



REQUEST FOR PROPOSAL

CONSULTANCY SERVICES ON UGANDA VALUE CHAIN STUDY

(RFP/GAKB/GCFP/UGANDA COMMERCIAL FORESTRY VALUE CHAIN STUDY /MARCH/ 2026)

ABOUT GATSBY AFRICA

Gatsby Africa (GA) is a private foundation set up by Lord David Sainsbury, with a long history of engaging in East Africa across government, business, and society. We are committed to helping build stronger and more inclusive economies in East Africa through the transformation of sectors that have the potential for inclusive, resilient, and competitive growth over the long term. We currently work in diverse high-potential sectors: Agricultural Inputs, Aquaculture, Commercial Forestry, Livestock, Textiles and Apparel, Water and Tea. We believe that, if successfully transformed, these sectors can inspire a step change in the region's growth, generating hundreds of thousands of jobs and additional incomes.

Our approach is based on global insights, as well as experience from 30+ years of working in East Africa. We have an empowering mandate from David Sainsbury to think long-term, take calculated risks, innovate, reflect, and learn, so that we can continuously adapt and improve our work to achieve our ambitious goals. Central to this mandate is the recognition that GA cannot address sector transformation alone - we partner with governments and sector stakeholders, working together to facilitate the transformation of key sectors. As we build our understanding of what works, we are refining our approach and sharing our first-hand experience with others to help catalyze broader change.

For more information on our work, visit our website: www.gatsbyafrica.org.uk

1. BACKGROUND & CONTEXT

Uganda's plantation forestry sector underpins the domestic wood processing industry and is dominated by small-scale growers, who account for most of the planted resource. However, there is limited robust evidence on how value is created and distributed across the sector.

Prices for similar timber vary widely across locations and routes to market. Replanting decisions differ significantly among growers. Intermediaries play a central but contested role in linking dispersed producers to processors. At the same time, industrial processing capacity has expanded rapidly, with new entrants and evolving sourcing models reshaping market relationships.

This presents an opportunity to better understand the extent to which this structural shift in demand is:

- Creating improved outcomes for small-scale growers through higher prices, stronger productivity incentives, and more reliable market access; or
- Reshaping distribution across the value chain in ways that can be strategically aligned to ensure inclusive growth and shared competitiveness.

Gatsby Africa therefore seeks to commission a fit for purpose value chain study to establish empirical benchmarks on price formation, cost structures, margins, and grower incentives across Uganda's commercial forestry sector. The findings will inform GA's strategic decisions and contribute to broader sector dialogue.

2. OBJECTIVES

The overall objective of this consultancy is to design and implement a rigorous value chain study that generates credible, decision-relevant evidence on grower and value-chain economics in Uganda's plantation forestry sector.

Specifically, the study aims to:

1. Analyze prices, costs, and margins across different forestry value-chain and sourcing models.
2. Identify the drivers of farmgate and factory-gate price variation across geographies, processor

types, and market structures.

3. Assess how different routes to market affect grower returns, risk allocation, and price transparency.
4. Examine how processor characteristics and sourcing models shape local market dynamics and value capture.
5. Identify practical and credible levers to improve market functioning and incentivise replanting among small-scale growers.

3. SCOPE OF WORK

This study will adopt a processor-anchored, cluster-based methodology covering selected regions across Uganda. Market clusters will be defined around processor catchment areas and differentiated by processor type, scale, market orientation, and density. Within each cluster, the study will work backwards from processors to map and analyze grower and intermediary dynamics, examining how local demand conditions shape price formation, value capture, and incentives to replant.

The approach is comparative rather than nationally representative. It is designed to generate robust insight into how outcomes differ across processor types, sourcing models, and geographic contexts.

The consultant will work collaboratively with Gatsby Africa to design and implement the study. Gatsby will define processor-anchored market clusters, lead engagement with processors and provide strategic oversight and analytical direction.

The consultant will be responsible for:

1. Study design (in collaboration with GA)

The consultant will work closely with Gatsby Africa to refine and operationalize the study methodology. This will include:

- Given GA's substantial prior work in Uganda, a data room of key reports, datasets, and analysis will be established to give consultants clarity on the starting point and to avoid duplication of effort
- Refining the analytical framework and ensuring alignment with the study's hypotheses and comparative design.
- Translating GA-defined processor-anchored clusters into an implementable sampling and fieldwork plan.
- Developing a detailed sampling strategy for growers and intermediaries within clusters.
- Designing quantitative survey instruments and qualitative interview and focus group guides.
- Developing data quality assurance protocols.
- Piloting tools and revising them based on field testing.
- Producing an Inception Report outlining final methodology, sampling approach, tools, and workplan.

GA will retain strategic oversight and define core analytical questions and cluster selection.

2. Data Collection / Fieldwork / Enumerator Management

The consultant will lead all field-based data collection among growers and intermediaries. This will include:

- Recruiting, training, and supervising enumerators.
- Managing all field logistics across selected clusters.
- Pilot first cluster survey to test and refine data collection approach before proceeding with full-scale rollout.
- Conducting structured grower surveys and farm visits.
- Conducting semi-structured interviews with intermediaries (aggregators, brokers, transporters).
- Facilitating cluster-level focus group discussions.



- Implementing robust quality control systems.
- Ensuring compliance with ethical research standards, including informed consent and confidentiality.

The consultant will ensure data integrity, completeness, and consistency throughout the fieldwork phase.

