

Project/Activity Name	Heifer International Signature Programme
Agresso Work order:	N/A
Country :	Kenya

## REQUEST FOR PROPOSAL

### ANALYSIS OF DAIRY, POULTRY, BEEF AND HORTICULTURE VALUE CHAINS AND DOCUMENTATION OF ASSOCIATED REPORTS IN KENYA

RFP Release Date:	14 September 2022
Performance Period:	
Proposal Submission Deadline:	5 October 2022
Question/ Inquiry Submission Deadline:	21 September 2022
Electronic submission to the attention of:	Procurement
Electronic submission:	<a href="mailto:procurement-ke@heifer.org">procurement-ke@heifer.org</a>
Contact information for inquiries about this RFP:	<a href="mailto:procurement-ke@heifer.org">procurement-ke@heifer.org</a>

## 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 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).

Heifer International Kenya conducted a balanced scorecard exercise ranking various value chains with the aim to identify potential priority value chains in the agricultural sector, for impactful interventions. This exercise was more inclined towards the livestock value chains (Poultry, Beef, Dairy, and small stock (sheep and goats), with Horticulture as a secondary value chain, where Heifer International Kenya could leverage on vast experience and well as create the greatest impact to smallholder farmers both directly and indirectly through market systems development approach.

The Terms of Reference (TOR) will guide further in-depth research to support the development of both a country strategy and the subsequent development of viable project concept notes for Heifer International Kenya interventions.

## **2. ASSIGNMENT OBJECTIVE**

The overall objective of the study is to perform a detailed review of the Dairy value chain analysis that was conducted by Heifer Kenya and undertake a detailed analysis/review of the value chains of Dairy, Beef, Poultry and Horticulture value in Kenya. The consultant will carry out an in-depth analysis/review on identified agricultural Value Chains in the selected regions to provide evidence-based information to design Heifer Kenya country signature programme. This analysis will provide evidenced-based information on the key systemic constraints within these value chains and recommend some market-based solutions and interventions to unlock these constraints. The analysis will also provide evidence-based information to develop a business case, and a minimum of one program/project ideas per commodity that can be integrated into Heifer Kenya signature program and address systemic bottlenecks of the value chain/market system and bring about a sustainable and lasting impact in the lives and living incomes of small holder farmers, including women and youth.

The specific objectives include:

- Conduct a comprehensive value chain analysis/review of the selected commodities; Identify market dynamics and opportunities and assess and map the supply and demand of services in targeted areas
- Identify systemic bottlenecks that hinder efficiency and effectiveness of the market system/value chains (with emphasis on challenges of the demand side)
- Identify critical support functions, rules, and regulations for each value chain/commodity/market system relevant to advance the competitiveness of these value chains. Outline any gaps that must be filled to sustainably generate income or gain employment through the value chain and how the value chain can be developed.
- Identify potential gender-based barriers and opportunities for gender transformative roles in value chain activities
- Program/project ideas to address systemic challenges; propose innovative ideas and digital solutions as appropriate for each of the value chains.
- Identify key stakeholders/actors (private, public, producer groups, etc....) with demonstrable capacity and incentive; and can be potential partners in implementing interventions to address systemic bottlenecks
- Bring out comparative and competitive advantages of the selected Value chains in line with demand-supply gap, sales/revenue, market size, market efficiency, distribution channels etc.

The assignment will also establish and document the impact (economic) analysis, gender analysis, youth analysis, stakeholders' analysis, landscape analysis, environmental analysis, farm and profitability analysis of selected value chains to allow understanding of the overall context and guide Heifer Kenya implementation strategy in the design of its Signature Program. These will be a separate documentation in addition to the value chains assessment/analysis

The consultant will work in coordination with the Heifer Kenya team to review the action plan, methodology and field assessment tools for the study. It will generate, in addition to secondary data, the primary data needed from the selected sites sampled, collect, and analyze the secondary data available to achieve the study's objectives.

In the end, the study will identify the main areas of intervention in these value chains to strengthen the capacity of smallholders and enable them to be players capable of benefiting from proportional trading margins and equitable value sharing at the level of these value chains.

