



Project/Activity Name:	USAID-TRANSFORM Project
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Country:	Kenya

REQUEST FOR PROPOSAL - 20240103KE

MID-TERM EVALUATION _USAID TRANSFORM PROJECT

Funded By:
United States Agency for International Development (USAID)

RFP Release Date:	21 st February 2024
Question/ Inquiry Submission Deadline:	8 th March 2024
Proposal Submission Deadline:	19 th March 2024
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
Performance Period:	April 2024 to November 2024



1. BACKGROUND

Heifer International

Heifer international Kenya has been operating in Kenya since 1981 with a mission to work with communities to end hunger and poverty and care for the Earth and its vision is “a world of communities living together in peace and equitably sharing the resources of a healthy planet”. Using a values-based community development approach, HIK works with communities to strengthen the local economy, diversify diets with better nutrition, and properly manage water and soil systems for future generations. HIK implements its projects through: 1) Community development and 2) enterprise development approaches carry out its development activities by designing and implementing solely or through partnerships appropriate development projects with the key objective of ending hunger and poverty in the world. Each of the projects focuses on three priority directions, namely, strengthening, and diversifying resource base, strengthening country Program efficiency and increasing outreach and impacts through utilization of innovative value chain systems. Currently among its portfolio is the USAID-TRANSFORM Project.

USAID- TRANSFORM

The development challenge

In recent years, an increase in infectious disease outbreaks and epidemics poses serious threats to global health security and social and economic development. Low-and-middle-income countries (LMICs) bear a more significant burden by transmitting these diseases, affecting human health, food security, economic stability, and income generation.

Most emerging infectious diseases are zoonotic, meaning they are transferred from animals to humans. The majority of these (71.8%) originate in wildlife.¹ Zoonotic diseases cause 2.2 million deaths and 2.4 billion illnesses per year² and the global direct costs of zoonotic diseases have been estimated at more than \$20 billion and indirect losses at more than \$200 billion to affected economies.³ While zoonotic diseases mostly emerge from wildlife, emergence often involves dynamic interactions among populations of wildlife, livestock, and people within rapidly changing environments.⁴ Climate change, population growth, and agricultural intensification all contribute to increased interactions and potential disease spillover among wildlife, livestock, and people.

¹ Jones, K., Patel, N., Levy, M. *et al*, “Global trends in emerging infectious diseases,” *Nature* 451, February 21, 2008, <https://doi.org/10.1038/nature06536>

² “Zoonotic Diseases,” Center for Disease Control and Prevention, National Center for Emerging and Zoonotic Infectious Diseases, 2021, <https://www.cdc.gov/onehealth/basics/zoonotic-diseases.html>.

³ “People, pathogens, and our planet: Volume one: towards a one health approach for controlling zoonotic diseases (English),” World Bank Group, 2010, <http://documents.worldbank.org/curated/en/214701468338937565/Volume-one-towards-a-one-health-approach-for-controlling-zoonotic-diseases>.

⁴ Allen, T., Murray, K.A., Zambrana-Torrel, C. *et al*, Global hotspots and correlates of emerging zoonotic diseases. *Nature Communications* 8, October 24, 2017, <https://doi.org/10.1038/s41467-017-00923-8>.



Human and animal health authorities in LMICs are also concerned about transboundary animal diseases (TADs), highly contagious animal diseases that spread rapidly across national borders, including foot-and-mouth disease, classical and African swine fever, rinderpest, peste des petits ruminants (PPR), and Rift Valley fever, among others. TADs significantly impact farmer livelihoods and global food security and can lead to misuse of antimicrobials.

Over 1.3 billion people depend on livestock as their source of income, and livestock contributes 34% of global protein, bringing dietary diversity to 7.8 billion people. Small backyard farmers and their animals may be at greater risk of exposure to zoonotic diseases and TADs due to low biosecurity practices in place, challenging farmers' ability to provide for their families and communities. The loss of animals – or reduced productivity – can be catastrophic for smallholder farm families as they often operate without savings, insurance, or other formal safety nets. Livestock producers across all farm sectors are challenged to dramatically evolve practices to decrease the risk of zoonoses and TADs while still providing animal-source protein to their families and a growing global population and maintaining the economic viability of animal husbandry.

