TANZANIA MILK PROCESSING PROJECT

REQUEST FOR PROPOSAL

No. HPI/2022/6/20/1

*End of Project Evaluation for Tanzania Milk Processing Project (TMPP)*

<table>
<thead>
<tr>
<th>RFP Release Date:</th>
<th>20th June 2022</th>
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<tbody>
<tr>
<td>Performance Period:</td>
<td>Within 35 days after Award.</td>
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<tr>
<td>Proposal Submission Deadline:</td>
<td>1st July 2022</td>
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<tr>
<td>Question/Inquiry Submission Deadline:</td>
<td>24th June 2022</td>
</tr>
<tr>
<td>Electronic submission to the attention of:</td>
<td>Heifer International</td>
</tr>
<tr>
<td>Electronic submission:</td>
<td><a href="mailto:procurement-tz@heifer.org">procurement-tz@heifer.org</a>.</td>
</tr>
<tr>
<td>Contact information for inquiries about this RFP:</td>
<td><a href="mailto:procurement-tz@heifer.org">procurement-tz@heifer.org</a>.</td>
</tr>
</tbody>
</table>
1. General Information

This Request for Proposal (RFP) is issued to solicit applications from potentially qualified Consultant(s) to undertake the End of Project Evaluation of the Heifer’s 2.5-year Tanzania Milk Processing Project (TMPP). This evaluation is the final evaluation for the mentioned project. The results and key learnings from the final evaluation will provide recommendations for future strategic planning, programs design, and methodological improvements during the implementation of sustainable and impactful programs in the Dairy Sector and other related programs in Agriculture. The TOR contains background information, desired methodology, main objective of the study, key evaluation questions, timeframe, and a list of deliverables for the assignment. Also, this document contains information about the qualification of the expert(s), roles and responsibilities, and guidance of presenting the findings for review. Heifer Project International anticipates awarding a fixed price agreement for this study with payment based on the submission and approval of deliverables. The Consultancy agreement will include a fixed price payment schedule with specific deliverables. The Consultant shall work with TMPP Team, Project Partners and target groups and will be reporting to the Country Program Director.

2. Background

Heifer Project International (HPI) is an International Non-Governmental Organization working with communities to end Hunger and Poverty while caring for the Earth. HPI is winding up implementation of the Tanzania Milk Processing Project (TMPP) which aimed to increase the income of at least 50,000 smallholder dairy farmers in Tanzania through improved production of good quality milk and access to reliable high-value markets while ensuring processors in Tanzania have access to increased supply of high-quality milk. The project strategically wants to improve the income of milk producers through off-taker milk processors by supporting the improvement of milk collection infrastructures and structures, milk quality, and improvement of gender equity and women empowerment. All these efforts were envisaged to increase in quality and quantity of milk collected and sold to the processors’ market. The project is implemented in the four milk sheds namely, Northern Highlands (Arusha and Kilimanjaro regions), Southern Highlands (Iringa, Njombe, Mbeya, and Songwe regions), Tanga Region; and Coastal & Morogoro regions. To achieve the intended objectives, the Project partnered with large-scale dairy Processors in the targeted milk sheds, that is, Tanga Fresh (Tanga Region), ASAS Dairies (Southern Highlands), Galaxy Foods and Beverages (Northern Highlands), and Milk Com (Coastal regions). In addition to the large-scale Processors, the Project also engaged other intermediary processors such as Nronga women cooperative, Shambani Milk limited, Profate, and CHAWAKIM targeting to increase the supply of milk to large scale Processors through their surplus milk also increase market access to smallholder farmers.

The project aims to achieve the following specific deliverables through inter-related outcomes.

2.1. Increasing Volume of Milk Aggregated and Supplied to the Partner Processors: The Project aimed to increase milk volume channelled to partner processors by 20% from the baseline through development and improvement of milk collection infrastructures, improving efficiency in milk bulk transportation, strengthening formal business relationships between producers and processors, strengthening Farmer Producer Organization (FPOs) and processor market support. This outcome is measured by the percentage increase in volume collected and sold to processors.

