



Name of Signature Project:	Mayors' Initiative for Sheep Self-Sufficiency (MI3S)
Agresso Work order:	SN1714
Country:	Senegal
RFP No.	

REQUEST FOR PROPOSAL

Funded by:
Heifer International

RFP Release Date:	October 25, 2022
Performance Period:	December 10, 2022 to February 10, 2023
Proposal Submission Deadline:	November 30, 2022
Question/ Inquiry Submission Deadline:	<i>November 25, 2022</i>
Electronic submission to the attention of:	abdoulaye.ndiaye@heifer.org david.ogunleye@heifer.org daniel.dianga@heifer.org abdoul.gueye@heifer.org
Contact information for inquiries about this RFP:	Abdoulaye NDIAYE abdoulaye.ndiaye@heifer.org

Terms of Reference

I. General Information

This document is being issued to solicit applications from potential firms/consultants to conduct the baseline evaluation for Senegal MI3S Project. The Project seeks to collaborate with local sheep value chain actors and smallholder farmers (SHFs) to Enable 121,410 smallholders sheep producers ten 10 regions of the country to achieve sustainable Living income by 30 June 2026. Heifer Senegal anticipates awarding the baseline of its MI3S project and make payments based on submission and Heifer's approval of deliverables. The award agreement will include a payment schedule with specific deliverables; all payments require 10 days business days processing after approval of deliverables.

II. Background



Heifer International is a global non-profit working to end hunger and poverty and care for the Earth by using sustainable practices and engaging smallholder farmers in agricultural and animal husbandry development. Heifer was founded on the simple belief that ending hunger begins with giving people the means to feed themselves, generate income and achieve sustainable livelihoods. As a private, non-governmental organization based in Little Rock, Arkansas, Heifer has created lasting change for farming households in over 125 countries across Latin America, Africa, Asia and Eastern Europe for over 70 years. Heifer International partner with institutions and stakeholders at every level to build an ecosystem that fosters scaling of community-based enterprises and generate sustainable and equitable return to the producers and small holder farmers. More information about Heifer is available at: www.heifer.org

Heifer 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 International Senegal (hereinafter Heifer Senegal) plans to achieve its goal of helping one million families lift themselves out of poverty, have sustainable incomes, and become self-reliant by 2030.

As part of its Signature Program – Building women and youth economic resilience in the Sahel - Heifer International Senegal (Heifer Senegal) is forging partnership with private sector firms, the program will work closely with the Government of Senegal the districts levels who are also targeted for resource mobilization for scaling up successful interventions after proof of concept. With a design phase that just started and ongoing, Senegal Signature Program has a 8-year lifetime (2022-2030) and will be implemented across seven regions in the country at the initial stage before scale-up of successful interventions to other locations in the country.

The program will achieve this vision by facilitating collaboration with private sector firms in resolving constraints that smallholder farmers are currently experiencing in target value chains. Senegal Signature Program targets four main value chains (sheep, goat, horticulture, poultry) and a secondary one value chain (milk).

The goal of Senegal Signature Program is support 200,000 poor, rural smallholder farmers to close the sustainable living income gap and lead dignified, self-reliant lives by 2030. The expected impact of achieving this goal is to reduce poverty and hunger in line with the vision of Heifer International. There are five results that are expected to occur:

1. Inclusive (women and youth led enterprises) SHGs and Coops become economically and socially sustainable
2. Increased food and nutrition security at the household level
3. Smallholder households closing the living income gap
4. Improved environmental sustainability of crop, livestock and poultry production systems
5. Bridged demand/supply gap in target commodities

MI3S is the first project of the project of Heifer Senegal Signature program. This project focuses on sheep value chain development to increase productivity and income of smallholder farmers through access inputs and financial services, improve food and nutrition security through the development of short-cycle species (sheep) and market access for vulnerable households. The holistic approach of sustainable development based on values and the promotion of technological innovations will be a central axis in the program's



interventions. In addition, the digitalization of Heifer's intervention relating to training, monitoring and access to markets will mark the innovative and technological dimension of the program. The Results Framework at the end of the RFP provides more information about the expected results. A two-pronged approach to achieving these expected results defines the program design and delivery mechanism.

