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| **Project/Consultancy Title:** | RAUM 5-phase MSA -  Phase 1: Sub-Sector/Market Systems Selection  Phase 2-4: Market Systems Analysis and Workplan Validation + Updating  Phase 5: Training and Capacity Strengthening |
| **Project Location(s):** | Nationwide for: Agriculture, Livestock, and Manufacturing |

**Background:**

Revitalizing Agriculture and Urban Markets (RAUM) is implemented in Xanadu - a landlocked country that borders five other countries with administrative boundaries of four provinces and several counties within each province, followed by districts, and villages (rural) or neighborhoods (urban). There is civil conflict within Xanadu. There is civil conflict within two of its bordering countries. Although there is presently no conflict between Xanadu and its neighboring countries, a decade-long war ended five years ago and still hampers recovery. The country faces a multitude of challenges resulting from the combined effect of prolonged conflict and economic shocks which have resulted in significant displacements, loss of livelihoods, loss of property and assets, destruction of infrastructure and dysfunctional markets among others. These shocks have also been seen to increase inter-communal tensions as there is increased pressure exerted on available limited resources. In response to some of these shocks, households have been forced to resort to negative coping mechanisms which continue to undermine both their immediate and long-term economic opportunities. There are four languages spoken in Xanadu; these are Tehuelche (northern province), Mandan (Eastern), Ngasa (southern) and Gugu Thaypan (Western). Only the Tehuelche are considered a minority accounting for only 11% of the Xanadu population whereas the others are more or less equally represented. All four languages are official languages and are used for teaching in primary and schools. English is taught as a second language in secondary school and is the language used in higher education.

Currently, Xanadu faces an unprecedented ‘crisis within a crisis’. The COVID-19 pandemic exacerbated conditions caused by lackluster economic growth and longstanding displacement crisis (fueled by conflict), and since been compounded by the invasion of one of Xanadu’s primary sources of grain and fertilizer, which has undermined food security. The Xanadu economy continues to wrestle with significant challenges following the recent conflict, which left behind a legacy of damaged economic infrastructure across the country, including irrigation schemes, food processing and garment factories (among others) which have resulted in indefinite supply chain disruption. Moreover, a decades-long history of centralized governance have led to an underdeveloped private sector. The outcome has been an over-reliance on the country’s oil reserves and aid to meet economic needs. Despite substantial investment from the international community, totaling billions of dollars into humanitarian and development aid, there is very little private sector investment, few (if any) market actors playing key functions, and a high degree of informal business, leading to significant unemployment across the country and an overreliance on imported food and other products.

The agriculture and livestock sector employs up to 60% of the country’s population, with key crops such as sorghum, groundnuts, fruit/vegetables, and maize. As a result of climate change impacts and limited investment, many farmers are experiencing diminishing profits, prompting some to leave agricultural communities in pursuit of other economic opportunities. Manufacturing, in sectors such as textiles and leather provide employment opportunities, particularly for women and landless displaced groups, but manufacturing facilities operate under-capacity and home-based work generates only meager wages. Xanadu is home to one of the world’s highest rates of female unemployment, currently estimated at 28%. Where women are employed within the private sector, these tend to be in niche sectors that are often over saturated. This underscores the pressing need to identify decent work opportunities for women within sectors that are accessible to them.

Underpinning long-run barriers, recent market disruptions have had a disproportionate impact on Xanadu’s poor, especially women and displaced groups who rely heavily on informal businesses for income. The informal MSE sector is an essential driver of employment and economic stability in Xanadu. The USAID Revitalizing Agriculture and Urban Markets (RAUM)’s objective is to support marginalized Xanaduians on a path to recovery, resilience and growth.

Our consortium proposes a market systems development (MSD) approach to support women and displaced groups along the full journey from recovery to growth and resilience. Grounded in evidence-based, adaptive, and inclusive support, marginalized groups in Xanadu can emerge from recent crises stronger and more resilient, transformed through new ways of doing business and improved access to finance, markets, and services. Understanding that women, youth, and displaced groups face unique economic constraints in Xanadu’s heavily informal and thin market context, RAUM will infuse a Gender, Youth and Social Inclusion (GYSI) lens throughout all interventions. Mercy Corps seeks systems-level interventions to address long standing barriers to resilience, economic opportunities, and food security in Xanadu.

