emergency assistance to Sudanese refugees living in
the north. Over the years, CRS has expanded its programming to also address development needs in western, central and eastern Uganda. CRS' projects in Uganda currently include agriculture, health, microfinance, peace building and youth. CRS Uganda implements its programs through partnerships with local organizations, including the Catholic Church, other faith-based organizations and community entities for maximum impact and sustainability.

III. Overview of VINES Project

VINES, a five year (2021-2025), $13 million, USDA FFPr project, is being implemented by CRS, TechnoServe (TNS), Frontier Co-op, Purdue University, and the Sustainable Vanilla Initiative (SVI) to make Uganda the world’s next leading supplier of high-quality vanilla. VINES' goals are to increase and improve the supply of high-quality vanilla by improving the productivity of vanilla-based agroforestry systems with 16,200 farmers (Strategic Goal 1); to improve vanilla quality and compliance with food safety standards with 30 vanilla processing companies; and to expand global vanilla trade to meet growing international demand (Strategic Goal 2).

IV. VINES Project Theory of Change

The overall VINES Theory of Change (TOC) postulates that IF (1) vanilla farmers sustainably increase their production by planting more vanilla, and have access to sustainable advisory services that enable farmers to use appropriate inputs, apply climate smart agroforestry systems to increase productivity per vine and diversify their income through mixed-cropping systems that restore land and mitigate climate risks, THEN vanilla farmers will sustainably increase productivity while managing risk (Results Framework #1, Component 1); and IF (2) vanilla farmers can protect mature beans, and limit the risk of theft, and establish effective business relationships with processors, who procure mature beans, based on quality premiums, and that vanilla processors use traceable supply chains, and certified processing methods that provide high vanillin cured vanilla that meets modern international food safety regulations; THEN a safe, clean and pure supply of vanilla will be offered to international markets (Results Framework #2, Component 2); and IF (3) industry institutions can provide critical services such as capacity building and financial services to vanilla market actors, and create a common value proposition for the sector, articulated through a national brand, and processors build long-term relationships with international buyers in high-value markets; THEN vanilla supply chain actors will strengthen market conditions (Results Framework #2, Component 3); and IF (4) the Government of Uganda (GoU) regulates trade practices that protect farmers from theft, safeguard working conditions, especially for children, and enforce harvest dates to promote quality (Foundational Results); THEN the supply of high-quality vanilla will be increased, vanilla quality will be improved to meet food safety standards, and the global vanilla trade will be expanded to meet growing international demand.

V. Purpose and Scope of the Sector Roadmap

The VINES Project developed a Vanilla Industry Strategic Plan (ISP) in 2022. The overall purpose of this assignment was to develop a strategy for radical transformation of the VANILLA sub-sector for the benefit of value chain players. The four key elements to be brought out by the ISP were: Industry and market dynamics, Value chain participants and their functions, Market system structure, and recommendations for actions and interventions that will grow the sub-sector. After an extensive multistakeholder consultation process, an industry strategic plan was developed, a stakeholder review and validation workshop conducted, and the plan presented to the Ministry of Agriculture.

It was anticipated that this ISP would be adopted as the strategic plan for the sector by the Ministry of Agriculture, however, turnover of key staff within the ministry and delays in presenting the Regulatory Impact Assessment (RIA) to the senior management have meant that the adoption of the ISP has remained at an impasse with limited buy in and ownership by the Ministry or the sector. The anticipated approval of the RIA
in early 2024 will give the green light for the development of a vanilla sector strategy which may be part of the wider food beverages and spices policy or horticulture policy of MAAIF. In addition, in August 2023 a vanilla multi-stakeholder platform (MSP) was launched, with MAAIF as the secretariat, and whose vision is to ‘**build a vibrant, resilient, competitive and sustainable vanilla sub sector in Uganda**’.

