

**TERMS OF REFERENCE FOR A BUSINESS MODELLING EXPERT TO DEVELOP A
MODELLING TEMPLATE AND BUSINESS PLAN FOR JUBIYA CFR**

POST TITLE: Consultant to develop a modeling template and business plan for
Jubiya CFR

AGENCY: Fairventures Worldwide gGmbH and Uganda Timber Growers
Association (UTGA)

PROJECT NAME: Development of a Sustainable Business Model (SBM): Jubiya CFR
Business model

COUNTRY OF Uganda

ASSIGNMENT:

1. BACKGROUND

Fairventures Worldwide (FVW) received funding from the German Ministry of Economic Cooperation and Development (BMZ) to support the development of sustainable business models for the Restoration of CFRs in Uganda. With Uganda Timber Growers' Association as the implementing partner, FVW shall do technical backstopping, to ensure that the implementation results meet the expectations of both the donor and the beneficiaries.

Fairventures has developed a successful business model for sustainable afforestation in Indonesia. This model has proven effective in addressing reforestation while generating economic benefits. The goal is to adapt this model to the unique conditions of Uganda's Central Forest Reserve (CFR).

Members of the UTGA project team have already conducted a study tour to Indonesia to gain firsthand experience and identify potential challenges and opportunities for adaptation. A workshop will be held to discuss the findings and gather input from key stakeholders at the onset of this consultancy.

UTGA and FVW are seeking a business modeling expert to develop a modeling template and business plan for Jubiya CFR that will facilitate sustainable Restoration of degraded CFRs

2. OBJECTIVE OF THE ASSIGNMENT

- a. **Adapt the Indonesian business model:** Customize the existing Indonesian model to the specific needs and circumstances of the Ugandan CFR.
- b. **Develop a comprehensive business plan:** Create a detailed plan outlining the project's financial projections, risks, and potential returns.
- c. **Identify key barriers and solutions:** Pinpoint potential challenges and develop strategies to overcome them.
- d. **Assess economic viability:** Evaluate the project's profitability and potential for generating sustainable income for the communities.
- e. **Engage stakeholders:** Facilitate collaboration and buy-in from government agencies, communities, investors, and other relevant parties.

3. SCOPE OF WORK

The modelling approach will be a computational model that combines information such as capital costs, operating and personnel costs, acreage and concept, growth and yield rates, and current and projected sales prices that change depending on the management approach chosen and other assumptions made. The Consultant will be expected to

1. Gather on-the-ground information on local conditions and requirements and formulate a roadmap

with milestones and intermediate deliverables.

2. Feed into this modelling approach, information gathered from the soil tests and health status of test fields, the forest management training, the FMP, the revenue opportunity studies, field trips to Indonesia, resource mapping and the Population needs studies as well as the Steering Committee reports.
3. Compile the first draft of the report, with results from the different studies conducted these include, The population study, Participatory Situation Analysis, Jubiya Soil analysis report, Forest resource assessment study, Forest management plan, comparative studies for different CFR management modalities, feasibility for income-generating possibilities for the communities, and results from test field set up.
4. Integrate a financial forecast into the first draft.
5. The draft shall be presented and discussed during a workshop with approximately 20 representatives of key stakeholders (NFA and other relevant agency representatives, community and steering committee representatives, potential investors, UTGA, and FWV)
6. Incorporate the most relevant feedback into the model, and use it to produce a business plan for the CFR.
7. Develop a modelling template that can be adopted by NFA for implementation in other CFRs
8. Write the final report and summarise the approach, business plan and findings from the project and present them to a wider audience.

4. DURATION OF ASSIGNMENT, DUTY STATION, AND EXPECTED PLACES OF TRAVEL

The consultant shall be contracted for 3 months from October to December 2024. The modelling specialist shall gather on-the-ground information on local conditions and requirements to formulate a roadmap with milestones and intermediate deliverables, present a first draft of the modelling approach and take feedback.