3. Data Analysis and Synthesis

The consultant will support rigorous analysis of collected data, working iteratively with GA. Responsibilities include:

- Cleaning, validating, and documenting quantitative datasets.
- Organizing and coding qualitative interview and focus group data.
- Conducting descriptive statistical analysis and cross-cluster comparisons.
- Supporting decomposition of price formation and value capture across the value chain.
- Comparing outcomes across sourcing models, processor types, species, and distances to market.
- Integrating qualitative insights to interpret observed quantitative patterns.
- Participating in structured analytical discussions with GA to refine interpretation and implications.

The consultant is not expected to conduct full causal inference analysis but must ensure analytical rigor, transparency, and clarity of assumptions.

4. Reporting and Presentation

The consultant will produce high-quality, decision-oriented outputs, including:

- A structured final report presenting methodology, findings, comparative analysis, and implications.
- Clear visual analytical outputs (e.g., cost ladders, dashboards, cluster comparisons).
- A presentation summarizing key findings and recommendations.
- Participation in validation sessions and incorporation of feedback into final deliverables.

All outputs must be clear, well-structured, and accessible to both technical and strategic audiences.

4. KEY DELIVERABLES

The consultants will be expected to deliver the following:

1. Inception report outlining final methodology, sampling strategy, tools, and work plan.
2. Finalized data collection instruments.
3. Cleaned and well-documented datasets.
4. Uganda Forestry Value Chain Study report, including analysis, findings, and actionable insights.
5. Presentation of key findings to GA and partners.

5. TIMELINES

The assignment is expected to run from March to June 2026. Indicative timelines are as follows:

Inception and study design: April 2026

Fieldwork and data collection: April - June 2026

Data analysis and reporting: June 2026

6. SKILLS & EXPERIENCE

The consultant or consulting firm should demonstrate strong experience in agricultural or forestry value-chain analysis and field-based research in East Africa, proven expertise in mixed-methods research design, survey implementation, and quantitative analysis, experience working with smallholder producers and complex market systems and capacity to manage field teams and deliver

high-quality outputs within tight timelines.

7. REPORTING

The consultant will report to the Gatsby Africa Commercial Forestry team and work in close collaboration with the team throughout the assignment. Gatsby Africa will provide sector knowledge, data, and access to networks to guide the work, and regular check-ins and progress updates will be required at all stages. The study is expected to be delivered through an iterative, collaborative process.

8. MANAGING DELIVERY

Overall oversight of the assignment will be provided by Gatsby Africa. The consultant will work closely with designated GA staff to ensure alignment with strategic objectives and ongoing initiatives.

9. BUDGET

The proposals will be assessed on a Value for Money basis. Consultants should provide a clear and detailed budget aligned to the proposed methodology and scope. Proposals should be no more than five pages in length.

10. PROPOSAL REQUIREMENTS

Interested service providers should submit a proposal strictly in one pdf document that includes:

- i. **Company Profile**, CVS of key personnel.
- ii. **Technical Proposal** - Well detailed methodology, work plan, and analytical approach.
- iii. **Financial Structure** - Costs well broken down by activity, with any application taxes.
- iv. **References/Examples** - At least three (3) for similar assignments done previously
- v. **Share any relevant Certifications for this assignment.**

11. MANDATORY

- i. Certificate of registration/incorporation
- ii. Tax Compliance Certificate
- iii. KRA PIN where applicable

12. EVALUATION CRITERIA

Annex 1: Criterion for evaluation is outlined as per the table below:

Item No.	Evaluation Criteria	Score (%)
No.1	Provision of relevant documents i.e., Certificate of Registration/Incorporation, Tax Compliance Certificate, KRA PIN, Business permit and VAT Certificate (where applicable)	Mandatory
No. 2	Provision of Company Profile with CV(s) for key personnel involved highlighting their qualifications and relevant experience to deliver on the assignment	20
No.3.	Technical capabilities/ capacity and demonstrated experience in undertaking similar assignments in the past (including but not limited to at least three examples)	40
No.4.	Clear methodology and work plan	20
Subtotal		80
No.5.	Financial proposal (Breakdown of the costs) with any applicable taxes	20
Total		100%

13. PROPOSAL INSTRUCTIONS, ENQUIRIES & SUBMISSION DATES

- Interested firm(s) are encouraged to submit their applications attaching CVs of relevant key personnel and a technical proposal that includes methodology, indicative work plan and financial proposal for the delivery of the assignment.
- You are required to direct any communication regarding this assignment to the GA procurement team via email on rfq@gatsbyafrica.org.uk.
- Responses to questions will be distributed by GA, to all interested parties not later than Wednesday 25th, **March 2026**, and all enquiries must strictly be on an email.
- The proposals and enclosed documents must be sent to rfq@gatsbyafrica.org.uk and received Shortlisted consultants may be invited to a brief discussion as part of the selection process. no later than Wednesday 8th, **April 2026**, at 4.00 PM East African Time.
- Shortlisted consultants will be invited to a brief discussion as part of the selection process.
- Kindly ensure that the technical and the financial proposals are sent as separate documents, ensuring all documents are in PDF format, with the pages clearly and sequentially numbered.

The subject line for the proposal submission should be **(RFP/GAKB/GCFP/UGANDA COMMERCIAL FORESTRY VALUE CHAIN STUDY /APRIL/ 2026)**

Failure to comply with the guidelines provided will result in outright disqualification.
Gatsby Africa has the exclusive rights to conduct the evaluation process.