



Name of Project:	Rwanda Dairy Development Project- Phase 2 (RDDP 2)
Agresso Work order:	RW1350
Country:	Rwanda
RFP No.	HPI20250101RW

REQUEST FOR PROPOSAL

Funded by: Heifer International

RFP Release Date:	January 3rd 2025
Performance Period:	90 days
Question/ Inquiry Submission Deadline:	Monday 13th January 2025
Proposal Submission Deadline:	Friday 17th January 2025
Selection Committee review	Friday 25th January 2025
Notification of award	Thursday 30th January 2025
Award agreement negotiation and signing	Friday 14th February 2025
Electronic submission to the attention of:	procurement-rw@heifer.org
Contact information for inquiries about this RFP:	procurement-rw@heifer.org

1. General Information

This document is being issued to solicit applications from potential consulting companies to conduct a baseline survey for the second phase of the Rwanda Dairy Development Project (RDDP 2). The activity entails collecting data in 15 new districts of RDDP 2 interventions.

The terms of reference contain background information, the desired methodology, including objectives, the timeframe, and a list of deliverables. This document also contains information about the level of expertise that Heifer International Rwanda seeks for this activity and guidance

on how to submit a proposal to conduct the activity. Heifer anticipates awarding a fixed award for the evaluation and make payments based on submission of, and Heifer's approval of associated deliverables.

2. Background of Heifer International

Heifer Project International (HPI) is a global non-profit working to end hunger and poverty and care for the earth by using sustainable practices and engaging smallholder farmers in agricultural development. Heifer was founded on the simple belief that ending hunger begins with giving people the means to feed themselves, generate income and achieve sustainable livelihoods.

Since its establishment in 1944, Heifer has helped 46.4 million households – more than 232 million people – in over 125 countries, through community-based training, appropriate technologies and agricultural resources, enabling communities to lift themselves out of poverty and hunger on to a path of self-reliance and economic prosperity.

Heifer International has long been recognized for its drive to end hunger, poverty, and care for the earth. Heifer's Values-Based Holistic Community Development (VBHCD) model, with its 12 pillars for Just and sustainable development, is the foundation of her work. With this strong foundation, Heifer focuses her pro-poor work by creating wealth through viable value chains that harness the social capital of communities to drive market development.

3. Heifer International Rwanda Program

Heifer Rwanda was established in 2000 following a grant award by UNDP through USAID for the implementation of a three-year "Small Scale Dairy Development Project" in the country. In collaboration with the Government of Rwanda and other relevant partners, this project has now grown to cover the whole country to become the flagship program known as "one cow per poor family". Heifer Rwanda projects focus on improving income and nutritional status, mobilizing farmers, and promoting local capacity through training of project participants, promoting market linkages among value chain actors, improving the quality of livestock through artificial insemination services, empowering rural women, building resilience through sustainable agricultural practices, and connecting local communities to business development services.

Heifer Rwanda has expanded its operations with generous support from major donors including USAID, UNDP, African Development Bank, the Bill and Melinda Gates Foundation, International Fund for Agriculture Development (IFAD) and Green Mountain Coffee. Heifer Rwanda also works closely with the local government through the Ministry of Agriculture and Animal Resources.

Passing on the Gift is the hallmark of Heifer Rwanda approach. Initially, the concept mandated that each farming family who received an animal gift passed on the first female offspring to another in need. While that hand-off of livestock remains a fixture in most projects, the idea has

evolved and encompasses far more than founders expectations. This practice, at minimum, doubles the impact of the original gift, transforming a once impoverished family into full participants who improve and strengthen the bonds within their communities. It's proof that small actions can lead to big results.

To achieve the exponential impact, Heifer Rwanda uses a values-based community development model to build social capital utilizing trainings in Heifer's 12 Cornerstones© for Just and Sustainable Development

Heifer Rwanda partners with smallholder farmers to build sustainable livelihoods by empowering them to use their own energy, ingenuity, and dreams to fuel their success out of hunger and poverty. Heifer programs mobilize communities and foster the organizations, cooperatives and social networks while strengthening their capacity to address development challenges.