5. FINAL DELIVERABLES

The model should enable us to assess various management strategies and assumptions, including projected profits, cash flow over a specific period, potential obstacles to profitability, and anticipated economies of scale. The consultant will be required to

1. Provide a roadmap with milestones and phased deliverables (short-term, intermediate, and long-term).
2. Compile the first draft of the modeling approach which will include results from the Forest Management Plan, studies on income opportunities for the local population, and any relevant information from the studies that have already been carried out.
3. Present and discuss the improved draft during a workshop with approximately 20 representatives of

key stakeholders (NFA and agency representatives, community and steering committee representatives, UTGA, FVW, and investors).

4. Create a modeling template and action guide for the different options, taking into account needs of the key stakeholders for sustainable forest management of other CFRs
5. Develop a comprehensive, data-driven business plan for at least 1,000 hectares, ensuring ecological and economic sustainability while tailoring it to local conditions. This model, detailed in the final report, can be adapted for application in other CFRs.
6. Present the final report to a wider audience at a concluding workshop in Kampala in January 2025. This workshop will delve into the project's approach, business plan, challenges encountered, and potential solutions.

6. PROVISION OF MONITORING AND PROGRESS CONTROLS

The Consultant shall work closely with the UTGA and FVW teams to ensure that the methodology of the assignment is aligned with the intended objective of the assignment, and quality control of the final deliverables.

7. DEGREE OF EXPERTISE AND QUALIFICATIONS

Education and Experience

1. Advanced university degree in the fields of Economics, Social Sciences, Statistics, Business, Communications, Forestry, Natural Resource Management or related studies
2. At least 10 years of relevant work experience in one or more of the following areas: Forestry Economics, Forestry Policy, Forestry Statistics, Sustainable Development, Value Chain Analysis, or related areas at a national or international level.

Competencies

1. Excellent report writing skills with a good command of English
2. Strong analytical, organisational and communication skills.
3. Ability to prepare publications, reports, and presentations.
4. Ability to manage and work with a multidisciplinary and multicultural team.

8. RECOMMENDED PRESENTATION OF OFFER

The consultant should submit the following documents:

1. Duly accomplished Letter of Confirmation of Interest and Availability;
2. Personal CV, indicating all experience from similar projects, as well as the contact details (email and telephone number) of the Candidate and at least three (3) professional references;
3. Brief description of individual competences, a methodology on how they will approach and complete the assignment.
4. Financial proposal that clearly outlines a contract price, supported by a breakdown of costs (including

daily fee, per diem, travel costs, etc.). Per diem for field travel shall be reimbursed based on actual days of approved field travel.

5. Appraisal and feedback from past clients/organisations on related assignments

9. CRITERIA FOR THE SELECTION OF BEST OFFER

The following criteria shall serve as a basis for evaluating the offers:

Combined Scoring method – where the qualifications and methodology shall be weighted a maximum of 70%, and combined with the price offer that will be weighted a max of 30%.

Criteria	Weight	Max. Point
A. Technical	70	
1. Academic Background		10
2. Core Competencies		10
3. Experience related to the assignment		20
4. Adequacy of the proposed methodology and work plan		30
Sub-total A. Technical		70
B. Financial	30	30
Sub-Total B. Financial		30
Total (A+B)		100

10. PAYMENT TERMS

Payout will be made to the chosen consultant upon acknowledgement from the CEO at UTGA and the project manager.

Expected Deliverables	Payment in %age	Expected deadline
Gather on-the-ground information on local conditions and requirements and subsequently formulate a roadmap with milestones and intermediate deliverables	50%	October 2024
First draft report: Incorporates the results from the FMP and the studies on income opportunities for the local population.		December 2024
Second draft report: Integrate a financial forecast. This improved draft will be presented and discussed during a workshop with approximately 20 representatives of key stakeholders (NFA and agency representatives, community and steering committee representatives, UTGA, FVW, and investors)		
Final Report: Feedback will be incorporated into the modelling	50%	January 2025

template where possible, and this will be used to produce a business plan for the CFR. Summarise the approach, business plan and findings from the project and present them to a wider audience.		
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The payment's unit of currency is Uganda Shillings.

11. The proposal should be submitted in electronic format by 11 October 2024

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