



Project/Activity Name	Strengthening Farmer Visibility Program
Country:	Kenya

REQUEST FOR PROPOSAL - 20230101KE

COMMERCIAL PROGRAM OWNER FOR STRENGTHENING FARMER VISIBILITY FOR IMPACT PROJECT

RFP Release Date:	13 th January 2023
Performance Period:	14 Days
Proposal Submission Deadline:	27 th January 2023
Question/ Inquiry Submission Deadline:	20 th January 2023
Electronic submission to the attention of:	Procurement Kenya
Electronic submission:	procurement-ke@heifer.org
Contact information for inquiries about this RFP:	procurement-ke@heifer.org

1. INTRODUCTION AND CONTEXT

Heifer International (Heifer) has long recognized the centrality of human development as one of the main aspects of its drive to end hunger, poverty, and the need to take care of the earth. Heifer's values-based holistic community development model, with its 12 cornerstones for fair and sustainable development, is the basis of his work. With this solid foundation, Heifer focuses his work on pro-poor wealth by creating value chains that exploit the social capital of communities to stimulate market development. The fight against poverty and food and nutrition insecurity is an obligatory gateway for any economic development strategy for African countries. The agriculture sector is an important economic sector; it contributes to 14% of the GDP and accounts for about 50% of the labour force. Despite this, more than half of rural people, usually very small farmers engaged in subsistence agriculture, live below the poverty line and 30% of them are affected by food insecurity (World Bank, 2014). These farmers have limited access to finance despite the promotion of rural financial inclusion over the past decades. A lot of initiatives have gone into providing access to finance for smallholder farmers; however, smallholder farmers are not benefitting because these initiatives are not tailored to smallholder farmer needs. In most cases, there is a mismatch between formal financial products and the needs of these farmers resulting in a lack of trust. Smallholder farmers suffer a lack of visibility and transparency in their transactions and cannot provide a physical asset as collateral. This is further elevated by the lack of data infrastructure that collects, collates, and churns SHF data into a digital record that creates visibility to real-time transaction patterns and historic performance. So, strengthening the visibility of smallholder farmers will integrate them into markets by creating traceability to sales transactions, advance their recognition and rights, enable visibility to other service providers, unlock access to finance for farmers and their



cooperatives, and shape policies for agriculture and sustainable development. Despite these important roles, farmers face many constraints that limit their access to profitable economic activities. One major barrier is the lack of visibility, resulting in these farmers operating in isolation and preventing them from engaging in rural economies and partnerships. The signature program model allows us to address value chain issues but there are systemic constraints that do not allow digital inclusion to get to the last mile. MasterCard has realized that data is the future and have leveraged its strength to create a product that provides an ecosystem that allows data to flow across all actors and within numerous sectors to make both financial and non-financial decisions. Heifer, therefore, has decided to leverage the technological advancement and Community Pass ecosystem to drive access to finance for smallholder farmers through the program titled *Strengthening Farmers Visibility for Impact*. Recognizing that it is often a challenge to identify and obtain reliable data and creditworthiness on existing farmers, the Strengthening Farmers Visibility for Impact intervention in Africa will fill this critical information gap.

For remote communities, technology is also increasingly woven into everyday life, from rural farms and medical clinics to schools and businesses. However, technology adoption, usage and management have yet to bring the deep transformative systemic change we believe is possible. Mastercard has a clear strategy of driving digital inclusion and supporting governments, financial institutions, and other value chain actors in communities to access better livelihoods. To implement this strategy, Mastercard has designed a platform called Community Pass, which unlocks services for the underserved population as well as those who may not have a formal identity document such as a birth certificate or passport. Mastercard, in partnership with Heifer International, will be providing digital identity and transaction visibility for our smallholder farmers in all African countries, with an initial pilot in Kenya, Malawi, and Tanzania.

The Farmers' Visibility initiative will enable Heifer International to leverage Mastercard technologies to scale up digital inclusion and transaction visibility with 5 million smallholder farmers across nine African countries. The interventions will result in:

- **Increased access to finance and other economic services** especially in remote communities, including farmers ones with limited connectivity and electricity.
- **Reduced cost of service delivery** through a shared digital infrastructure for use across sectors enabling service providers to reduce the cost-of-service delivery.
- **Improved operational efficiency** through the design of interoperable infrastructure that connects smallholder farmers to service providers, while placing the user at the centre.
- **Access to segment data provided** that will secure data management, aggregate, and anonymize data analytics to provide critical insights on remote communities and program performance — enabling financial institutions to extend credit and other financial services to digitally excluded consumers and merchants.