Firstly, Senegal MI3S will establish and strengthen a farmer-led and farmer-owned agribusinesses and cooperatives, focusing on the triple bottom line of profit, people, and planet. This approach is underpinned by a focus on prioritizing private and public sector investments that empower smallholder farmers by strengthening their social, political, and technical positions while moving towards a Sustainable Living Income.

The second approach is to build market systems by ensuring strong commercial relationships among all actors and influencers in the system at three key levels: micro--farmers and SMEs, meso--cooperatives and support institutions, and macro--policymakers, financiers and development partner projects level, while building adequate competition for supplying key services for value chain development.

Heifer International's unique approach to ending poverty and hunger is to support target households close the gap between living incomes and their actual incomes. While the living income benchmark has been established and an actual income survey of target households is underway, a baseline assessment is now required before project implementation and results monitoring can begin. To this end, Senegal MI3S requires baseline values of key performance indicators for each of the four primary value chains (small ruminants (sheep and goat), poultry, horticulture) and one secondary value chain (milk).

III. Country Context

To meet the various challenges related to sheep farming and to satisfy the national demand for sheep, especially for Tabaski, the Government of Senegal (GOS) initiated the National Sheep Self-Sufficiency Program (PRONAM) in 2015. This program built on public-private partnerships will: raise the quality of the Senegalese sheep with better breeding, feeding and animal health, support the leadership of local actors in the sheep industry, reducing the trade deficit linked to imports. The long-term impact goal is to improve the rural household economy.

From 2017 to 2019, the Association of Mayors of Senegal (AMS), Ministry of Livestock and Animal Production (MLAP), and Heifer International Senegal (HIS) implemented the IMAM sheep development project in 24 communes. The project delivered 3,372 ewes to 1,686 families. These sheep produced 1,274 sheep, of which 639 were males. The income generated by the sale of rams generated \$ 117, 033 The project produced satisfactory results and identified opportunities and constraints as well as lessons learned. Other mayors recognized the positive results and expressed their willingness to scale up and extend the project.

AMS represents mayors of communes, and they coordinate development initiatives through the commune structure. As a coordinating body for all matters related to local development, AMS provides partnership on behalf of its member councils. In order to make a sustainable contribution to the fight against poverty and to sheep self-sufficiency, AMS has chosen to launch the "Mayors' Initiative for Sheep Self-Sufficiency" (MI3S) project to fight poverty and achieve self-sufficiency in sheep production. AMS has agreed to partner with MLAP and HIS to carry out MI3S.

MI3S aligns with the priority of the Senegalese authorities to revive the sheep industry in order to meet the growing national demand for animal sourced foods (ASFs). The GOS directive is to ensure the revival of production chains and animal industries, following an integrated approach promoting the development



of value chains. The strategy of MI3S, which supports the National Plan for Livestock Development (PNDE) to create more wealth and reduce poverty is: (i) improving livestock production, (ii) increase farmers revenue (iii) improving marketing conditions, and (iv) strengthening the institutional framework. HIS's vision is to lift households out of poverty by enabling them to have a decent income and improve nutrition through the development of integrated value chains. This vision is for people to be self-sufficient and live in harmony in a healthy environment. HIS purpose is to reduce a household's Living Income Gap (LIG). HIS seeks to link production to markets to create gainful and sustainable employment, especially for women and youth. In the coming years, HIS's program will strengthen its market orientation, enhance production for nutrition, strengthen social capital and improve its public-private partnerships (PPP.) HIS's activities will develop appropriate value chains, strengthen agricultural enterprises, and deploy the most appropriate technologies through public-private partnerships.

IV. Purpose and Objectives

The main purpose of this assessment is to establish a point of reference from which future measurements and perceptions of the MI3S project outputs and outcome indicators can be calculated.