Unfortunately, the rise in outbreaks and epidemics has been paired with increasing concerns around antimicrobial resistance (AMR). Antimicrobials are medicines that prevent and treat infections in humans, animals, and plants. AMR occurs when bacteria, viruses, fungi, and parasites change over time and no longer respond to medicines (antibiotics and other antimicrobial medicines), making infections harder to treat and increasing the risk of disease spread, severe illness, and death.⁵ Similar to zoonotic diseases and TADs, there are many contributing factors to the incidence and amplification of AMR.

AMR is one of today's most significant threats to human health. The World Health Organization (WHO) states that the problem is “so serious that it threatens the achievements of modern medicine. A post-antibiotic era—in which common infections and minor injuries can kill—far from being an apocalyptic fantasy, is instead a very real possibility for the 21st century.”⁶ The Interagency Coordination Group on Antimicrobial Resistance estimated that drug-resistant diseases are responsible for at least 700,000 deaths globally per year, a figure that could potentially increase to 10 million by 2050.⁷ In livestock production systems, antimicrobials are essential tools for protecting animal health and well-being, ensuring the

⁵ “Antimicrobial resistance,” World Health Organization, November 17, 2021, <https://www.who.int/news-room/fact-sheets/detail/antimicrobial-resistance>.

⁶ “Antimicrobial resistance: global report on surveillance,” World Health Organization, 2014, <https://apps.who.int/iris/handle/10665/112642>.

⁷ “Antimicrobial resistance: a top ten global public health threat,” *The Lancet*, November 2021, <https://doi.org/10.1016/j.eclinm.2021.101221>.



safety of animal-source foods, and reducing zoonotic-disease spread.⁸ In animal agriculture, AMR significantly hinders [the] ability to prevent and contain livestock disease, increases livestock production costs, decreases market yields, and reduces the available supply of safe, nutritious animal-source food.⁹ The World Bank estimates AMR-associated loss of global GDP in the range of 1.1 to 3.8% annually by 2050—up to 5% in low-income countries—and estimates AMR will force an additional 28 million people into poverty.¹⁰

The TRANSFORM strategy

The Transformational Strategies for Farm Output Risk Mitigation (TRANSFORM) project is a five-year initiative funded by the United States Agency for International Development (USAID). TRANSFORM is implemented by a consortium of partners led by Cargill, Inc. including Heifer International, and the International Poultry Council (IPC), in India, Kenya, and Vietnam.

TRANSFORM’s goal is to increase access to safe, affordable, high-quality animal-sourced nutrition and promote global health security through improved animal agriculture. In particular, TRANSFORM seeks to reduce the risk of antimicrobial resistance (AMR), zoonoses, and transboundary animal diseases (TADs) by working across four integrated components: on-farm practices, access to finance, holistic animal nutrition research, and antimicrobial use (AMU) stewardship. See Table 2. TRANSFORM Results Framework for an overview of TRANSFORM’s goals and key performance indicators. Those highlighted are relevant to Heifer’s work under TRANSFORM in Kenya.

TRANSFORM is currently implementing its Third Year of activities (FY24 (Oct23-Sep24)). As part of activities planned, the project needs to conduct a mid-term evaluation of activities and seeks a consulting firm to conduct a mid-term evaluation of on-farm practices and access to finance work with smallholder dairy and poultry farmers in the North Rift (Elgeyo Marakwet, Nandi, Uasin Gishu, Trans Nzoia counties) and Nyanza (Homa Bay, Kisumu, Siaya, and Migori counties) regions of Kenya. While Cargill is the prime for the TRANSFORM contract, Heifer leads the work in Kenya focused on on-farm practices and access to finance related to smallholder farmers. Thus, Heifer will oversee management of this SOW.

