HEIFER INTERNATIONAL SENEGAL

Terms of Reference (ToR) for short-term consultancy to conduct a scoping study and develop Strategic Plan (2022-2027) for Heifer’s Interventions in the Sahelian Africa Countries

1. INTRODUCTION

This is the ToR for the required technical support towards the development of new strategic plan for Heifer International in the Sahel. The Strategic plan will provide strategic direction for Heifer’s interventions during next five years, 2022-2027, towards achievement of Heifer’s aspirations in respect to its vision, mission and strategic objectives. In addition, the strategic plan will serve as a tool to identify key donors and private sector actors in the Sahel for resource mobilization. The ToR therefore provides information on the overall objectives of the consultancy, the general methodology, tools and approaches, the expected outputs and the required qualification and experiences of consultants to facilitate the development of the strategic plan for Heifer.

2. BACKGROUND

Heifer International (Heifer [www.heifer.org](http://www.heifer.org)) has long been recognized for its drive to end hunger, poverty, and care for the Earth. Heifer's Values-Based Holistic Community Development (VBHCD) model, with its 12 pillars for Just and sustainable development, is the foundation of her work. With this strong foundation, Heifer focuses her pro-poor work by creating wealth through viable value chains that harness the social capital of communities to drive market development. It is with this strategy that Heifer Africa plans to achieve its goal of helping 3 million families lift themselves out of poverty, have sustainable incomes, and become self-reliant by 2030. Heifer's work in Senegal is essentially to contribute to achieve this goal. In 2009, Heifer International Senegal ([Heifer Senegal](https://www.facebook.com/HeiferSenegal)) was legally recognized by the Senegalese Government through the Ministry of Internal Affairs. In March 2010, Heifer International Senegal signed a partnership agreement with the government which allowed it to operate as an independent international NGO.

Since then, Heifer has implemented several holistic development projects for the benefit of the most vulnerable populations in Senegal, including the Sahel Water Exploration Project (SWEP). The SWEP project, active from 2017-2019, consisted, among other things, helping the most vulnerable populations of Younouféré and Mbonaye in the region of Matam (Ferlo) in Senegal, to meet the challenge of access to water and make it a holistic development channel (facilitation of access to land for women, construction of 2 boreholes around market gardening activities, placement of short-cycle animals (small ruminants and poultry), etc.) Given its new strategic directions, Heifer International Senegal is developing a ten-year program to guide its work in Senegal and the Sahel sub-region.

In this context, and after its successful experience in Ferlo with the SWEP project, Heifer intends to expand its interventions in other countries of the Sahel and thus make its contribution in responding to the many challenges identified in this area, including the impact of climate change on the livelihoods of the region, weak policies and modes of governance of agricultural and pastoral resources, the insufficiency of water resources, the disappearance of quality fodder...
species, the low rainfall in the area, the low recovery of new and renewable energies, poor market access for rural farmers, etc.

To this end, it is essential to build the resilience capacities of the Sahel region by identifying potential value chains, systemic constraints, and opportunities that exist; and potential partners with whom to collaborate, etc. in this zone for the improvement of the livelihoods of the most vulnerable populations of the Sahel. To do this, Heifer will develop a five-year strategic plan that will allow it to identify its key areas of intervention and partnership to design and improve the development and delivery of quality programs in the Sahel. It is in this context that Heifer Senegal is looking for a qualified, committed, and skilled consultant with in-depth knowledge about the Sahel Region to conduct a scoping study of potential opportunities for lifting the poor out of poverty, map key donors and private sector actors in the region and develop a strategic framework and plan for its future interventions in the Sahel. These terms of reference aim to specify the services expected from the consultant responsible for leading the process and delivering the stated results or deliverables for Heifer interventions in the Sahel.

3. CONTEXT

Sahelian Africa faces a persistent problem of variability in rainfall, which is the major driver of vulnerability in the region. Populations in the Sahel are among the poorest and most vulnerable to climatic variability and land degradation. They depend heavily on healthy ecosystems for rainfed agriculture, fisheries, and livestock management to sustain their livelihoods. Furthermore, ecosystem services provide much needed livelihood products, such as fuelwood and bushmeat, among others. Unfortunately, increasing population pressures on food, fodder, and fuelwood in a vulnerable environment have deteriorating impacts on natural resources, notably vegetation cover. Climate variability along with frequent droughts and poorly managed land and water resources (surface and underground) have caused rivers and lakes to dry up and contribute to increased soil erosion.