Expected project outcomes

- At least 700,000 dairy, beef and poultry smallholder farmers, 40% of whom are women and 20% youth (18– 35 years old) are sustainably linked to reliable off-taker markets and with a reduced living income gap.
- At least 3,500 jobs created (every 200 SHFs creating at least 1 direct job) with at least 60% are youth (boys and girls), 20% women (beyond 35 years old) serving as Digital Agriculture Champions, MSME merchants, Agrodealers and inputs distributors, etc
- Establish and/or strengthen and support BDS services to 3806 businesses including Agrodealers and Medium and Large Agri-buyers (off-takers) and input suppliers within the market system through digital Innovation and access to financial services.
- 60% of the smallholder farmers have access to extension, inputs, markets and finance through digital farm infrastructure.

Proposed project outputs

- Increase income of 700,000 dairy, beef and poultry smallholder farmers, 40% of whom are women and 20% youth (18 – 35 years old) through improved farm yield and access to reliable markets as a result of using Community Pass
- Improve last-mile extension delivery to at least 75% through digital agriculture champions.
- Increase the number of and connect Agri-buyers to FPOs, and establish at least 306 digitized Farmer Producer Organizations (FPOs) to assure all farmers have better access to services, information, inputs, and finance.
- 75% of the SHFs have and are using cards (powered by Mastercard) to access services, and information and do transactions.
- FPO to have gender and youth integration policies.

Heifer International Kenya seeks to recruit a Commercial Program Partner (CPP) to build and drive commercial engagement on Mastercard's Community Pass platform through revenue generation.

2. SCOPE OF WORK FOR THE CPP

- Mobilize smallholder farmers (SHFs) into functional groups, establish Farmer Producer Organizations (FPOs) and connect to Agrodealers, Agri-buyers, input providers and Financial Institutions.
- Conduct digital marketing and awareness campaigns among farmers in collaboration with key stakeholders.
- Build the capacity of the farmers on financial literacy programs to educate farmers on the value of digital and financial inclusions
- Recruit Digital Agriculture Champions (DACs) and develop performance-based incentives programs for them to drive activation and usage



KENYA

- Organize procurement of Point of Interaction (POI) terminal devices and cards for farmers and FPO agents.
- Train DACS on solution functionalities, customer care, adoption of digital and agronomic productivity-enhancing technologies, FPO group and business management and financial literacy
- Establish a DACS network made up of DACS and super agents providing last-mile service to farmers, FPOs, Agri buyers and financial institutions
- Develop and implement a marketing campaign (media campaigns, last mile materials, agent's user guides) targeted at farmers and agribusinesses and other value chain actors.
- Facilitate the establishment of community-based farmer groups and reference farms to enhance learning and adoption of productivity-enhancing technologies among SHFs
- Advocate gender equity and youth inclusion in agriculture through FPO and farmer groups platforms to reach the overall targets of 40% women and 20% youth farmers.
- Program management reporting to Heifer.

In addition, the CPP will provide the following leadership responsibilities:

2.1 Commercial Responsibilities

- Commercial driver in the market with the task to acquire users/customers
- Accountable for revenue generation (paying MC)
- Reselling Capabilities to Buyers, Farmer Producer Organizations (FPOs), Farmers, Merchants
- Commercial responsibilities for market awareness/drive and adoption

2.2 Financial Service Responsibilities

- Integration with F.I's for access-to-finance, payments services etc
- Issue Store Value Account (SVA) to Farmers
- Provide Payment Services (Bank/Digital) to farmers
- Process credit facilities to farmers, agribusinesses, merchants

2.3 Know Your Customer (KYC) Responsibilities

- Liable for screening (sanctions/money laundering) and onboarding (providing privacy notice and soliciting consent) End-Users

2.4 Acquisition Responsibilities

- Recruit and manage the Digital Agent network to support Acceptors (Buyers, FPOs etc)
- Ensure end users operate/use the solution in accordance with the solution documentation
- Provide L1 Support to end users

2.5 Contracting

- Sign commercial agreement with Mastercard

2.6 Monitoring Evaluation and Learning

- The MEL Unit will facilitate regular internal learning events to reflect on results, providing project managers and stakeholders, an opportunity to pause and reflect on project progress, identifying interventions that are yielding expected results to scale them up and those that do not produce expected results in order to adjust or drop them



KENYA

altogether as appropriate. Heifer will measure and evaluate how much the intervention has contributed to closing the living income of smallholder farmers. Key questions that will be answered are 1) by how has the intervention contribute towards closing the living income of smallholder farmers? 2) how well does this intervention unlock access to finance for smallholder farmers? 3) how well does this intervention create linkages for farmers to access other agriculture related services? 4 does this intervention build farmers social capital, confidence, and trust to access finance?