On-Farm Practices

In Kenya, TRANSFORM is working with farmers and intermediaries to encourage adopting practices to improve animal health across. When proper farm management techniques and biosecurity measures are utilized, disease pathogens are reduced, animals are healthier, the need for antibiotics is reduced, and farms are more productive. The result is increased farmer livelihoods, encouraging further adoption of on-farm techniques and compounding the positive impact on global health security. TRANSFORM’s on-farm practices activities focus on the following:

⁸ Technical Brief on Reducing the Emergence, Spread, and Impact of Antimicrobial Resistance in Livestock, USAID, 2021.

⁹ Ibid.

¹⁰ “Antimicrobial Resistance (AMR),” The World Bank, May 13, 2021, <https://www.worldbank.org/en/topic/health/brief/antimicrobial-resistance-amr>.



- Training Community-Agro Veterinary Entrepreneurs (Fellows Snapshots) who are service providers offering fee-based services to the community under qualified government veterinary staff and farmers on biosecurity, farm management, and AMU stewardship practices.
- Conducting social behavior change communication (SBCC) campaigns to reinforce training, increase farmer knowledge, and promote the adoption of biosecurity, farm management, and AMU stewardship practices by positively influencing farming practices, norms, and attitudes.

By working with CAVEs, the goal is to improve farmer knowledge while creating an increased demand for these services, so CAVEs are self-sustaining micro or small enterprises serving the local communities. TRANSFORM provides training to CAVEs on tangible biosecurity and farm management practices that will increase animal health and productivity, such as using footbaths with disinfectants, handwashing stations, and isolation pens for sick birds. Once trained, the CAVEs build the capacity of smallholder farmers through group training sessions with farmer SHGs composed of 15-25 members and on-site farm visits as part of their ongoing fee-based service provision. In addition, CAVEs can also provide vaccination services, AMU guidance, and disease treatment advice to farmers. Through this approach, TRANSFORM has trained 92 CAVEs in Kenya that have gone on to train 36 817 smallholder farmers by end of December 2023.

Table 1. Geographic spread of farmers trained

Region	County	Farmers Trained
North Rift	Elgeyo Marakwet	1479
	Nandi	4499
	Uasin Gishu	6226
	Trans Nzoia	3964
Nyanza	Homa Bay	11059
	Kisumu	2970
	Siaya	4656
	Migori	1972

Training was reinforced by SBCC campaigns. The SBCC strategies adopted by TRANSFORM are based on behavioral science to positively influence knowledge, attitudes, and social norms among individuals, institutions, and communities. A study completed in Year One recommended using radio, television, mobile phones (e.g., bulk SMS), posters, banners, and social media platforms (e.g., Facebook, YouTube, and X) to reach TRANSFORM's target audiences in Kenya. TRANSFORM reached an estimated 660,777 farmers in Kenya via radio, television, and SMS campaigns in Year Two.

Access to Finance

Access to finance continues to be a common barrier to adopting on-farm practices. Without the capital



needed to invest in biosecurity measures like footbaths, handwashing stations, fences, and animal vaccinations, smallholder farmers cannot make the necessary changes to improve their animals' health and mitigate the risk of AMR, zoonosis, and TADs.

To understand finance supply and demand side barriers, TRANSFORM conducted a feasibility study to map the market systems in Kenya in Year One. The study revealed that financial institutions have insufficient outreach to smallholder farmers and are reluctant to provide loans for biosecurity investments because a clear and consistent return on investment has yet to be established. These loans are perceived to be overly risky. At the same time, there are existing loan portfolio guarantees with local institutions secured by the U.S. International Development Finance Corporation (DFC) that are designed to act as risk-mitigation tools to encourage lending to underserved markets. Guarantees are used when a borrower or sector's risk profile is not otherwise acceptable to a third-party lender without guarantees or other risk-sharing instruments.