Sahelian economies and livelihoods heavily depend on soil, water, and vegetation resources. The state of these resources has been steadily deteriorating as a result of expanding human settlement and demand for more food, fodder, fuelwood, and water. Frequent droughts accompanied by unplanned, unsustainable, and poorly managed use of land and water have, along with natural climate variability, caused the drying up of national and transboundary rivers and lakes, while wind and water erosion have removed valuable topsoil.

These challenges are constantly recalled within bodies such as the G5 or the Sahel Alliance, which are trying to coordinate their security and development efforts. They are especially reminded every day to the population, to its poorest fringe, to women and young people, who fear for their safety, who cannot access the resources to live in dignity, nor healthy lifestyle or social services and education. The growing economic, social, and political divide is making the lives of millions of people harder and shorter. Inequalities are glaring and manifest in all areas of life. They trap a growing proportion of the population in poverty and leave them without prospects. They fuel injustices and tensions, undermine the social contract and the relations between population groups. They create the conditions for the destabilization and insecurity that prevail in the region today.

The responses provided by States and the international community to humanitarian, food, climate,
and security crises must prioritize the reduction of inequalities and injustices. This prism is essential to put populations on an inclusive development path and to provide lasting responses to current insecurity. Inequalities are not inevitable. They call for strong and coordinated responses from all stakeholders. However, despite the combined efforts of Governments and their partners, poverty, food, and nutritional insecurity continue to affect the mainly rural populations.

The latest study on “Overview: food and nutrition situation in the Sahel and West Africa”, conducted in March 2021 by CILSS / Agrhymet, attests that nearly 19.6 million people are currently in need of immediate food assistance, including 9.2 million people in northern Nigeria. The number of people in a situation of acute food insecurity could increase to 27.1 million during the next lean season (June-August 2021), reaching a new peak (including 12.8 million people in Nigeria, 2.9 million in Burkina Faso, 2.3 million in Niger, 1.8 million in Chad, 1.8 million in Sierra Leone, 1.3 million in Mali and nearly 1 million in Liberia). To this end, a strategic plan of actions is necessary, to provide clear guidance on the goal and objectives to be achieved, the various strategic axes, the monitoring and evaluation plan with Key Performance Indicators (KPIs), key personnel requirements, and a clear budget by axis with clearly defined and analyzed risks and assumptions, and potential key Private and Public sector partners that would catalyze the operationalization of the designed strategic framework/plan with a market system focus. The analysis of the situation within the framework of the development of this strategic plan will make it possible to make an exhaustive diagnosis of all the initiatives underway in the countries of the Sahel and will identify the strengths and weaknesses on which we will have to build strategies, innovative solutions adapted to the context of different countries and communities. This strategic plan will thus contribute to strengthening political commitment in favor of the development of sustainable and resilient local food systems, market systems, and structural investments addressing the deep root causes of recurrent income poverty, food and nutrition crises, through tangible results. It will thus serve as a basis for Heifer's leadership to orient their intervention in the Sahel, for sustainability involving strategic partners and communities.

4. SCOPE OF THE STUDY

4.1. OVERALL OBJECTIVE OF THE CONSULTANCY

The overall objective of this consultancy is to conduct a comprehensive scoping study of the Sahel and develop a five-year strategic and operational plan that will enable Heifer International to implement its interventions and mandate in the Sahel.

For the purpose of this study, the Sahelian belt covers, in whole or in part, the following countries: Mali, Burkina Faso, Northern Nigeria, Senegal, Mauritania, and Norther Cameroun. The outcomes and recommendations from this study should enable Heifer to decide on which of these countries to focus resources.