Project coverage	Senegal: Fatick, Kaolack, Kaffrine, Tamba, Kolda, Sédhiou, Thies, Louga, Saint-Louis, Diourbel
Survey Objectives:	Primary objective of the assessment is to determine a point of reference from which future measurements and perceptions of the MI3S project outputs and outcome indicators can be calculated
Primary Methodology	<ul style="list-style-type: none"> • Use of survey questionnaire to interview between 80 to 97 HH per region (Sample between 800 to 970 HH) • Focus Group Discussion. Interview at least 3 FGD per region (30 focus group discussion with at least young, women and men) • Key informant interviews. Interview 30 KII with 3 per region • Review of secondary information
Evaluation Start and End date	Start date: December 10, 2022 End date: February 10, 2023
Anticipated Evaluation Release date:	

a. Specific Objectives

1. Generate the project baseline report that responds to the Terms of Reference (TOR) expectations.
2. Establish and document the status of both the Intermediate and Result level project indicators including a summary table of the baseline indicators values.

b. Scope of Work

1. Desk review of project documents for clearer understanding of the project
2. The assessment will adopt and apply Heifer existing questionnaires available on Survey CTO for the global indicators



3. The assessment will design questionnaires for project specific indicators, share with project team for review, finalize and upload into the SurveyCTO system
4. Train enumerators on baseline data collection using electronic tablets.
5. Lead in the quantitative and qualitative data collection the survey using survey questionnaire, which can be complemented with focus group discussion and key informant’s interviews when applicable.
6. Clean up data collected in the SurveyCTO and prepare the data for analysis and export to Excel and finally SPSS
7. Analyze data using SPSS or other suitable applications.
8. Develop first draft project baseline report in French and English, coordinate the input process and produced the final report in English and share with Project team for review.
9. Present the report including base values to the project team for validate and to the country program management team in workshop setting feedback and for approval.
10. Finalize the report based on project team’s feedback

c. Deliverables and timeline

The baseline study approach should have strong focus on application of participatory approaches and proven methodology that fits well in the context of local communities and stakeholders.

NB: It should be noted that the HH survey data collection will be done using Survey CTO – Heifer Standard data collection software, hence the consulting team should be aware of the system and if not will be brought up to speed with the Heifer Senegal team.

- a. **Preliminary findings from field work** be shared with Heifer along with stakeholders and representatives of participants in a meeting to be organized by Heifer International Senegal and interested Heifer HQ Program staff would join remotely.
- b. **Draft report** – The report and all other outputs of the survey should be prepared in English; the draft is to be shared with Heifer. The report should be concise and within 60 pages excluding annexes and Executive Summary.
- c. **Final report** – finalized based on feedback provided in final draft.
- d. Final version of quantitative data sets in SPSS, CSV and/or Excel format, scripts, geodata, if applicable, in standard format and qualitative transcripts.
- e. Final baseline indicator data for population into the project IPTT

Sn	Activity	Responsible
1.	Heifer Sample Size calculator	Abdoulaye
2.	Use the name of CFs to configure collection tools	Consultant
3.	Build tools & integrate HQ feedbacks in SurveyCTO	Consultant
4.	Upload tools in SurveyCTO	Consultant
5.	Train enumerators on baseline tools	Consultant
6.	Collect field data	Consultant
7.	Clean and analyze data	Consultant
8.	Provide first report	Consultant
9.	Provide final report	Consultant
10.	Presentation of report and target setting	Consultant



d. Relationship and Responsibilities

Heifer will assign the MEL Manager and Program Director to coordinate the implementation of this activity. The consultant will keep Heifer informed of their progress. During implementation, the contractor may seek and receive additional advice or guidance from the above-mentioned staff.

The assignment may require travel to and possible staying in the target project region. Use of Heifer office space may be available. Other than office space, all other resources needed (transport, hotel reservations, data collectors, etc.) should be arranged by the evaluation team.