In Kenya, TRANSFORM is leveraging the DFC's existing guarantee with Cooperative Bank, a local financial institution, rather than creating something new. TRANSFORM will provide technical assistance to Cooperative Bank and selected financial intermediaries (e.g., savings and credit cooperatives (SACCOS) to design loan products to meet sector 3 and 4 farmers' biosecurity and farm management financing needs (e.g., customized terms of repayments, input financing, etc.). These intermediaries will further on-lend to smaller cooperatives, SACCOS, supply chain players, and off-takers, who will provide inputs or credits with minimal collateral requirements to smallholder farmers. The solution optimizes using MFIs and SACCOS as semi-institutional credit suppliers since formal/institutional credit suppliers have limited incentives to lend to smallholder farmers and small and medium enterprises. The approach also incorporates training and technical assistance to SACCOS to obtain loans and improve on-lending to farmers. TRANSFORM will provide technical support and capacity building to local financial institutions, intermediaries, and other relevant stakeholders to improve their knowledge in:

- Financial needs of potential borrowers and opportunities for value addition.
- Smallholder farming, value chain business models, and potential to scale.
- Biosecurity and farm management practices in the dairy and poultry value chains and their potential to improve farmer incomes and profitability.
- Integrating biosecurity and farm management practices into bankability matrices and financial risk assessments (i.e., the frameworks used for assessing loans).
- Developing financial products and services to meet the needs of smallholder farmers and others along the supply chain to adopt biosecurity and farm management practices.
- Gender- and youth-focused financing.

As a result of these activities, a total of USD 159,649 has been mobilized to advance the adoption of sanitary production practices (i.e., biosecurity and farm management) and 33 organizations have been trained to date.



TABLE 2. TRANSFORM RESULTS FRAMEWORK

<p>GOAL Sustainably strengthen animal-sourced food systems to prevent antimicrobial resistance, zoonoses, and transboundary animal diseases</p> <p><i>Average animal mortality rate % of farms with reduced animal mortality % of farms with reduced need for antibiotics % of farms with reduced pathogen prevalence Farmer return on investment % of farms with improved animal productivity % of farms with improved income</i></p>	
<p>OUTCOME AREA 1 Improved biosecurity and on-farm practices</p>	<p>OUTCOME AREA 2 Poultry-industry commitment to principles, policies, and standards around antimicrobial use stewardship</p>
<p>OUTCOME AREA 1.1 Adoption of on-farm practices that support animal health and economic sustainability increased</p>	<p>OUTCOME AREA 2.1 Implementation of industry-wide principles, policies, and standards around antimicrobial use (AMU) stewardship increased</p>
<p><i>% of farmers that have adopted on-farm practices that support animal health</i></p>	<p><i># of organizations implementing AMU stewardship practices</i></p>
<p>OUTCOME AREA 1.1.1A Capacity to implement on-farm practices that support animal health and economic sustainability increased</p>	<p>OUTCOME AREA 2.1.1 Adoption of industry-wide principles, policies, and standards around antimicrobial use (AMU) stewardship increased</p>
<p><i># of animal health and production intermediaries trained in on-farm practices</i> <i># of farmers trained in on-farm practices</i> <i># of households reached by SBCC campaigns</i></p>	<p><i># of targeted companies adopting AMU stewardship principles</i> <i># of targeted country associations endorsing AMU stewardship principles</i></p>
<p>OUTCOME AREA 1.1.1B Access to finance to implement on-farm practices that support animal health and economic sustainability increased</p>	
<p><i>\$ of agriculture-related financing accessed</i> <i># of organizations adopting new or improved financial products or services</i> <i># of organizations participating in training to improve access to finance</i></p>	
<p>OUTCOME AREA 1.2 Viability of innovative product(s) to improve on-farm holistic nutrition tested</p>	
<p><i>% of trials testing novel products and approaches</i> <i># of publication manuscripts produced</i></p>	



2. EVALUATION PURPOSE

This performance evaluation seeks to understand TRANSFORM's performance against the results framework to date and contribute to TRANSFORM's learning agenda. This evaluation will be conducted at the project's midterm to inform implementation of the remainder of the project. The findings will be used to inform decisions about the Year Four (FY24) and Year Five (FY25) workplans. The primary audiences for this evaluation will be USAID Kenya Mission, USAID Washington, and the TRANSFORM Consortium. However, secondary audiences, such as other donors, companies, and implementing partners working at the nexus of animal agriculture and human health, may be interested in using the findings to inform their program design and implementation.