**Purpose / Project Description:**

The purpose of this activity is to provide technical support to the RAUM program team to validate and update their program design and annual work plan based on high quality evidence-informed sub-sector Markets Systems Analyses and processes in Xanadu.

This analysis is focused on opportunities to benefit marginalized populations operating across the manufacturing, agriculture, and livestock sectors - with a particular focus on women, youth and PLWD small-business entrepreneurs.

This assignment is split across five phases. In phase one, the contracted firm will lead a process for sub-sector/market system selection within their assigned sector(s). Phase two will entail a deep analysis of the selected 1-3 subsectors/market systems within their assigned sector. This will culminate in the firm leading the RAUM team in intervention design to develop an opening portfolio of interventions for each selected sub-sector.

The consultant firm(s) are expected to follow Mercy Corps’ sub-sector/market system selection guidance and process and to build the team’s capacities to complete future market system assessments. It is critical that the program team are involved throughout the process and fully understand why specific sub-sectors were selected.

**Consultant Objectives and Activities:**

The objectives and activities for this Contract for Services include:

**PHASE 1: SUB-SECTORS/MARKET SYSTEMS ANALYSIS & SELECTION**

* 1. Conduct a market scan across the agricultural, livestock and manufacturing sectors. This entails leading a robust literature review and conducting a small number of key informant interviews, as needed, with priority stakeholders identified during the market scan. The program team (including partners) can also help identify potential key informants
  2. Produce a longlist of sub-sectors/market systems within agriculture, livestock and manufacturing in which there is high potential for income growth or increased resilience for marginalized groups.
  3. Develop contextualized criteria for sub-sector selection, adapted from existing criteria.
  4. Conduct a desk-based screen of the long-list and develop a short-list of sub-sectors to investigate further. The criteria for shortlisting sub sectors, should include sectors that provide the greatest opportunities for women, youth and persons with disabilities.
  5. Support the Mercy Corps team to conduct interviews with relevant stakeholders to enable rigorous assessment of each sub-sectors’ relevance to marginalized groups, including opportunity for resilience, growth, and the feasibility of catalyzing change. Interviewed stakeholders should also include those owned by women, youth and displaced groups.
  6. On the basis of findings, screen sectors using the sub-sector selection criteria. Select sub-sectors for Mercy Corps to intervene, in close collaboration with the Mercy Corps team and key stakeholders and market actors.
  7. Document rationale for selection and non-selection of each sub-sector in a report using quantitative data and evidence, as well as qualitative evidence from key informants, potential buyers, RAUM & donor stakeholders.

**PHASE 2: MARKET SYSTEMS ANALYSIS OF SELECTED SUB-SECTORS**

Objectives

**Conduct a market systems assessment**

The consultant will conduct a market systems assessment as outlined below. Mercy Corps’ project team or Global Market Technical Support Unit (TSU) will provide to the consultant detailed tools, templates, and outlines in Mercy Corps format to use for deliverables.

**Activities:**

* 1. Attend planning call with project team and Mercy Corps’ Global Markets TSU focal point
  2. Conduct and capture secondary/background research
  3. Prepare research plan with workplan, following Mercy Corps’ research plan template
  4. Together with Mercy Corps TSU and RAUM leadership, develop a list of research questions for each sector, based on the Phase 1 Sector Selection process, as well as RAUM’s proposed activity design. Besides exploratory questions about each market system/sector, the research questions will aim to validate and/or refine the existing design and activities.
  5. Prepare kick-off workshop agenda and materials
  6. Develop MSA Report Outline and Template with input from the project team[[1]](#footnote-1)
  7. Conduct kick-off workshop with training on market system assessments, with a particular emphasis on qualitative/quantitative data gathering training
  8. Plan field/assessment logistics with the project team
  9. Backstop the team in data collection activities
  10. Lead data quality checks and lead refinement/adaptation of data gathering tools, questions, and methods as necessary
  11. Lead an analysis workshop with the program team to identify key opportunities, and the root constraints that have blocked these opportunities, including drafting market donuts (for core and interconnected markets).
  12. Complete the market donut, market map (value chain and/or value network analysis), and stakeholder list (organized by market function and including market actor groups’ numbers and description of their power/influence)
  13. Assess and describe market systems performance (opportunities, constraints, incentives, resilience, relationships, and how inclusive they are to women, youth and displaced groups) at the function and market actor group levels (for core and supporting functions and rules/norms)
  14. Assess cross-cutting themes (ex. youth, women, disability, environment, conflict) as agreed-upon with the project team
  15. Together with the project team, prioritize the constraints (based on criteria developed with the project team) and justify the selection based on opportunity, feasibility, and resilience potential for the target group