Heifer partners with communities to achieve five key outcomes aligning with the PASTA priorities.

Food Security & Nutrition - Heifer trains and supports smallholder farmers to enable them to diversify farm production and increase productivity to boost nutrition and to provide for food year-around, filling what used to be lean dietary months.

Income and Asset Building—Heifer International works with farmers to ensure they have the tools and resources to grow more and better crops and raise more and better animals, to develop and connect them to competitive value chains.

Environment—Heifer promotes the use of Climate Smart Agricultural (CSA) practices in all its operational areas in Rwanda. To stabilize output and income, Heifer works with smallholder farmers too in the management of natural resources and train them to increase efficiency in the use of these resources and inputs for production.

Women's Empowerment—Women are encouraged to take leadership roles and positions, enabling them to gain greater access to project resources and benefits. Women are also trained to initiate savings and credit activities to generate internal resources for economic and other social activities in their communities. Literacy classes are also provided to women to help empower them to gain necessary education and life skills.

Social Capital—Heifer's Values-Based Holistic Community Development model is a package of practices that creates social capital and builds an enabling environment for sustainable development work. Heifer Rwanda also provides a series of training in Entrepreneurship skills, Group Formation techniques, Cooperative Awareness methods, Record Keeping skills, Finance Welfare (Savings and Credits) know how, Heifer 12 Cornerstones, PSRP and animal husbandry skills.

4. Background to the second phase of Rwanda Dairy Development project (RDDP 2)

The Rwanda Dairy Development Project phase 2 (RDDP2) is six-year project whose goal is to reduce poverty level of targeted rural households and mitigate the impact of climate change. The

project development objective is to enhance income, nutrition and resilience of rural households through a more inclusive, sustainable, digitalized and competitive dairy sector through three Project Outcomes: (i) increased climate-smart productivity and resilience of dairy smallholder production systems; (ii) increased dairy value chain efficiency investments, market access, and consumption of dairy products; and (iii) strengthened policy and institutional environment for sustainable and inclusive growth of the dairy sector. Increased climate adaptation and mitigation will be considered as a transversal objective which cuts across the three project outcomes.

RDDP 2 is a partnership programme implemented by the Government of Rwanda through RAB/SPIU, and jointly supported by IFAD and Heifer International, the later being an implementing partner and co-financer.

The project will be implemented in twenty-seven districts in total (all the districts from the four provinces of the country) grouped into two categories. Category 1 will cover the 14 districts where RDDP was implemented, in which RDDP-2 will build on achievements to further enhance transformation of the sector with new innovations, technologies and take advantage of new market opportunities while category 2 will cover 13 new districts under the following criteria: (i) high incidence of poverty, food insecurity, malnutrition; (ii) high impact of climate change; (iii) high potential for women and youth to get involved in the dairy value chain; (iv) concentration of schools and density of school children; and v) potential for dairy value chain development, including markets for dairy products.

In the 3 remaining Districts (Gasabo, Kicukiro, and Nyarugenge) that are urban and peri-urban Districts, the project will only support activities related to milk processing and marketing as it was the base under the RDDP

RDDP 2 is targeting to directly support 175,000 poor and nutrition-insecure rural households of whom 100,000 are from the first phase of RDDP who will be targeted with scaled-up interventions such as artificial insemination (AI) services, fodder development, water facilities, digitalization of MCCs, and access to finance. The additional 75,000 new households will be selected from the 14 initial RDDP districts (25,000 households) and the 13 new districts (50,000 households). Beneficiaries will be selected among those who are currently involved in or willing to participate in dairy sector.