4.2. SPECIFIC OBJECTIVES

The scope of work for the Consultant will include but not limited to the following objectives, in coordination with Heifer Senegal and other Heifer Stakeholders:

- Undertake a situational analysis of relevant ongoing development programs and interventions to date in the region;
- Carry out an exhaustive stakeholders’ mapping and analysis in the Sahel, the axes of which are in line with Heifer’s missions. This mapping will include the activities of private sector,
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bilateral/multilateral agencies, key challenges that stakeholders face, as well as their lessons learned;

- Collect and analyze all the specific information on the Multiple uses of water, Livestock, Agriculture, Governance, etc. (production players, production systems and areas, actual supply or production, factors limiting the quality of production, associated costs, and added value, on all links in the chain: from production to end market for all value chains, etc.) in the Sahel;

- Through a consultative process and application of appropriate tools of analysis, identify focus areas, the thrust areas of interventions, long term goals, strategic objectives, key result areas for Heifer International. The thrust areas will focus on key value chain opportunities in the Sahel: collection and analysis of relevant market information, exploration of potential market channels which, if fully exploited, could contribute to the production and market efficiency, identification of the strengths, weaknesses, opportunities, and threats at the level of these two value chains, in particular at the level of production and marketing systems (SWOT analysis) and proposal of improvement strategies taking into account the associated costs, added value and investment needs in key sectors of these value chains;

- Propose a strategy for achieving the strategic objectives and key results by highlighting: the strategic axes, the strategic lines of action and the implementation plan, the monitoring-evaluation framework;

- Propose monitoring and evaluating strategies (including the theory of change, result framework, key performance indicators, etc) and mechanisms to ensure the effective implementation of the strategic plan;

- Develop a Resources Framework for the plan period. This will include the Budget and potential sources of funding and a well-defined strategy for partnership and resource mobilization;

- Hold stakeholder meeting(s) and inception workshop(s) in the Sahel to validate the draft Strategic Plan; and

- Finalize Strategic plan and submit to Heifer International

5. DELIVERABLES

The main expected results of this study are as follows:

- A five-year strategic plan and budget (2022-2027) including a results and resources framework
- Report on the process including stakeholder consultations and workshops
- Specific reports on the following:
  - The situational analysis of relevant ongoing development programs and interventions to date in the region; Stakeholders’ mapping and analysis in the Sahel including the activities of private sector, bilateral/multilateral agencies, key challenges that stakeholders face, as well as their lessons learned; Specific information on the Multiple uses of water, Livestock, Agriculture, Governance, etc. (production players, production systems and areas, actual supply or production, factors limiting the quality of production, associated costs, and added value, on all
HEIFER INTERNATIONAL SENEGAL

links in the chain: from production to end market for all value chains, etc.) in the Sahel:
  o Identification of focus areas, the thrust areas of interventions, long term goals, strategic objectives, key result areas for Heifer International; A strategic framework/plan outlining the priority interventions, strategic axes, and lines of action, the implementation plan, the monitoring, and evaluation framework, potential funding and implementing partners, required human resource pool as well as the budget and sources of funding; and
  o A monitoring and evaluating strategies and mechanisms to ensure the effective implementation of the strategic plan.

  • Presentation of findings and strategic plan to Heifer Stakeholders
  • Production of presentation materials to be used for marketing of Heifer’s Sahel efforts
  • A defined strategy for partnership and resource mobilization.

Notable: All deliverables shall be submitted in softcopy in editable format.

6. STUDY PERFORMANCE PROCEDURES

The conduct of the mission will be carried out under the supervision of the Regional Director for Business Development, West Africa and Country Director of Heifer International Senegal. The Heifer program team will provide guidance, coordination, and monitoring of the consultant’s work. The consultant will submit a detailed methodology and an inception report accompanied by a detailed schedule containing the work phases, execution deadlines for this assignment for review and approval. The draft timelines for the consultancy are presented below.