**Deliverables:**

* Kick-off workshop agenda and materials
* Research plan with workplan
* Including: research questions, outlining priorities and practicalities of data collection, detailing data collection methods;
* Data collection & logistics plan: summarizing team breakdown & preparation, providing sampling estimations, providing a data collection plan, data collection logistics, and data quality checks.
* Workplan
* MSA Report Outline and Template
* Market donuts, maps, lists of stakeholders

**Design interventions and program activities/partnerships**

The consultant will work closely at each step of this objective with the project team to develop project interventions, activities and potential partnerships based on the information gathered during the market assessment. The process is not purely linear, so it can be expected that design activities will commence while the market assessment is still taking place. The MSA report will include both the market assessment and intervention design. The outline/template will be shared by the MC project team.

**Activities:**

* 1. Together with the project team conduct a “who does/who pays” (WDWP matrix) exercise for the prioritized constraints to develop a vision of the market system future, identifying potential market actor groups as partners and pursuing sustainability/scalability of interventions
  2. Together with the project team, identify the potential activities and partnerships (market actor groups or individual market actors) for the priority constraints from the WDWP matrix.
  3. Together with the team, conduct a potential partner selection exercise, using the Will/Skill Matrix
  4. Together with the team, select priority intervention areas and develop “intervention tables”, detailing for each intervention: the vision, objectives, target group (ensuring to include women, youth and displaced groups), potential pilot activities, potential partners, AND impact projections
  5. Conduct feasibility checks on the identified opportunity, partner, and solution (as per Mercy Corps project team guidance)
  6. Together with the team, construct sector-level and program-level results chains from the bottom up (i.e. the intervention areas identified as part of the design process).

**Deliverables:**

* Impact projections and feasibility checks of the recommended opportunity, partners, and solutions.

**Draft and finalize MSA & Design Report**

The consultant will start filling out the MSA report template from the beginning and continue throughout the MSA & Design process for each of the selected market systems. This means that the MSA Report & Design template is closely aligned with the process described in this SoW and in the tools/template and resources that are available from the MC Global Markets TSU.

**Deliverables:**

* Draft MSA Report (including excel tools/templates)
* Final MSA report with intervention design and Results Chains

**Build staff capacity in MSD**

As part of the process of conducting the market assessment and design work, the consultant will build the capacity of the Mercy Corps project team in the Market Systems Development (MSD) approach. Most of this capacity building is done through learning-by-doing with the project team throughout the MSA & Design process. Training materials can be made available by the Mercy Corps project team or Global Markets TSU.

**Activities:**

* 1. Conduct training on how to conduct MSAs and why they matter
  2. Conduct qual/quant data gathering methods training
  3. Conduct ongoing on-the-job learning capacity building throughout the entire process

**Deliverables:**

* All relevant training materials
* An assessment of staff MSD capacities with recommendation on further areas of growth for project team members

Further activity notes

* Throughout this process, the consultant should follow recognized MSD methodologies, and refer to Mercy Corps’ internal Youth Employment and MSD resources and templates[[2]](#footnote-2). A specific emphasis will be placed on integrating resilience into the MSA process, including a focus on improving the resilience of key market functions for target group members, as well as prioritizing interventions that support target group resilience alongside income growth.