2.2. Improving Milk Quality Through Quality Control Practices and Procedures: The Processors sourcing high milk quality is supreme for them to produce high-quality products. Project quality interventions focused on building the capacity of milk producers, transporters, and
milk graders on Good Hygienic Practices (GHPs), strengthening milk quality management systems at FPO/MCC and processor levels, proper milk handling, and proper transportation of milk. The improvement in milk quality will be measured by reducing levels of rejections due to quality issues. The target was to reduce milk rejection levels at FPO/MCC from 15% to less than 5%.

2.3. Improving Gender Equity and Women’s Empowerment: To promote gender equity and women empowerment for an inclusive dairy value chain by 35%, the project implemented interventions aimed to develop an inclusive dairy sector that enhances women participation in decision-making at the house level and FPO level.

3. Scope and Focus of the Assessment

Heifer is conducting an independent end project Evaluation to understand and document the main results and changes brought by TMPP to the lives of dairy farmers and their businesses. The evaluation focuses on assessing the changes brought by the project to farmers in terms of income increase, increase in volumes collected and sold to processors, improving milk quality, and improving gender equity. Also, the assessment will determine relevance and fulfilment of the project objectives, developmental efficiency, effectiveness, impact, and sustainability. The assessment will explore the informative aspects of project design, processes of implementation, impact realized, and provide recommendations that will reinforce further learnings in future projects.

Specific Objective

The specific objectives of the evaluation are as follows:

i. Evaluate the relevance, effectiveness, efficiency, impact, and sustainability of the project.

ii. Examine and document key lessons learned from the implementation of the project and how these can be used to improve future projects.

iii. Identify and analyze any unintended outcomes (both positive and negative) arising out of implementing the project.

3.1. Geographical and Beneficiary Scope

The geographical scope of the final Evaluation will be in Project milk sheds as per the table below

<table>
<thead>
<tr>
<th>Name of cluster</th>
<th>Active farmers reached by the project</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Male</td>
</tr>
<tr>
<td>Southern Highlands</td>
<td>20,042</td>
</tr>
<tr>
<td>Northern Highlands</td>
<td>3,949</td>
</tr>
<tr>
<td>Tanga</td>
<td>7,369</td>
</tr>
<tr>
<td>Morogoro</td>
<td>317</td>
</tr>
<tr>
<td>Coastal</td>
<td>627</td>
</tr>
<tr>
<td>Total</td>
<td>32,304</td>
</tr>
</tbody>
</table>

4. Study Methodology:

The End Evaluation for TMPP should use both quantitative and qualitative methods and the Consultant is required to blend these in the best way possible to gather relevant data and information that will describe the project’s impact on the beneficiaries. During the presentation of the technical proposal, the Consultant will present in detail how methodology will be executed. The Consultant will be required to develop an analytical plan that specifies each data type/information to be collected, corresponding indicators, sampling methodology, and measurement criteria while taking into consideration the following.
Reviewing of relevant literature related to the TMPP Project (i.e., Project documents, Project Partners’ Studies, Partners’ relevant reports, and other documents as shall be agreed upon by the team)

Application of appropriate evaluation data collection tools to gather quantitative data that relates to the project result framework (e.g., questionnaire, checklist, etc.) for interviews and discussions with Stakeholders.

Gathering of qualitative representation of the experience of beneficiaries and their insights in relation to the impact of the project interventions on their lives and their households, using appropriate qualitative tools and approaches.

5. Performance areas:

Broadly, the evaluation will examine the following aspects related to the program performance:

Relevance
- How appropriate were the project’s intended objectives in case of a changed context within which it operated?
- To what extent do the objectives of a project align with the needs of the beneficiaries and strategies (policies) of donors and partners – including the government?
- In case of changes in the context, has the project reacted appropriately? If yes why, If not, why?
- How relevant and useful are the activities carried out and which were adopted by the target groups?