Timelines for the consultancy

Table 1. Key tasks, expected outputs and related timeframe for submission of the outputs

<table>
<thead>
<tr>
<th>S/N</th>
<th>Task</th>
<th>Expected Output</th>
<th>Number of Days</th>
<th>Timeframe for Submission</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Submit draft methodology for the assignment</td>
<td>Draft methodology and inception report</td>
<td>2 days</td>
<td>September 2021</td>
</tr>
<tr>
<td>2</td>
<td>Undertake a situational analysis of relevant ongoing development programs and interventions to date in the region</td>
<td>Situational analysis report (also embedded in the strategic plan)</td>
<td>5 days</td>
<td>September 2021</td>
</tr>
<tr>
<td>3</td>
<td>Carry out an exhaustive stakeholders’ mapping and analysis in the Sahel</td>
<td>Stakeholders’ mapping and analysis report (also embedded in the strategic plan)</td>
<td>5 days</td>
<td>September 2021</td>
</tr>
<tr>
<td>4</td>
<td>Collect and analyze all the specific information on the Multiple uses of water,</td>
<td>Process report (also embedded in the strategic plan)</td>
<td>10 days</td>
<td>October 2021</td>
</tr>
</tbody>
</table>
Livestock, Agriculture, Governance, etc. in the Sahel.

<table>
<thead>
<tr>
<th>No.</th>
<th>Activity Description</th>
<th>Report/Plan</th>
<th>Duration</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>Identify focus areas -- the thrust areas of interventions, long term goals, strategic objectives, key result areas for Heifer International. The thrust areas will focus on key value chain opportunities in the Sahel</td>
<td>Process report (also embedded in the strategic plan)</td>
<td>10 days</td>
<td>October 2021</td>
</tr>
<tr>
<td>6</td>
<td>Propose a strategy for achieving the strategic objectives and key results</td>
<td>Process report (also embedded in the strategic plan)</td>
<td>2 days</td>
<td>October 2021</td>
</tr>
<tr>
<td>7</td>
<td>Propose monitoring and evaluating strategies and mechanisms to ensure the effective implementation of the strategic plan</td>
<td>Draft Monitoring and Evaluation Plan (also embedded in the strategic plan)</td>
<td>3 days</td>
<td>October 2021</td>
</tr>
<tr>
<td>8</td>
<td>Develop a Resources Framework for the plan period.</td>
<td>Resource mobilization plan (also embedded in the strategic plan)</td>
<td>1 day</td>
<td>October 2021</td>
</tr>
<tr>
<td>9</td>
<td>Hold stakeholder meeting(s) and inception workshop(s) in the Sahel to validate the draft Strategic Plan</td>
<td>Meeting reports and Inception workshop report</td>
<td>2 days</td>
<td>November 2021</td>
</tr>
<tr>
<td>10</td>
<td>Finalize Strategic plan and submit to Heifer International</td>
<td>Final strategic plan and Final process report</td>
<td>5 days</td>
<td>November 2021</td>
</tr>
</tbody>
</table>

**Total Number of Days** 45 days

### 7. DURATION

The duration of the consultant's mission including the production of the methodological note and the tools, the fieldwork, the production of the strategic plan, the final report of the consultancy as well as the validation of the deliverables is estimated at 45 days from the date of signature of the contract.

### 8. EXPECTED ROLES OF HEIFER INTERNATIONAL

- Finalize and sign the contract with the consultant;
- Supervise consultant(s);
- Review and validate all the deliverables and collection tools that will be proposed by the consultant;
- Ensure that all payments are done as stated in the contract;
- Meet all logistical costs for the consultative and validation workshops; and
• Provide transport, communication and other logistics necessary for the assignment as will be agreed.

9. EXPERTISE

Heifer is looking for a consultant(s) with substantial experience in strategic planning and experience in the Sahel region. More specifically, the lead consultant should have a proven track record or collecting data and preparing strategic plans. The consultant should have expertise in analytical skills and report writing skills in English and French.

(a) Academic Qualifications

At least a master’s degree in a relevant field in the area of economics, development economics, socioeconomics, agricultural economics or any other equivalent diploma from a recognized university.