45% of the project participants will be female while youth target is 25% of the beneficiaries. Women will be targeted through both female- and male- headed households, where 30 per cent will be female-headed. Special focus will also be on youth headed households, and households with persons with disabilities, small children, women of reproductive age (15-49), including adolescent girls, pregnant and lactating women and women with iron deficiency. The direct beneficiaries will be reached through L-FFS groups, Girinka, cooperatives, MCPs, MCCs, service providers, and small-scale processing. The project will also provide direct opportunities for women and youth through decent job creation along the dairy value chain.

Heifer will implement activities under component one related to strengthening capacity of smallholder farmers to increase their production and productivity while connecting them to markets by prioritizing three (3) but inter-related elements of the livestock production system. These are: the farmer, the animal, and the resources for animal feeding and wellbeing. Heifer will employ its Value Based Holistic Community Development Model (VBHCD) which is built on twelve (12) Heifer’s Cornerstones© aimed at mobilizing and organizing communities and building their capacities to stir-up their potentials for development. This helps them to harness their indigenous and accumulated knowledge with limited development resources to improve their livelihoods, reduce economic and climate vulnerability, and increase resilience. Heifer will capitalize on its existing experience and expertise in Rwanda, the Africa region and global to ensure RDDP 2 is implemented with utmost quality.

Against this backdrop, Heifer Rwanda seeks to hire a consultant company to conduct a baseline study for the project through which the findings will serve as a benchmark to measure the performance of the project.

5. Map of the project area



IFAD The designations employed and the presentation of the material in this map do not imply the expression of any opinion whatsoever on the part of IFAD concerning the delimitation of the frontiers or boundaries, or the authorities thereof.
Map compiled by IFAD | 16-01-2023

6. Objective of the assignment

The objective of the survey is to establish a baseline study of RDDP 2 that shows the current picture with respect to Heifer's global indicators that will be used to assess the outcomes and impact of this project. The data collected will be both qualitative and quantitative in nature and will include information gathered on the outcome indicators. This is a way to gather data regarding to the project that will be used to draw the initial situation in relation to future intervention areas to assess progress forward in the project area and the impact on the lives of beneficiaries. It will also provide benchmark information for measuring project achievements and impact (at the project objectives, intermediate results and outcome levels) and to identify benchmarks which can be used as a point of reference for monitoring and evaluation of the RDDP 2.

7. Heifer's global indicators to be measured

HPI Global indicators, details and calculation methods will be shared with the competitive consultant firm. The following indicators are to be measured:

7.1 indicators and data to be collected at household level (Household transformational model)

GI Number	GI Indicator
GI-01	Actual Income
GI-02	Household Dietary Diversity Score (HDDS)
GI-03	Months of Adequate Household Food Provisioning (MAHFP)
GI-04	Women making Household decisions jointly
GI-11	Household adopting Climate Smart Agriculture (CSA) Techniques
GI-13	Household demonstrating solidarity and cooperation among community members

7.2 indicators and data to be collected at farmers' organization level (Enterprise Transformation model)

GI Number	GI Indicator
ETM-01	Proportion of Active Members in Farmer Producer Organizations Heifer Project
ETM-GI-05	Proportion of leadership positions occupied by women
ETM-06	Average net returns
ETM-07	Number of enterprises with waste management plans

8. Key responsibilities of the Consulting company

The Consulting company will be responsible for the quality and timely submission of specific deliverables, as specified below. All documents should be well written (reader friendly and communicative), inclusive and have a clear analysis process. Based on these Terms of Reference, key responsibilities of the consulting firm include:

- Review of project documents for clearer understanding of the project
- Review Heifer Global Indicators and corresponding reference sheets
- Review of Heifer Global Indicators questionnaire
- Develop other survey tools such as focus group discussion and key informants' guides
- Develop an inception report outlining the baseline survey framework, methodology, data collection methods and tools, sampling design, implementation timeline, team assignment, and implementation management.
- Provide a presentation as Power Point of the inception report for finalizing the survey tools and techniques.
- Recruit enumerators for data collection (enumerators should be agreed upon between the consultant and HIR);
- In collaboration with HIR, train the enumerators on Heifer Global Indicators and on data collection tools; questionnaire and mobile/tablet platform.
- Lead in the field data collection, lead focus group discussion and key informant's data collection.
- Clean up data collected in the SurveyCTO and prepare the data for analysis using SPSS.
- Analyze data using SPSS.
- Submit and present the first draft baseline survey report.
- Incorporate essential feedback and submit a final report (electronic and signed hard copy);
- Present the report to the project team for validation and to the country program management team for feedback and approval.
- Finalize the report based on feedback.
- Attend relevant meetings including presentation of draft reports and others that may be required from time to time.
- Submit a summary of the final report (not more than two pages). Please note that this brief report will be used for external audience.