As part of the project design (and as mentioned above), the consultant will work with Heifer Kenya to assess and document (10-15 pages each using a template that will be provided) the following:

1. **Market system study:** This study will focus on the general context of the agribusiness landscape in Kenya of the specified value chains, constraints and opportunities analysis, risks, government policies and how these could be enablers or inhibitors to the dairy, poultry, beef, and Vegetables chains. An analysis of the factors driving market system including the social and power dynamics at play at the national and regional levels that may impact system functioning will also be critical as part of this analysis.
2. **Impact (economic) analysis:** This will analyze the comparativeness and competitive advantages of the selected value chains in line with demand-supply gap, sales/revenue, market size, market efficiency, distribution channels as well as conduct gross margin analysis of different commodities identified
3. **Gender analysis:** This will focus on current gender dynamics around on education; unemployment and livelihoods; safety and security; health; geography, gender, and generation exclusion, discrimination, and injustice; etc. and the barriers to meeting aspiration and goals, opportunities for mainstreaming gender into the specified value chains. The assessment will identify and analyze gender specific information needed to design and deliver smart, targeted interventions around the selected value chains using the five gender domains of roles/responsibilities, access, decision making/influence, time, and cultural/legal context. Identify potential gender-based barriers and opportunities for gender transformative roles in value chain activities. The Gender analysis should provide evidence to enable Heifer to understand how gender roles, responsibilities and inequalities will affect a project's effectiveness and the sustainability of its results.
4. **Youth analysis:** This will assess the current context around youth focusing on education; unemployment and livelihoods; safety and security; health; geography, gender, and generation exclusion, discrimination, and injustice; etc. and the barriers to meeting aspiration and goals, opportunities for mainstreaming youth into the signature program; mirroring it to the specific value chains.
5. **Stakeholders' analysis** that will focus on critical stakeholders in the specified value chains –identifying their roles/engagement and influence on the selected value chain. The assessment will analyze the stakeholders/actors (private, public, producer groups, etc.) with demonstrable capacity and incentive; and can be potential partners in implementing interventions to address systemic bottlenecks. A stakeholders' matrix will be provided by Heifer to get this analyzed.
6. **Environmental analysis:** This analysis will focus on the major environmental risk in the selected value chains along three thematic areas of (1) earth adaptation, (2) earth opportunity, and (3) earth innovations and recommend necessary risk management and mitigation measures.
7. **Landscape analysis of all others who are interested in the market system,** value chains or issues to be solved.
8. **Operation capacity to implement the signature program:** This should focus on the needed capacities, skills, operations, and processes. It will identify gaps and actions plans with steps to develop the capacities required for startup. Assess Heifer Kenya's operational capacity to implement the Signature Program focusing on demonstrated skills, capacity, processes, and system gaps.
9. **Collect and analyze data on farm profitability** and provide analytics and interpretation

of the business models as well as the profit and loss statements for beneficiary farmers along the selected value chains. A template for getting this done will be provided. This may require some data collection (in collaboration with the Kenta technical team) to establish the profitability of the selected value chains.

### **Methodology:**

The process would be initiated through inception meeting, desk review, data collection, synthesis, and analysis. The consultant shall specifically.

1. Develop tools and an appropriate methodology for primary and secondary data collection
2. Review identified commodity Value Chains guided by key areas as outlined above.
3. Provide framework for the design, implementation, monitoring, risk management and evaluation of value chains development strategies: to provide tools to ensure that information is incorporated in production stages and how it should be interpreted and used for decision-making
4. Review secondary data/information on the additional thematic areas of analysis (see above), with specific focus on the selected value chains. The review should result in a 10–15-page reports for each of the analysis.

### **Deliverables**

1. Inception report with clear methodology and guiding research questions for the studies.
2. Values chain/market system analysis report
3. A separate 10–15-page documentation for the following thematic areas: (1) Gender analysis, (2) Youth analysis, (3) Land scape analysis, (4) Environmental analysis, (5) Stakeholder analysis, (6) Operations capacity, (7) Economic impact analysis, (8) Market systems analysis and (9) profitability analysis, submitted in soft copies, including of analyzed data and filled data sheets/tools.
4. Recommendations: Description of the key systemic/critical issues, as well as practical actions to address the issues (program/project/intervention ideas), recommendations for an upgrading strategy, Action Points, Activities, monitoring indicators (including process and outcome indicators) Outputs, Expected outcomes and Risks/assumptions and recommendations around risk monitoring, mitigation, and management.
5. Draft Reports in word that analyze and document contextual issues around the thematic areas specified above – documenting the summary of the data, key assumptions and explanations, sources of data, methodology, data, analysis, summary/conclusion – the draft will be reviewed by Heifer and feedback will be provided.
6. A power point presentation of the summary findings presented to Heifer International Kenya staff.
7. A weekly update on the progress, indicating challenges and recommendations in addressing these challenges.