**Consultant Deliverables:**

The Consultant will be responsible for delivering the following as agreed with the RAUM team:

* Inclusive Market Scan report (includes list of potential sub-sectors)
* Subsector Selection matrix (MC template available for adaptation)
* Sector selection report, including final list of selected sub-sectors and evidence-informed justification
* Team Capacity Building Recommendations
* Research plan with workplan
* Market systems selection matrix, program impact objectives with Theory of Change
* Market donut, market map (value chain, and/or value network analysis), and stakeholder list
* Market systems performance report
* Resilience capacities Assessment report
* cross-cutting themes assessment report
* Market systems constraints report
* Inclusive WD+WP matrix
* Inclusive Will/Skill Matrix
* Inclusive intervention tables
* Inclusive sector-level and program-level results chains

**Timeline**

The firm should propose a high-level timeline for completing this evaluation and submitting the final report. The timeline proposed must be consistent with the resources allocated within the technical and LOE sections of the proposals.

**Mercy‌ ‌Corps’‌ ‌Responsibilities‌ ‌**

* Organize‌ ‌all‌ ‌logistics‌ ‌and‌ ‌accommodation‌ ‌
* Review/approve‌ ‌all‌ ‌draft‌ ‌and‌ ‌final‌ ‌deliverables‌ ‌
* Facilitate‌ ‌introductions‌ ‌to‌ ‌key‌ ‌stakeholders‌ ‌in‌ ‌the‌ ‌field
* 2 FTEs to support data collection in country

**The‌ ‌Consultants ‌will‌ ‌report‌ ‌to:‌ ‌ ‌**

CoP & MSD Sr. Advisor

**The‌ ‌Consultants ‌will‌ ‌work‌ ‌closely‌ ‌with:‌ ‌**

* Mercy Corps Personnel: TSU MSD4E Team, RAUM Technical Team, PQL Director, DCoP
* It is expected that multiple consultants will work on this assignment, including a local consultant (either via a firm or as an individual)
* Consultants will collaborate on information sharing, workshops, the final report and co-share other results ensuring a coherent and efficient process and results

Applicants‌ ‌will‌ ‌be‌ ‌asked‌ ‌to‌ ‌provide‌ ‌TWO work samples:

* Report on sector selection (if available);
* MSA and project design report, ideally for agriculture, livestock, or manufacturing sector.

**Team composition.**

The firm must propose a cost-effective team for this evaluation. The role of team members should be described in section II (the technical proposal) but each team member should be listed by position/function in section III (the “LOE proposal”). Please note that the proposed team composition **does not need to match or include the two roles described in the CV Submissions section** – the two profiles described in the section below are only for CV submissions.

**CV Submissions**

Please submit one CV of a current staff member for the two roles listed below (2 CVs in total maximum). **Please use the provided CV template**. Firms should submit the staff members that they feel are best qualified for this project. **CV submissions do not need to match the roles or staff described in the ‘LOE Proposal’ section.** Please submit the following CVs:

1. Senior-level Project Lead / Specialist
2. Mid-level Researcher / Analyst

**Level of Effort for Budgeting considerations.**

Because Xanadu is a fictitious country, choose one - and only one – of the reference countries listed below as the basis for your LOE proposal for this mock SOW; sections D and E. You cannot choose a country in which your firm has its’ headquarters. Choosing a country does not mean that you have or could conduct work in that country.

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| **Reference countries (select only one)** |
| 1. Guatemala |
| 1. Colombia |
| 1. Burkina Faso |
| 1. Senegal |
| 1. Uganda |
| 1. Ethiopia |
| 1. Iraq |
| 1. Afghanistan |
| 1. Nepal |
| 1. Indonesia |

1. <https://docs.google.com/document/d/1hEI6VVSBEK2UQR7DoSsx-MgaOS8lK-WJ9npfYrzsYeQ/edit#heading=h.7diebgur9dwc> [↑](#footnote-ref-1)
2. <https://docs.google.com/document/d/1tr6CslxeRlx5uiKU5hgf6i7xWZrjujDS3T3U8e6zBgI/edit> [↑](#footnote-ref-2)