2.7 Selection criteria

The assignment can only be done by firms that get the highest points as per the herein below criteria and will be awarded the contract. The criteria will be based on Accuracy and relevance of the proposed technical approach and methodology (40%), Completeness of proposal according to the RFP (general information, activity plan, budget, team expertise, etc.) (20%), Proposed team: expertise and competencies to address project components (20%) Relevance and capability/skill to implement/manage the assignment (10%) Budget justification and costs realism (10%).

Description	% value
Accuracy and relevance of the proposed technical approach and methodology	40
Completeness of proposal according to the RFP (general information, activity plan, budget, team expertise, etc.)	20
Proposed team: expertise and competencies to address project components	20
Relevance and capability/skill to implement/manage the assignment	10
Budget justification and costs realism	10
Total	100

2.8 Budget

The company bidding for this assignment is expected to submit a comprehensive full-cost financial proposal in line with the business model anchored to Community Pass (powered by Mastercard) and the indicated target of farmers, Digital agriculture champions, aggregators and Agri buyers.

3.0 Your proposal should include the following:

All the interested firms need to submit the following:

3.1 Technical Proposal (not to exceed 20 pages)



3.1.1 General information Approach

- Capacity Statement
- Organization overview highlighting related assignments completed with client name, contact person and mobile number
- The technical capacity statement, including past experiences and activities related to the assignment. Reference information must include the location, award numbers, and a brief description of the work performed.
- The capacity and portfolio of key staff especially the lead consultant(s)'
- At least three references of other clients for which similar assignments were undertaken with contact information for each.
- A clear and comprehensive work plan (draft), outlining the major activities and schedule.

3.2 Financial Proposal (in USD)

Proposed cost for the assignment

3.2.1 Annexes

A summary of previous assignments undertaken within the last 3 years.

The bidding Commercial Program Owner will be required to attach the following documents below when submitting the bid/proposal:

- Certificate of Incorporation
- A Partnership Deed if you are running a partnership business.
- Audited financial statements for the last three years.
- Valid CR12 Certificate
- KRA online PIN Certificate.
- Valid Tax Compliance Certificate.
- Physical location including town, building, room number and postal address.
- Directors' / Partners' personal guarantee.
- Trade reference and clientele list including their respective contacts

3.3 How To Apply

Interested firms legally eligible to implement this assignment in Kenya are requested to submit a proposal including a contract as well as your telephone and email contact information.

Submissions must be in English and typed single-spaced using Times New Roman font size 12, with a complete set of appendices/attachments as applicable. All pages must be numbered and include the SOW reference number on the cover page, and the name of the organization at the bottom of each page.



The proposal (duly signed) from the consultants should comprise a technical and financial proposal. The Proposal will be accepted as a soft copy through email and mentioning the subject line; **“Strengthening Farmer Visibility for Impact”** to procurement-ke@heifer.org not later than **27th January 23**. Proposals received after the submission deadline will not be considered. Applicants 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 Offerors.

3.4 Validity of Proposals

Proposals submitted shall remain open for acceptance for Twenty-One (21) 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 is contractually binding.

3.5 Limitations

This Request for Proposal does not represent a commitment to award a contract, to pay any costs incurred in the preparation of a response to this RFP, 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 RFP.

3.7 Intellectual Property

Section 1. Ownership Generally. Subject to Section 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, the Contractor shall sign all documents and take 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 before the Effective Date ("Prior-Owned IP") shall remain that Party's sole and exclusive property. With regard to 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 the Contractor's rights of any kind or nature, now known or hereafter devised, in, too, and in connection with the Work Product, and HPI shall solely and exclusively own any rights therein, and in the elements thereof, including but not limited to any allied, ancillary, subsidiary, incidental, and adaptation rights. The contractor hereby waives 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 way HPI may use the Work Product.

43.81 Applicable Regulations

Offerors must be legally registered to operate within Kenya and comply with local applicable legislation, including but not limited to labour law, financial requirements, taxes, etc.

Offerors will also be required to comply with Covid 19 protocols provided by the government Ministry of Health.

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