### **Responsibility of the consulting firm:**

The lead consultant will be expected to perform the following core responsibilities:

- Review all relevant secondary sources of data and any relevant information to the study.
- Prepare and present an inception report, the report should demonstrate the consultants' understanding of the assignment and should detail a breakdown of activities, timelines, and methodology/approach to be used

- Develop all necessary data collection, plans tools and present them for review before use.
- Participate in training of research assistants'/data collectors, where necessary
- Undertake primary and secondary data collection through qualitative/quantitative using acceptable methodologies.
- Develop relevant databases and provide supervision of data collection using appropriate methods and procedures to ensure accuracy and quality of data.
- Analyze and interpret data and thereafter prepare a draft value chain analysis report (word document and in excel format) per the deliverables specifications and share with Heifer staff for review
- Prepare final report in word document describing the process, a summary of the data, key assumptions and explanations, sources of data, methodology, data, and calculations incorporating feedback from Heifer International staff.
- Prepare final summary report in power point presentation and excel (for economic analysis) template provided incorporating feedback from Heifer Kenya staff Submit recordings and interview notes from qualitative interviews

### **Team composition:**

Heifer Kenya is looking for a firm with substantial experience conducting Value Chain Analysis, based on proven methodologies. The lead consultant MUST have expert knowledge of agricultural value chains with respect to the target value chains under study. The consultant should have expertise in analytical skills and report writing skills in English. While we do not expect the team leader to be a master of all the themes under this study, the evaluation will be keen on the team being proposed and the strength they will bring into this study based on the thematic areas.

### **Required Skills, Experience and Education**

- The lead consultant must have a master's degree in any of these fields: Agricultural Economics, Animal production, Policy and general agriculture.
- The supporting consultants must have qualifications at Bachelor or master's level, with experience in the line of support.
- Excellent knowledge of the selected Value Chains, Marketing Systems Development (MSD) approach and private sector engagement and development.
- Strong qualitative/quantitative research and analytical report writing, and presentation skills.
- Minimum five (5) years of work experience in conducting sound and thorough technical evaluations of similar projects.
- Evidence of success in completing similar studies. The firm need to submit one example of a value chain analysis undertaken.
- Proven record of excellent management, leadership, decision-making and interpersonal skills

## Selection criteria

The consultancy can only be done by firms or individuals, the firm that get the highest points as per the herein below criteria will be awarded the contract. The criteria will be based on technical capacity of the consultants (80%) and financial viability (20%).

<b>Description</b>	<b>% value</b>
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.)	25
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	5
<b>Total</b>	<b>100</b>

## 2.5 Management Logistics

Heifer Kenya Country Director will manage and coordinate the whole process serving as the primary contact with the Consultant and Heifer and will facilitate the required support from Heifer. She will be supported by the Director of Programmes. During the process, the consultant may seek and receive additional advice or guidance from the Country Director, even though we envision the consultant team to operate independently.

### Responsibility of Heifer International – Kenya Program Office

- Provide any information that may be required by the consultant during implementation of the task
- Participate in decision making according to consultant tasks above and be available for consultation as needed
- Review the inception report, progress reports and provide comments
- Make contacts for the consultants with partners and community, if required and where applicable. The consultant will provide a list of potential organizations/individuals they will need Heifer to help in providing linkages
- Organize a feedback meeting
- Provide feedback on the draft reports (Excel summary and word document)
- Address any issues that may arise from time to time

### Responsibility of Director of Programmes

- Guide the consultants with analytical processes and tools
- Review and approve the inception report
- Review draft report and provide comments
- Approve final report



## **2.6 Budget**

The consultant should propose a daily pay for this assignment. This assignment will last a maximum of 35 working days.

## **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**

- Organization overview highlighting related assignments completed with client name, contact person and mobile number
- Capacity statement

#### **3.1.2 Approach**

- A detailed methodology on how the assignment will be conducted, including data analysis and documentation
- Maximum 5-page CV (as annex) highlighting related assignment completed, role in the completed assignment.
- A clear and comprehensive work plan (draft), outlining the major activities and time schedule.
- Technical capacity statement, including past experiences and activities related to the theme of the study. Reference information must include the location, award numbers, and brief description of work performed.
- At least three references of other clients for which similar assignments were undertaken with contact information for each.

### **3.2 Financial Proposal (in USD)**

- Proposed a daily pay for this assignment

#### **3.2 Annexes**

- Maximum of 5-page CV
- Documents in favor of the previous relevant studies.
- A summary of previous assignments undertaken within the last 3 years.

The consulting firm will be required to **attach** the following documents below when submitting the bid / proposal:

- Certificate of Incorporation or Business Registration Certificate.
- 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.

Interested consultants legally eligible to implement this assignment in Kenya are requested to submit a proposal including 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 in the cover page, and name of the organization at the bottom of each page.

The proposal (duly signed) from the consultants should comprise technical and financial proposal. The Proposal will be accepted soft copy through email and mentioning subject line; **“Value Chains Analysis”** to [procurement-ke@heifer.org](mailto:procurement-ke@heifer.org) no later than **5 October 2022**. 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.

### **3.5 Validity of Proposals**

Proposals submitted shall remain open for acceptance for ten (10) 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.

### **3.6 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.

### **4.0 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, 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 prior to 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 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 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.

#### **4.1 Applicable Regulations**

Offerors must be legally registered to operate within Kenya and comply with local applicable legislation, including but not limited to labor 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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