3. EVALUATION QUESTIONS

The evaluation will address the following performance and learning questions:

1. What has TRANSFORM achieved?
 - a. Have expected results occurred (i.e., how has TRANSFORM performed against targets)?
 - b. Have there been differential impacts across groups (e.g., gender, age, species, geography)?
 - c. Has the adoption of any specific practice or set of practices resulted in differential impacts on farm outcomes?
2. What are the barriers and enablers to adoption (and sustainability) of on-farm biosecurity and farm management practices?
 - a. Are there unique barriers or enablers faced by women or youth farmers?
 - b. How can we enhance enablers and perceived value to increase adoption and sustainability?
3. What are the barriers and enablers for farmers and supply chain stakeholders in accessing finance for adoption of biosecurity, farm management, and AMU stewardship practices. Are there any unique barriers or enablers faced by women or youth farmers?
 - a. Are there any unique barriers or enablers faced by women or youth farmers?
 - b. Has adoption of new or improved products and services changed accessibility?
4. What are the barriers and enablers to developing (and sustaining) relevant financial products and services?
5. What processes are working well and are there opportunities to improve?
6. How can TRANSFORM's model support lasting impact and change?
 - a. Has the private sector begun to incorporate aspects of TRANSFORM's model into their work/organizations?
 - b. What elements are needed to sustain change?

4. METHODOLOGY

a. Sample Size

The sample size for household surveys has already been pre-determined by Heifer International, using a simple random sampling design, to be 872 HHs; rounded off to 900 HHs. This will be split between the beneficiary households in Dairy (546) and Poultry (354) value chains.

The sample size has been calculated based on the Heifer's Sample Size Calculator adapted from the Cochran Formula. An alpha confidence level of 95% and a beta confidence of 80% has been adopted. In total a Sample Size of 546 respondents for dairy value chain and 354 respondents for poultry has been calculated.

Sample Size Variables		Sample Size
Have you selected Survey Design Option 2 or 3?	No	
Design Effect	1	347
Do you have a reference standard deviation?	Yes	
X1 (Baseline: Beginning of Project Mean)	837.3	
X2 (Target: End of Project Mean)	1,256	
Reference Standard Deviation (in units of indicator)	1,437.10	
Estimate of Maximum at Baseline (in units of indicator)	13861.3	
Estimate of Minimum at Baseline (in units of indicator)	439.6	
X1 Standard Deviation	1437.1	
X2 Standard Deviation	2,156	
Alpha Confidence Level (95% recommended)	95%	
Beta Confidence Level (80% recommended)	80%	
Acceptable Percentage Error (5% recommended)	5%	
Acceptable Recommended Percentage Error Critical factor	1.96	
Margin of Error	2,817	
N (Participant Population Size)	12,000	
Contingency Percentage	15%	

Sample Size Variables		Sample Size
Have you selected Survey Design Option 2 or 3?	No	
Design Effect	1	525
Do you have a reference standard deviation?	Yes	
X1 (Baseline: Beginning of Project Mean)	2553.4	
X2 (Target: End of Project Mean)	4,632	
Reference Standard Deviation (in units of indicator)	7,643.20	
Estimate of Maximum at Baseline (in units of indicator)	64467.41	
Estimate of Minimum at Baseline (in units of indicator)	1155	
X1 Standard Deviation	7643.2	
X2 Standard Deviation	13,865	
Alpha Confidence Level (95% recommended)	95%	
Beta Confidence Level (80% recommended)	80%	
Acceptable Percentage Error (5% recommended)	5%	
Acceptable Recommended Percentage Error Critical factor	1.96	
Margin of Error	14,981	
N (Participant Population Size)	24,000	
Contingency Percentage	15%	

b. Data Collection and Analysis

The final methodology will be determined in collaboration between the consultant and TRANSFORM and build on existing data collection tools prepared by TRANSFORM. However, in line with USAID ADS 201.3.6.7, the methodology should “generate the highest quality and most credible evidence that corresponds to the questions being asked, taking into consideration time, budget, and other practical considerations. A combination of qualitative and quantitative methods applied in a systematic and structured way yields valuable findings and is often optimal regardless of evaluation design.”