Effectiveness
- To what extent have the objectives been achieved/are likely to be achieved by the end of the project?
- What were the major factors influencing the achievement or non-achievement of the objectives?
- Were approaches and activities appropriate to lead to the objectives? If yes why, If not, why?
- Were activities implemented as planned? What are the strengths and weaknesses/challenges regarding project approaches and activities?
- Examine the effectiveness of project implementation against the planned outputs, including an appraisal of the methods and approaches used.
- How effective has the project been in responding to the needs of the target group? How was participation and ownership amongst the target groups?
- Which most significant and visible changes can be seen for the target groups because of the project?
- To what extent were the target groups reached? What were the main factors influencing this?
- How appropriate is the M &E system? To what extent did the project’s M&E system allow properly assessing project outputs and outcomes? How could the project’s effectiveness have been improved?
- How effective are internal monitoring and review processes?
- Is the program’s design (e.g., approaches, methods – and the target groups related to) effective to address the problem(s) at hand? If yes why, If not why?
- What internal and external factors have influenced the ability of beneficiary groups and TMPP to meet project targets?
- Were the inputs (knowledge transfer, training, funding) and strategies used realistic, appropriate, and adequate to achieve the objectives? If yes why, If not why?

Efficiency
- Were activities under each project component cost-efficient? If yes why, If not why?
- Were activities carried out as planned - which ones yes, which ones not, and why?
- Was the project implemented most efficiently compared to alternatives? If yes how, If not why?
- Were there any difficulties in the execution of the project (planning, implementation, project monitoring as well as financial management/monitoring)? and if so, were they handled efficiently?
- What kinds of actions were taken when facing/realizing difficulties?

**Impact**
- What has changed in the target group’s lives as a result of the project’s intervention - intended or unintended, positive or negative, short term and long term?
- Have there been any changes regarding gender relations due to the project intervention? If yes why, If not, why?
- What would have happened without the project?
- To what extent has the project contributed to the building capacity of the beneficiaries?
- Are there non-visible changes (e.g., attitude, behaviour, etc.)?
- To what extent will the positive impacts or changes of the project be likely to continue?

**Sustainability**
- What strategies/mechanisms has TMPP established to ensure the sustainability of the project?
- How can you assess the cooperation of the project with other relevant actors including the government?
- Will the involvement of relevant actors contribute to the continuation of project interventions if at all the project moves to other areas?
- If yes why, If not why?
- What are major factors that influence the achievement or non-achievement of the sustainability of the project?

6. **Expected Outputs**

**Evaluation design and inception report**
The Consultant will prepare an inception report with approx. 5 pages describing his/her understanding of the ToR and how the assignment will be executed. For the Inception Report, the following flow/format is recommended.

- **Key data of the evaluation:** Name, number, duration of the project/program to be evaluated, the title of the evaluation, principal of the evaluation (who commissioned the evaluation), contractor of the evaluation, and date of the report.
- **Feedback/amendment to the ToR:** Are all parts of the ToR clear to the evaluation team? Is the focus of the evaluation clearly defined? Suggestions for amendments to the ToR are presented (in a form so that the client can accept or disagree).
- **Current status of the preparation:** Composition of the evaluation team (qualifications, allocation of tasks, who is the lead consultant?), estimated timetable, and workdays for the evaluation team. Report about identified problems and risks.
- **Evaluation design and methodology:** Report about the chosen qualitative and/or quantitative methods and further steps on how to implement them in the evaluation (selection of samples, strategies for analyses and collecting data, further specific evaluation questions, hypothesis on outcomes and impacts, description of the planned contacts and visits with explanation). Measures to be taken to get adequate information for gender analysis.
- **Tools for data collection and data analysis (e.g. presentation of questionnaires).**
7. **Time Frame**

The assignment should be completed upon the submission and approval of the last deliverable item as per agreement; throughout the evaluation, the Consultant will maintain close contact with Heifer and will hold regular check-ins with the Heifer Evaluation Lead. It is expected that the Final Evaluation study will take not more than 46 days. This will include time for data collection, analysis, report writing, and presentation to Heifer. The following are phases expected to be covered.