(b) Experience

• Have a proven professional experience of at least ten (10) years (with at least five years professional experience in strategic planning and management) in the development of sector strategy documents, sector studies, the formulation and budgeting of programs/projects, or in the conduct of similar missions;
• Have a good knowledge of the institutional environment of the Sahel, as well as a good understanding of the problems of this zone;
• Application/use of innovative and effective tools for stakeholder’s engagement in the collection of required information and feedback;
• Strong presentation skills
• Knowledge and experience on the value chain approach;
• Good communication and facilitation;
• Excellent analytical and writing skills;
• Good understanding of poverty, social and ethnic issues;
• Have excellent written and verbal communication skills in French and English;
• Have a perfect mastery of the tools relating to Results-Based Management (RBM) and the planning process;
• Excellent analytical, facilitation and communication skills for effective stakeholder engagements/workshops;
• Evidence of having undertaken similar assignments; and
• Ability to work efficiently and deliver on committed outputs under the assignment within agreed timelines and deadlines.
10. APPLICATION PROCESS

Consulting Firm Submission Requirements: All interested firms will submit their organization’s profile with the following information:

Technical Proposal (not to exceed 10 pages)

   General information (not to exceed 2 pages):
   - Organization overview highlighting related assignments completed with client name, contact person and mobile number
   - Capacity statement

   Technical Approach (not to exceed 8 pages):
   - A detailed methodology on how the assignment will be conducted, including 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; CVs of team members to be provided in an attachment. Lead Consultant’s (who will lead the assignment) Maximum 3-page CV highlighting related assignment completed, role in the completed assignment. Other Team members’ (who will be involved in the assignment) 2 paragraph short CV highlighting related assignment completed and role
   - A clear and comprehensive work plan (draft), outlining the major activities, people responsible and time schedule.
   - Organizational 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.

Financial Proposal (in USD)

   - Itemized budget
   - Narrative explanations of line items
Annexes

- Documents in favor of the previous relevant studies.
- Organization’s/Firm’s Certificate, PIN and VAT registration
- A summary of previous assignments undertaken within the last 3 years.

Interested firms legally eligible to implement this assignment in the Sahel are requested to submit a proposal. Please include the name of the person in your organization who will be involved in negotiating the 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 successful consulting firm will be required to produce the following documents before entering into Independent Contractor Agreement (ICA) with Heifer:

- Certificate of Incorporation or Business Registration Certificate.
- A Partnership Deed if you are running a partnership business.
- Audited financial statements for the last 3 years.
- Valid CR12 Certificate
- KRA online PIN Certificate.
- 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.

The technical and financial proposals should be submitted by 15th September 2021 to the Heifer Procurement at procurement@heifer.org. Please quote “Strategic Plan” on the subject line.

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

**Timeline for Application**

<table>
<thead>
<tr>
<th>No.</th>
<th>Deliverables/Tasks</th>
<th>Implementation dates</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Clarifying Questions submitted to Heifer</td>
<td>September 7, 2021</td>
</tr>
<tr>
<td>2</td>
<td>Clarifying Questions Answered by Email from Heifer</td>
<td>September 9, 2021</td>
</tr>
<tr>
<td>3</td>
<td>Last submission date of proposal</td>
<td>September 15, 2021</td>
</tr>
</tbody>
</table>
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%). Please see table below.

Selection Criteria Table

<table>
<thead>
<tr>
<th>No.</th>
<th>Criteria</th>
<th>Score (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Accuracy and relevance of the proposed technical approach and methodology</td>
<td>25</td>
</tr>
<tr>
<td>2</td>
<td>Completeness of proposal according to the TOR (general information, activity plan, budget, team expertise, etc.)</td>
<td>25</td>
</tr>
<tr>
<td>3</td>
<td>Proposed team: expertise and competencies to address project components</td>
<td>15</td>
</tr>
<tr>
<td>4</td>
<td>Relevance and capability/skill to implement/manage the assignment</td>
<td>15</td>
</tr>
<tr>
<td>5</td>
<td>Budget justification and costs realism</td>
<td>20</td>
</tr>
</tbody>
</table>

Validity of Proposals

Proposals submitted shall remain open for acceptance for sixty (60) 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.

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.
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.

11. PAYMENTS

The consultant will be paid professional fees as compensation for his/her technical/professional expertise and time invested in the delivery of the expected outputs. This will be discussed and agreed amicably for a win-win for both the consultant and Heifer International.