The consultant could also propose additional methods by which the survey could be developed, and the report prepared or could simply adopt the ones indicated above. Specifically, Consultancy tasks and key deliverables are the following:

9. Consultancy Tasks and Deliverables

Task/ activity	Expected deliverable/output
Develop and submit the survey proposals	<ul style="list-style-type: none"> • Technical Proposal • Financial Proposal
Finalize methodology that would yield a representative sample of community respondents The sampling design shall include the selection of informants/respondents	<ul style="list-style-type: none"> • Inception report including detailed methodology and sampling design
Pre-test assessment tools to assess the Mastering of Heifer International Global Indicators by Enumerators Develop other interview tools (FGD and Key Informant guides)	<ul style="list-style-type: none"> • Pre-tested assessment tools to be used for the baseline survey • FGDs and KIIs data collection tools approved
Gather data and present/discuss draft Report	<ul style="list-style-type: none"> • Discussion session on preliminary findings • Draft report with data disaggregated by Heifer Domains of change and by District
Submission of the final survey report to Heifer Team and partners	<ul style="list-style-type: none"> • Final report presentation session (PowerPoint) • Full survey report (soft and hard copies), the report should include the measurement of the households Transformation model (HHTM) • List of references used • List/directory of all project indicators: both at district and project level • Survey data set and SPSS syntax

10. Sample Size

Considering that data will be collected from the 15 new districts of project interventions, the consulting company is requested to determine the sample size at household level, its calculation method and distribution across districts and sectors. 90 qualitative interviews (30 Focus groups discussions and 60 key informant interviews) shall be conducted. Data will be collected from the following districts, specific sectors are to be determined

Province	District	Sectors
Eastern	Bugesera	Kamabuye, Ngeruka & Ruhuha
	Gatsibo	Gitoki, Gatsibo & Gitoki
	Kirehe	Gahara, Gatore & Kirehe
	Ngoma	Rukumberi, Sake & Zaza
Western	Karongi	Gashari, Rugabano & Ruganda
	Ngororero	Bwira, Gatumba & Kageyo
	Nyamasheke	Bushenge, Busheri & Ruharambuga
	Rusizi	Giheke, Gihundwe & Mururu
Southern	Gisagara	Gikonko, Mamba & Ndora
	Kamonyi	Kayenzi, Ngamba & Rukoma
	Muhanga	Kibangu, Kiyumba & Rugendabari
	Nyamagabe	Cyanika, Gasaka & Kibirizi
	Nyaruguru	Cyahinda, Nyagisozi & Rusenge
Northern	Gakenke	Coko, Minzi & Ruli
	Rulindo	Mbogo, Rusiga & Shyorongi

11. Focus Group Discussions (FGDs) and Key Informant Interviews (KIIs)

In addition to participants face to face interviews at household level, complementary data are to be collected from farmers focus group discussions and key informants. Consultant firm shall conduct at least 2 focus group discussions per district in separate sectors, meaning at least thirty (30) farmers focus group discussions.

The consultant firm shall also organize at least two (2) key informants' interviews per district with district officials, one key informant session with SPIU/IFAD-RDDP2 managers and one key informant interview with Heifer International Rwanda team.