In September 2023 the Vines project undertook a Mid Term Evaluation. After review, the MTE recognized that although the ISP had been developed, the mid-term point of project is a good moment to take stock of the lessons learned to date and assess the implications for sector transformation, particularly considering the market downturn in Vanilla that is anticipated to remain for the next 1-2 years. These changes in the market have necessitated the project to also look at the current state of the international market, and how Uganda can position itself given the challenges faced in Madagascar and intention of international buyers to redirect more sourcing towards second origin countries. Questions that emerged are what is the vision for the Uganda vanilla sector in the immediate and medium term? What does ‘success’ look like, how should the industry develop in terms of composition of market actors (who does what?), what are the promising business models to support this and by when can the industry realistically achieve this point? Who should be the key actors to lead this transformation and how long will be required to achieve sector transformation? Overall, it was felt this learning needs to be incorporated in an updated industry roadmap that is developed with and owned by the industry stakeholders.

The international consultant/firm will support the development of an inclusive vanilla sector roadmap that builds on the ISP with updated information, early initiatives of the MSP, takes the relevant lessons of the Vines MTE on board, and positions Uganda to be competitive vis a vis the opportunities and requirements of the international market.

**VI. Approach and Methodology**

The consultant will review the ISP as a foundational source of information and strategic insight for the development of the vanilla sector roadmap, identify and closing on any gaps. During, the development of the ISP extensive stakeholder consultations were made. As such the focus of this assignment will be updating the current context in terms of developments in the sector and market changes and addressing information gaps such as opportunities and requirements of the international market including importers and end users of vanilla.

The **main part of the consultancy will be the development of a inclusive vanilla sector roadmap for Uganda with key stakeholders (exporters, processors, MAAIF, other GoU bodies, local government, service providers, farmer organizations, trader organizations etc.)** which will involve a 2/3 day workshop in Kampala, where the consultant will be expected to facilitate participants to develop and agree on a common vision for the vanilla sector in Uganda, followed by a roadmap with clear and agreed focus areas and key actions which are taken on by specific actors in the sector in the short and medium term (next 5 years). **The result should be an inclusive vanilla sector roadmap that is concise, data and market driven, has a common vision that is understandable, actionable and measurable and owned by sector actors.**

**VII. Activities and Deliverables**

The consultant will perform the following activities:

1. Update the industrial situation analysis basing on the ISP and other sources. What has changed in the sector over the last 10 years, what is the current situation in the industry, contextualize the challenges (the key questions here will be analysis of the last 10 years in terms of local production, market and price dynamics, export volumes important to inform the road map for the future
2. Analyze existing business models in the sector based on project specific studies conducted by Perdue University, to be able to explore and recommend more appropriate and sustainable business models for the industry.
3. Update the stakeholder mapping and their roles then propose models of streamlining and strengthening coordination in the sector.
4. Conduct workshop for 30 vanilla stakeholders to agree on a common vision and develop a draft roadmap for the sector.
5. Produce final sector roadmap to be validated by GoU/MAAIF, CRS and Vanex.

The following deliverables are required by the consultant:
1. A clear road map with well-defined and prioritized interventions/activities, investments, and key players (who does what when, where and how) that is based on a common vision for the vanilla sector in Uganda.
2. The strategy should produce a Word document, as per the requirements of MAAIF, and a short PowerPoint presentation.

**VIII. Qualifications**
The consultant is expected to hold the following qualifications, to be eligible, for this position:
1. Ph.D. or Master's degree in (agricultural) economics, agribusiness or other socio-economic sciences.
2. Experience conducting sector development strategies or roadmaps preferably in agricultural development projects.
3. Experience working directly in or with the vanilla sector and a deep understanding of the international vanilla market.
4. Ability to work with disparate sector elements to bring together an agreed common vision.
5. Analytical skills to arrive at concrete and useful findings and recommendations.
6. Written and oral communication skills in English.
7. Previous team experience working in Uganda (preferred).

**IX. Q&A Opportunity**
Prospective bidders may submit any clarification questions to Bryan James bryan.james@crs.org by Friday, January 26, 2024. Responses will be provided to any known prospective bidders by Tuesday, January 30, 2024. The solicitation name “UG5934.1.19 Development of Vanilla Sector Roadmap” must be included in the subject line.

**X. Proposal Deadline**
All proposals must be received by Bryan James bryan.james@crs.org no later than Friday, February 2, 2024 [11:59 PM EST for electronic submission]. The solicitation name “UG5934.1.19 Development of Vanilla Sector Roadmap” must be included in the subject line.