- **Phase I– Inception Report**: The Consultant will provide a detailed description of the methodology, data collection tools, budget, and the timeline for activities. Feedback from Heifer and BMGF will be provided.
- **Phase II– Data collection and analysis**: This will include a desk review of secondary data and research, field data collection (e.g., surveys, interviews, focus groups), analysis, and synthesis.
- **Phase III– First draft of the report**: The draft report will include all preliminary analysis, citing data sources, and provide findings as per the Terms of Reference, and the consultant will be required to present the findings for feedback from Heifer and BMGF
- **Phase IV– Submission of the final draft of the assignment**

NB: There will be reviews and feedback to the Consultant on the different outputs resulting from the phases above, hence timeliness on delivery is a key factor to be considered.

**Proposed evaluation plan with outputs and deliverables (Table 1):**

<table>
<thead>
<tr>
<th>Activities</th>
<th>Dates</th>
<th>Deliverable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Send out a call for proposals</td>
<td>17th June – 1st July 2022</td>
<td>Advert Posted</td>
</tr>
<tr>
<td>Selection and notification of evaluator</td>
<td>4th -8th July - 2022</td>
<td>Evaluator selected &amp; notified</td>
</tr>
<tr>
<td>Award Notification</td>
<td>11th July 2022</td>
<td>Award notification to the selected bidder</td>
</tr>
<tr>
<td>Contract review and signing</td>
<td>12th – 13th July 2022</td>
<td>Contract Review and signed</td>
</tr>
<tr>
<td>Documents reviewed by the consultant</td>
<td>14th – 18th July 2022</td>
<td>Document reviewed</td>
</tr>
<tr>
<td>Inception meeting to discuss protocol, methodology, sampling, tools, and timeline</td>
<td>19th – 22nd July 2022</td>
<td>Inception report and tools prepared and presented</td>
</tr>
<tr>
<td>Field data collection</td>
<td>25th July-5th August 2022</td>
<td>Data collected</td>
</tr>
<tr>
<td>Data Analysis and Submission of the draft report</td>
<td>8th – 12th August 2022</td>
<td>Draft report submitted</td>
</tr>
<tr>
<td>Review the draft report and provide comments</td>
<td>15th-16th August 2022</td>
<td>Report reviewed and feedback provided</td>
</tr>
<tr>
<td>Submission of the final report</td>
<td>17th – 19th August 2022</td>
<td>Final report submitted</td>
</tr>
<tr>
<td>Process final payments</td>
<td>22nd –26th August 2022</td>
<td>Final payments made</td>
</tr>
</tbody>
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8. **COVID-19 Risk management**

The Consultant(s) must consider risks related to COVID-19 in designing the evaluation plan and during data collection without compromising the quality of the work. The Consultant(s) must outline how the COVID-19 protocol (WHO and Tanzania Government protocols), will be observed during the evaluation.
9. **Required Expertise**

Heifer is looking for an individual Consultant or a firm with substantial experience in conducting credible research in East Africa with a proven track record in conducting impact research studies on livelihood projects/programs, with knowledge and experience in the dairy sector and similar relating field. The Consultant should also have a business background with expertise in gender analysis and excellent in providing analytical reports.