At a minimum, the following methods should be included:

- **Literature Review** – covering background material on the project (e.g., monitoring evaluation, and learning plan), project monitoring data (monthly reports on farmers and CAVEs trained, financial reports on disbursement of funds, quarterly narrative reports, etc.), the baseline and year two outcome monitoring study, and other relevant materials.
- **Household survey** of CAVEs – conduct a short survey to a minimum of 65 CAVEs
- **Household survey** of farmers– conduct a survey of 900 farmers to understand adoption of practices, farm outcomes, barriers and enablers experienced, etc.
- **Focus Group Discussions (FGD)** – after initial analysis of household survey findings, conduct FGDs with farmers and CAVEs to validate findings and address information gaps. At a minimum 15 FGDs, this should include 1 FGD per value chain per county and 2 for CAVEs per region.
- **Key Informant Interviews (KII)** – Heifer staff (8), farmer producer organization staff (25), financial intermediaries and other stakeholders (5), and government officials (8).
- **Most Significant Change (MSC)** – This will be integrated into the surveys, KIIs, and FGDs. MSC captures qualitative feedback from participants on the most significant changes they experience because of specific TRANSFORM interventions. This is one form of



outcome harvesting that uses open-ended questions to capture unintended outcomes or understand which outcomes perceived as being most valuable. The MSC approach will focus on those who have adopted technologies and/or practices because of TRANSFORM.

- **Process Monitoring of Impacts** – this involves mapping the processes used to achieve positive results under TRANSFORM and identifying areas for improvement or adaptation via qualitative interviews with the implementation team and feedback.

Quantitative analysis should be done using statistical methods and software tools. Analysis must consider gender and age of those surveyed, as well as exploring any differential impacts based on adoption of specific practices. Qualitative analysis should also involve the use of qualitative analytics tools, such as Nvivo, Dedoose, etc. (based on respondents' preference). Data should be analyzed and presented in-line with the Performance Indicator Reference Sheets (PIRS) included in the Activity Monitoring, Evaluation, and Learning Plan (AMELP) and as outlined in the Mid-Term Evaluation Report Template. Relevant PIRS are included in Annex 2. When submitted with the report, quantitative data must be submitted in a machine-readable format.

NOTE: The assignment will require travel to and possible staying in the target project regions in Kenya. Other than related documents, all resources (transport, hotel reservations, data collection enumerators, etc.) should be arranged by the consultant team and factored into the financial proposal.

5. ACTIVITIES

TRANSFORM proposes the minimum following activities be included in proposals to meet the objectives of the evaluation's objectives:

1. Conduct literature review of relevant material provided by TRANSFORM
2. Meet with the Mid-Term Evaluation (MTE) Working Group (key points of contact from Heifer and TRANSFORM advising on the Mid-Term Evaluation) to set clear expectations and review draft tools and templates
3. Develop a plan (inception report) for conducting the MTE and present to the MTE working group. This should include detailed timelines, methodology, feedback on tools and templates, and data collection and analysis tools to be used. The plan should include weekly or biweekly meetings with the in-country monitoring, evaluation, and learning manager to provide updates and share any challenges in implementation.
4. Identify and train enumerators in securing informed consent, data collection tools, best practices, and quality assurance. This should include time for piloting tools in mock/practice setting.
5. Manage data collection, starting with household surveys of CAVEs and farmers based on the sample size determined. Initial analysis should be conducted to identify any gaps in information or key trends that the consultants might explore or validate during follow up FGDs and KIIS.
6. Clean initial data and prepare data for quantitative and qualitative analysis. Data must be submitted in a raw and clean format. The clean quantitative data must be submitted in a machine-readable format.¹¹ Should be shared at this point in its raw and 'clean' forms with

¹¹ For example, spreadsheets submitted in a non-proprietary format such as comma separated values (CSV) are acceptable, while submissions using proprietary software owned by companies such as Adobe, Intuit, Lotus, or Microsoft are not.

TRANSFORM for another consultant to conduct a specific analysis related to ‘Return on Investment’.