12. Data Collection Methods

The consultant firm should adopt a standard data collection method for Heifer International Global Indicators. As a standard, Heifer uses SurveyCTO to collect data. The consultant should also consider other data collection methods such as direct observation, interviews and the use of the best judgment to collect data from the best applicable member of the household. The consultant should also indicate which of the methods will be considered as methods for triangulation of the data collected. The baseline survey report should contain strong quantitative analysis, within data limitations, that clearly respond to Heifer International Global indicators. The methodology will be comprised of a mix of tools appropriate to the Global indicators' questions. These tools may include a combination of the following:

1. Literature Review
2. Household, Self-Help Group and Farmer Owned Agribusiness Questionnaires
3. Focus Group Discussions
4. Key Informant Interview guide
5. Quantitative analyses

It should be noted that Heifer International standard data collection platform/system is the surveyCTO while the data analysis system is SPSS. These will be the data collection and analysis solutions to be used in this assignment.

13. Data Analysis Methods

Prior to the start of data collection, the firm will develop and present to Heifer International Rwanda team an inception report for review and approval, a data analysis plan that details what procedures will be used to analyze quantitative data, how focus group and key informant interviews will be transcribed and analyzed, what procedures will be used to analyze qualitative data from key informant and other stakeholder interviews and how the survey will weigh and integrate qualitative data from these sources with quantitative data.

14. Competencies of the Lead consultant

- A minimum of a master's degree in social sciences preferably in rural development studies, Agricultural economics or related field (lead consultant);
- Strong experience with and knowledge of quantitative and qualitative research methods.
- Familiarity with quantitative data analysis packages such as SPSS and qualitative data analysis methods.
- Extensive knowledge and at least 5-10 years' development experience, particularly in agriculture/livestock, food security and market development and involving M&E related responsibilities.
- At least 5 years of demonstrated experience at progressively senior levels in the design, planning and implementation of large-scale quantitative and qualitative evaluations.
- Good knowledge and proven experience in survey design, implementation of surveys and statistical data analysis is required.
- Experience in the use of participatory appraisal techniques in data collection and analysis.
- Excellent communication skills: - Fluency in Kinyarwanda, English, and French are essential.
- Prior working experience with Heifer International is an added advantage.
- Evidence of success in completing similar evaluations in terms of size, design and rigor (at least 3 recommendation/completion letters);
- Strong knowledge of the Rwandan development context, especially in the Rwandan Livestock development sector.

15. Proposal submission requirements.

Interested firm must submit both **Technical and Financial proposal** separately.

a) technical proposal: The Consultant should incorporate the followings in the technical proposal

- Evaluation title, methodology (state detail about the sampling, data collection systems, techniques/methods, key parameters, key respondents, etc.), understanding the tasks, data quality assurance & data management, evaluation framework, expected deliverables and timelines (max 3 pages);
- Team composition should mention in the technical proposal (proposed position/expertise, key tasks, allocated amount of time in percentage, name, brief education and experiences and rate/man days required for this assignment);
- Recent curriculum vitae (max.3-4 pages) of the lead consultant and team members as annexure.
- Recent baseline **evaluation report** must be attached with the proposal.

b) Financial Proposal: The Consultant should submit a detailed financial proposal priced in Rwanda Francs (Rwf) and submitted separately electronically. The pricing information should not appear in any other section of the proposal other than the financial proposal.

16. Administrative Requirements

The bid documents **must** include the following administrative documents at a minimum.

- Company Registration Documents. Certificates/licenses issued by RDB.
- Valid Tax Clearance Certificate issued by RRA.
- Corporate Income Tax Declaration issued by RRA
- Valid Certificate of good standing/non-Bankruptcy certificate issued by RDB.
- Valid RSSB Clearance Certificate.

Note: Failure to meet a single administrative requirement will result in disqualification of the Service provider from further technical evaluation.

17. Evaluation of Proposals:

- a) Selection method: The procurement selection committee will evaluate the proposals using the **Quality-Cost Based** methodology as detailed below:
1. Preliminary examination of administrative requirements compliance to this Request for Proposals on a pass/fail basis.
 2. Detailed Technical evaluation will contribute 80%.
 3. Financial scores will be allocated 20% to determine the best evaluated bid.