V. Required expertise, skills and knowledge are as follows:

- The team leads of the baseline evaluation should have to have a minimum of master's degree in agricultural economics/economics, statistics, social science, computer science or other related discipline.
- Minimum 10 years of work experience in conducting sound and thorough technical evaluations of similar projects
- Evidence of successfully completing similar studies
- Strong qualitative research and analytical skills
- Proven record of excellent management, leadership, decision-making and interpersonal skills
- Proven strong, clear technical writing and oral presentation skills in English and French?
- Proven ability to prepare high-quality technical reports on time

VI. Proposal submission requirements

All the interested bidders will submit their proposals with the following information:

I. Technical Proposal *[not to exceed 10 pages]*

a. General Information *[not to exceed 2 pages]*

- Organization overview
- Capacity statement
- Website
- Attachments:
 - Legal registration to work within Senegal
 - Evidence of satisfactory records of performance, integrity, and business ethics.
 - Evidence of adequate management and financial capacity to manage the award.

b. Technical Approach *[not to exceed 10 pages]:*

- A detailed methodology of how the assignment will be conducted, including a qualitative sampling strategy, data collection methods, 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 and the qualifying skill set for the position. Curriculum Vitae (CV) of key personnel to be provided in attachment.
- A clear and comprehensive work plan, outlining the major activities, parties responsible and time schedule.
- Organizational capacity statement, including past experiences and activities related to the theme of the study, and experience. Reference information must include the location, award numbers, and brief description of work performed.



2. Financial Proposal

Proposed budget must be submitted separately. The proposed budget should have sufficient detail to allow the evaluation of costs proposed. It should at least contain:

- Itemized budget
- Narrative explanations of line items
- Heifer reserves the right to request further information supporting detailed costs and prices.

Registered organizations interested in implementing this assignment are requested to submit a proposal to abdoulaye.ndiaye@heifer.org by copying daouda.ndoa@heifer.org david.ogunleye@heifer.org and daniel.dianga@heifer.org.

Submission must be in English and typed single-spaced on standard type white paper. All pages must be numbered, including the Request for Proposal (RFP) reference number and name of the organization at the bottom of each page.

3. Late submissions and verification

Proposals received after the submission deadline will not be considered. Offerors are responsible for ensuring that 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.

VII. Selection Criteria

Submitted proposals must clearly demonstrate alignment with the SoW outlined above and with the appropriate level of details. Heifer's goal is to ultimately sign on with the Offeror whose proposal best follows the instructions in this RFP, includes the strong evaluation team, and is most cost effective. Proposals will be evaluated according to the following criteria:

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

The selection committee will evaluate the technical proposal based upon the criteria listed above and they will evaluate the financial proposal based on cost reasonableness and cost-effectiveness in the budget.

VII. Validity of Proposals

Proposals submitted shall remain open for acceptance for 10 days from the last date specified for receipt of the proposal. This includes, but is not limited to, pricing, terms and conditions, service levels, and all other information. If your organization is selected, all information in this document and the negotiation process are contractually binding.

VIII. Award Process and Contract Mechanism



No.	Activity	Due date
1.	Proposal reception	November 30, 2022
2.	Selection Committee review	December 7, 2022
3.	Notification of award	December 10, 2022
4.	Award agreement negotiation	November 12, 2022
5.	Contract review by Legal	November 22, 2022
6.	Signing award	December 24, 2022

Heifer will issue a fixed award agreement based on the submission and Heifer's acceptance of deliverables. Once an award is issued, it will include the payment schedule with the deliverables specified above.

IX. Limitations

This Request for Proposal does not represent a commitment to award a contract, to pay any costs incurred in the preparation of a response to this RFP, or to procure or contract for services or supplies. Heifer reserves the right to fund any or none of the applications submitted and reserves the right to accept or reject in its entirety and absolute discretion any proposal received as a result of the RFP.

X. Intellectual Property

a. Ownership Generally.

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 Heifer International. Upon request, the Contractor shall sign all documents and take any and all actions necessary to confirm or perfect Heifer's exclusive ownership of the Work Product.

b. 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. Regarding any of Contractor's Prior-Owned IP included in the Work Product, the Contractor shall retain ownership, and hereby grants Heifer 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.

Budget:

The budget is USD \$15,000.