7. Analyze quantitative and qualitative data to identify initial findings and potential recommendations to be explored during follow up interviews and included in the FGDs. Data should be analyzed and presented in-line with the Performance Indicator Reference Sheets (PIRS) included in the Activity Monitoring, Evaluation, and Learning Plan (AMELP) and as outlined in the Mid-Term Evaluation Report Template.
8. Conduct additional qualitative data collection via KIIs.
9. Analyze additional qualitative data to inform findings, conclusions, and recommendations.
10. Discuss any gaps in information with the MTE Working Group to identify solutions for filling gaps as possible and appropriate.
11. Before drafting the MTE Report, meet with the MTE Working Group to review expectations and key requirements for the report and align on the review process and timeline. At a minimum the MTE will cover the topics detailed in Annex 1.
12. Draft and submit MTE Report and anticipate three rounds of review (Draft V1, Draft V2, Final Draft). Anticipate that TRANSFORM may take around four weeks to provide feedback on each draft and consultants will have about two weeks to provide revisions.
13. Between Draft V1 and V2 facilitate a 2hr virtual working session with the TRANSFORM team and MTE working group to discuss recommendations outlined in the report to ensure they are clear, actionable, and relevant to TRANSFORM’s scope (or should be framed as actions for other key stakeholders such as government, USAID, private sector, etc.).
14. Submit final raw and clean quantitative and qualitative datasets.

6. PROPOSED DELIVERABLES AND TIMELINE

No.	Deliverable Task	Responsible	Due Date
1.	Inception Report	Consultant	26 th April 2024
2.	Initial presentation of findings from household surveys to MTE Working Group plus the cleaned household survey data set.	Consultant	21 st June 2024
3.	MTE Report V1	Consultant	26 th July 2024
4.	MTE Report V2	Consultant	16 th August 2024
5.	2 Physical Validation Workshops (1-North Rift and 1-Nyanza)	Consultant	19 th -23 rd August 2024
6.	Final Report and raw and clean datasets	Consultant	18 th October 2024

7. TEAM COMPOSITION

TRANSFORM is looking for a consultancy firm with substantial experience performing evaluations for similar interventions in a developing country setting. Collectively, the team should bring extensive evaluation experience, someone with rich quantitative analytics background, someone with strong qualitative analytics experience, robust animal health/agriculture and finance/economic experience, and excellent report writing in English. Strong experience in smallholder dairy and poultry agribusiness/economic enterprise experts is also desired. Where possible, please also include university students involved in animal or one health studies in the data collection and analysis processes.



8. REQUIRED EXPERTISE, SKILLS, AND KNOWLEDGE

- Minimum five (5) years of work experience in conducting sound and thorough technical assignments of similar projects
- Evidence of success in completing similar assignments in terms of size, design, and rigor
- Proven expertise, knowledge, and skills in applicable value chains
- Excellent qualitative and quantitative research and analytical skills
- Ability to design the evaluation Data Quality Control strategy
- Proven record of excellent management, leadership, decision-making and interpersonal skills
- Proven strong, clear technical writing and oral presentation skills in English
- Proven ability to prepare high-quality technical reports on time
- Collective background of team must cover animal health/agriculture and access to finance/economics.
- Experience working in Kenya or similar geographic areas.

9. EVALUATION CRITERIA

The selection committee will evaluate all proposals based on the following criteria. Vendors are encouraged to provide detailed and specific responses in alignment with these criteria.

Proposal Evaluation Focus	Percentage
Proposed team: Qualifications and strength of proposed team covering experience, expertise, and competencies to address project components, including demonstrated relevant experience in the proposed team with evaluation, quantitative and qualitative analysis, animal health/agriculture and finance/economic experience, and report writing.	50%
Company/Firm: Corporate/ vendor qualifications to manage similar projects in similar geographies. This will include a review of previous projects list and quality of sample reports/portfolio submitted.	25%
Methodology: Accuracy and relevance of the proposed technical approach and methodology	20%
Proposal: Completeness of proposal according to the RFP (general information, activity plan, budget, team expertise, etc.)	5%
Total	100%