Required expertise, skills, and knowledge are as follows:

- Minimum 7 years of work experience in conducting sound and credible impact research studies on similar assignments for similar organizations/ projects
- Postgraduate qualifications (at least MSc) in animal breeding, genetics, animal science, veterinary science, agricultural economics, or related fields
- Proven experience in dairy-related projects in East Africa, particularly pertinent to monitoring and evaluation and/or documenting lessons.
- Extensive practical experience in conducting quantitative and qualitative research and analytical skills and producing quality reports.
- Experience in applying participatory tools, especially when collecting information from farmers, processors, and other stakeholders along the dairy value chain.
- Demonstrated ability to contribute to the output-and-outcome-based evaluation, both assessment and learning aspects.
- Excellent ability to work in English, effective oral and written communication skills as well as ability to interact using local languages in the project’s catchment areas.

The TOR should explicitly demand evaluators’ independence from any Organizations that have been involved in designing, executing, or advising any aspect of the intervention that is the subject of the evaluation. The consult should neither be direct nor indirect involvement in EADD II nor TMPP projects.

10. **Proposal submission requirements:**

All interested Consultant(s) and firms should submit their proposals with the following information:

**Technical Proposal (not to exceed 18 pages)**

a) General information (not to exceed 3 pages):
   - Organization/Individual overview
   - Capacity statement
   - Website (if available)

b) Technical Approach (not exceeding 15 pages)
   - A detailed methodology on how the study will be conducted, including qualitative and quantitative data collection approaches, sampling strategy, sample size, data collection methods and systems/technology to use, field procedures, quality control practices, and data analysis.
   - List and briefly describe the team and its proposed personnel, indicating what role each proposed individual will have; curriculum Vitae (CV) of the key team members to be provided as one of the attachments during proposal submission.
   - A detailed methodology on how the study will be conducted, including qualitative and quantitative data collection approaches, sampling strategy, sample size, data collection methods, and systems/technology will be used during data collection, field procedures, quality control practices, and data analysis techniques.
• A clear and comprehensive work plan (draft), outlining the major activities, responsible, and schedule.
• Organizational/individual capacity statement, including past experiences and activities related to the theme of the study. Reference information must include the location, award numbers, and a brief description of the work performed.
• At least three references of other clients for which similar or related studies were undertaken with contact information for each one.
• Attach two sample (s) of recently completed work related to the said assignment, with at least one report led/authored by the primary consultant proposed for this assignment. All copies will only be used for assessment and internal purposes.

11. Application Process

Interested Consultant(s) should submit sealed bids/proposals (technical and financial) including current CV of the key team members with the subject line “Consultant- TMPP End of Project Evaluation” by 1st July 2022 at 5 p.m. (East African time) to procurement-tz@heifer.org. Submission must be in English and typed single-spaced using Calibri (Body) font size 11 with a complete set of appendices/attachments as applicable. All pages must be numbered.

Late Submissions and Modifications:

Proposals received after the submission deadline will not be considered. Applicants should ensure their proposals are submitted according to the instructions stated herein. Heifer International has the right to terminate this RFP or modify the requirements upon notification to the applicants.

12. Selection Criteria:

Submitted proposals must demonstrate alignment with the ToRs outlined above with an appropriate level of detail. Proposals will be evaluated according to the following proposal evaluation criteria:

- Accuracy and relevance of the proposed technical approach and methodology 20%
- Completeness of proposal (activity plan, budget, team expertise, etc.) 5%
- Language & writing style 5%
- Proposed team: expertise and competencies to address project components 20%
- Relevance of the consultant skill base to implement/manage the assignment 20%
- Budget justification and costs realism 30%

The selection committee will evaluate the technical proposal based upon the criteria listed above, and the financial proposal will be assessed for its cost-effectiveness in the budget.

13. Applicable Regulations

All applicants must be legally registered to operate within Tanzania and comply with the legislation, including but not limited to labour law, financial requirements, tax certification and compliance (e.g. Income tax, VAT, Withholding tax), trading license, etc. Proof of this should be attached in the submission.

Only short-listed applicants will be contacted for an interview. Please no telephone contact after applying.