Annexes

Results Framework

Table 4.1. Expected results for MI3S Project
Goal. To contribute to the increase of the national sheep supply by 30 percent, especially Tabaski, and the creation of income-generating jobs
Objective 1. Strengthen the institutional and organizational capacity of 5,000 self-help groups and empower women and youth in the ten target regions by September 30, 2026
<p>Result 1.1: management of 5,000 groups and 50 cooperatives improved with better transparency and accountability.</p> <p>Result 1.2: Participation of at least 75,000 women and youth increased.</p> <p>Result 1.3: Strengthen the cohesion and dynamism in the 5,000 groups and 50 cooperatives</p> <p>Result 1.4: Entrepreneurial and leadership skills of 75,000 strengthened women and young people.</p>
Objective 2. : Increase sheep production and productivity, for the project's 125,000 target households in the ten target regions by September 30, 2026.
<p>Result 2.1: Rate of improvement in health coverage increased to at least 80% (deworming, vaccination...)</p> <p>Result 2.2: Enhanced animal health service system at the level of 5,000 groups (CAVEs, veterinary technicians, etc.)</p> <p>Result 2.3: 80% of households have improved access to livestock feed at affordable costs</p> <p>Result 2.4: 80% of sheep's huts improved</p> <p>Result 2.5: Improved use of forage species in 80% of households</p> <p>Result 2.6: livestock theft reduced by 25% at the community level</p>
Objective 3. Improve the marketing of sheep production to increase the income of 125,000 producers to cover the living income a (1.4) in the ten target regions by September 30, 2026.
<p>Result 3.1. Increase 50% net income by entrepreneurship, access to investment credits and a sustainable market for producers to support the creation of 25,000 new sustainable jobs in intervention areas.</p> <p>Result 3.2. 80% of households have increased the profitability of their farm production planned according to market demand.</p> <p>Result 3.3. A 50% increase income and the cooperative's market share of sheep sales.</p>

MI3S Project Key Performance Indicators



- List of indicators

N°	Global Indicators (amounts in local currency)	Project Specific indicators
1.	Actual income	Number of HH with increased livestock production Number of households with a living income
2.	Women making Household decisions jointly	Number of participants adopted new gender rules
3.	Women in leadership positions	Number of women and young people in leadership positions
4.	FOAB Strengthened	Number of self-help groups set up Number of new sustainable jobs created
5.	Value of commodities produced, marketed, or processed	Number of sheep (rams) produced Number of HHs with increased access to market
6.	Stable household income growth	Number of households with increased living income
7.	Household adopting climate smart agriculture (CSA) techniques	Number of households adopted improved crop production Number of households adopted improved livestock husbandry practices
8.	Household demonstrating solidarity and cooperation among community members	Amount of Savings by Groups Amount of Savings by HHs
9.	Public sector and other contribution	Number of HHs that are using extension services
10.	Private sector contribution	Number of HHs with increased access to finance

➤ **Business Transformation Model**

1. BTM-06-SDG-Net Returns in Relevant Currency at the Entity Level
2. BTM 3.2: Women in Leadership Positions; Proportion of agribusinesses owned by women and/or youth
3. BTM-05-SDG5- Percentage of Leadership Positions at the Organization Level Occupied by Women
4. BTM-05-SDG5- Percentage of Leadership Positions at the Organization Level Occupied by Women;
5. BTM 06 - Net returns in USD at entity level;
6. BTM-04-SDG8-Number of Elements of Strong Organizational Governance Adopted at the Entity Level;
7. BTM-03-SDG8 -Number of Completed and Actualized Business Plans at the Entity Level
8. BTM 07-SDG8 Number of elements of integrated waste management adopted at the FOAB level;



➤ **Heifer Impact Capital Indicators:**

1. Number of entities/individuals accessing financial products and services (disaggregated by gender)
2. Number of entities/FAOBs accessing financial products and services
3. Proportion of needed capital accessible at the FPO level
4. Value in USD of new public sector commitments and investment leveraged (GI-14-SDG17)

➤ **Zoo-technical parameters**

- Number of lambs per ewe per year
- Number of births per ewe per year
- Average live weight of year-old ewe
- Average live weight of year-old ram
- Percentage mortality of lamb (0 – 6months)
- Percentage mortality of mature sheep (above 6months)