10. PROPOSED TIMELINE

- i. Short list decided, notified and revisions requested as needed – 22nd March 2024
- ii. Selection and notification – 28th March 2024
- iii. Contract signed – 15th April 2024
- iv. Inception report– 30th April 2024
- v. Training of enumerators – 8th May 2024
- vi. Data Collection – 15th May - 28th June 2024
 - a. Household survey farmers -15th May -5th June 2024
 - b. CAVEs interviews – 29th May-6th June 2024



- c. Focus group discussions – 10th –21st June 2024
- d. Key informant interviews (external – i.e, non-TRANSFORM staff) – 24th – 28th June 2024
- e. Key informant interviews (internal -i.e., TRANSFORM staff) – 24th - 28th June 2024
- vii. Meet with the MTE Working Group to review expectations and requirements – 5th July 2024
- viii. Submit MTE Report Draft V1 – 26th July 2024
- ix. Submit MTE Report Draft V2– 16th August 2024
- x. Validation Workshops—19th-23rd August 2024
- xi. Submit Final Report and raw and clean datasets – 18th October 2024

11. APPLICATION REQUIREMENTS

Interested local or international firms legally eligible to implement this assignment in Kenya are requested to submit their proposals. Please include the main contact in your organization responsible for engagement of discussions in relation to the submitted proposal. Submissions must be in English 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.

All interested firms will submit their organization's profile with the following information:

- i. **Organization overview** highlighting related assignments completed with client name, contact person, and mobile number.
- ii. **Organizational capacity statement**, including past experiences and activities related to the theme of the study and demonstrated capacity to effectively manage similar projects. Reference information must include the location, award numbers, and brief description of work performed.
 - A detailed **technical approach** (not to exceed eight pages) outlining how the assignment will be conducted, including qualitative and quantitative data collection approaches, sampling strategy, data collection methods and systems/technology to use, field procedures, quality control practices and data analysis.
 - A clear and comprehensive **work plan** (draft), outlining the major activities, people responsible, and time schedule.
 - **Proposed team**, including a short summary of the professional experience of proposed personnel, indicating what role each proposed individual will have. CVs of team members to be provided in an attachment and should not exceed three pages each.
 - A **financial proposal** in KES and USD with an itemized budget and narrative explanations of line items.
 - The following **annexes** should be provided:
 - 🚩 Sample reports from at least three previous assignments to demonstrate technical capacity and report writing skills. At least one sample report should illustrate strong quantitative analysis and one sample report should highlight capacity in analyzing and presenting qualitative data.
 - 🚩 CVs of all proposed team members.
 - 🚩 Trade reference and clientele list including their respective contacts.



The successful consulting firm will be required to produce the following documents before entering into Independent Contractor Agreement (ICA) with Heifer:

- a) Certificate of Incorporation or Business Registration Certificate.
- b) A Partnership Deed if you are running a partnership business.
- c) Audited financial statements for the last 3 years.
- d) Valid CR12 Certificate
- e) KRA online PIN Certificate
- f) Tax Compliance Certificate

The proposal (duly signed) should comprise technical and financial proposal prepared separately for independent review (see Selection Criteria). The proposal should be submitted in soft copy through email and mentioning subject line; **“TRANSFORM PROJECT KENYA – MID-TERM EVALUATION** to procurement-ke@heifer.org on **Tuesday 19th March 2024**

12. LATE SUBMISSIONS AND MODIFICATIONS

Proposals received after the submission deadline will not be considered. Offerors 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.

13. 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, and service levels. If your organization is selected, all information in this document and the negotiation process are contractually binding.

14. LIMITATIONS

This call 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.

15. 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 manner in which HPI may use the Work Product.

16. DIVERSITY AND INCLUSION

Heifer International values diversity, equity, inclusion and belonging ("DEIB"), and believe that effectively accessing and managing diverse talent leads to improved outcomes. HPI take a broad view of diversity, and inclusive of varied backgrounds including, but not limited to, age, experience, race, ethnicity, sexual orientation, gender, gender identity, disability status, national origin, and culture. HPI expect third-party providers to respect and reflect HPI's value of DEIB. HPI's ongoing monitoring of third-party service providers incorporates an assessment of vendors' commitment to, adherence with, and track record of accessing and retaining diverse and inclusive workforces.