Proposals failing any stage will be eliminated and not considered in subsequent stages.

- b) Minimum technical score: The mark required to pass the technical evaluation is 70% of the Technical Score.
- c) Total scores: Total scores shall be determined using a weighting of 80% for technical proposals and a weighting of 20% for financial proposals.

18. Selection Criteria

Technical proposals will be evaluated according to the following criteria:

Evaluation Criteria	Score
Part A- technical proposal	80
Understanding of the task	10
Analytical framework of the evaluation	15
Approach & Methodology	15
Data collection, data quality assurance & management plan	10
Operational plan	10
At least five (5) years of experience of the firm in project evaluation	10
At least ten (10) years of experience of the team leader	10
Part: B -Financial	20
Total	100

19. Late submissions and verification

Proposal received after the submission deadline will not be considered. Bidders are responsible to ensure their proposals are submitted according to the instructions stated herein.

Heifer retains the right to terminate this RFP or modify the requirements upon notification to the bidders.

20. Validity of Proposals

Proposals submitted shall remain open for acceptance for 90 days from the last date specified for receipt of the proposal. This includes, but is not limited to pricing, terms and conditions, service levels, and all other information. If your organization is selected, all information in this document and the negotiation process are contractually binding.

21. Limitations

This RFQ does not represent a commitment to award a contract, to pay any costs incurred in the preparation of a response to this RFQ, or to procure or to contract for services or supplies. Heifer reserves the right to fund any or none of the applications submitted and reserves the right to

accept or reject in its entirety and absolute discretion any proposal received as a result of the RFQ.

22. Intellectual Property

Section 1. Ownership Generally. Subject to Section 8.2 below, any intellectual property (including but not limited to copyrights, trademarks, service marks, and patents), intellectual property rights, deliverables, manuals, works, ideas, discoveries, inventions, products, writings, photographs, videos, drawings, lists, data, strategies, materials, processes, procedures, systems, programs, devices, operations, or information developed in whole or in part by or on behalf of Contractor or its employees or agents in connection with the Services and/or Goods (collectively, the “Work Product”) shall be the exclusive property of HPI. Upon request, Contractor shall sign all documents and take any and all actions necessary to confirm or perfect HPI’s exclusive ownership of the Work Product.

Section 2. Prior-Owned Intellectual Property. Any intellectual property owned by a Party prior to the Effective Date (“Prior-Owned IP”) shall remain that Party’s sole and exclusive property. Regarding any of Contractor’s Prior-Owned IP included in the Work Product, Contractor shall retain ownership, and hereby grants HPI a permanent, non-exclusive, royalty-free, worldwide, irrevocable right and license to use, copy, reproduce, publicly display, edit, revise, perform, and distribute said intellectual property, in any format or any medium, as part of the Work Product.

Section 3. Work Made for Hire. To the extent copyright laws apply to the Work Product, the Parties agree that (a) HPI specially ordered or commissioned the Work Product, (b) the Work Product is a “work made for hire” under United States copyright laws, and (c) HPI shall be deemed the author thereof and shall own all right, title, and interest therein.

To the extent such rights, in whole or in part, do not vest in HPI as a “work made for hire”, Contractor hereby irrevocably grants, assigns, and transfers to HPI, exclusively and in perpetuity, all of Contractor’s rights of any kind or nature, now known or hereafter devised, in, to, and in connection with the Work Product, and HPI shall solely and exclusively own any and all rights therein, and in the elements thereof, including but not limited to any and all allied, ancillary, subsidiary, incidental, and adaptation rights.

Contractor hereby waives any and all rights known as “moral rights”, and any similar rights, which Contractor may have in connection with the Work Product. The description of Services and/or Goods provided in this Agreement shall in no way limit the manner in which HPI may use the Work Product.

Done on Friday, January 3rd, 2025.
Heifer International Rwanda.