Name of Project:	MELITEJI WASU
Agresso Work order:	
Country:	Senegal
RFP No.	

REQUEST FOR PROPOSAL

Funded by:

Heifer International

RFP Release Date:	**January 02 , 2024**
Performance Period:	**January 20 to March 20, 2024**
Proposal Submission Deadline:	**January 15, 2024**
Question/ Inquiry Submission Deadline:	*January 12, 2024*
Electronic submission to the attention of:	heifersenegal@heifer.org abdoulaye.ndiaye@heifer.org Daouda.ndao@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 Sahel Dairy Project. The Program seeks to collaborate with milk value chain actors in four countries (Senegal, Niger, Ivory Caost and Mali) and smallholder farmers (SHFs) to Reduce living income gap of 50,000 smallholders' dairy farmers through improved milk production, productivity and quality, and better access to key farmers services and reliable markets by December 2028. Heifer Senegal anticipates awarding the baseline of its Sahel Dairy 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.

Within the Foundation, Heifer International is partner in the project 'East Africa Youth Inclusion Program' (EAYIP). The program is operated in Tanzania and Uganda to enhance financial inclusion for 25,000 young people (50% of women) by providing the training required to help them work and start youth led businesses in the dairy and agricultural sectors.

Heifer International will support Meliteji WASU in developing livestock in the various countries / markets that it fully masters. genetic improvement, animal health, hygiene and milk quality all while digitalizing interventions and structuring herders into professional cooperatives.

The goal of this project is to reduce living income gap of 50,000 smallholders' dairy farmers through improved milk production, productivity and quality, and better access to key farmers services and reliable markets by December 2028. 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. Modernization of livestock systems into viable, income-generating and poverty-reducing activities
3. Increase smallholder sustainable living income
4. Improved sustainability of diary value chain production

WASU aims to develop a sustainable and economically viable dairy value chain in Senegal, Mali, Niger and Côte d'Ivoire, creating more than 130,000 decent and rewarding jobs for young people by 2027, of which 78,000 (or 60%) are women. In contrast to traditional subsistence and production expansion approaches, WASU's approach is demand-driven and is supported by strengthened and modernized production systems, with adapted and accessible financial products and services, as well as organized and attractive supply chains for young women and men.
WASU places particular emphasis on the creation of an industrial cluster around the milk sector, the development of upstream and downstream entrepreneurship in favor of young people, especially women, with support adapted to all types of businesses:

- ❖ The establishment of a support fund for the incorporation of local milk and the emergence of national and regional champions such as LDB, Kirène, Niger-Lait; leading to them organizing the collection value chain to the benefit of the herders who will have a better livelihood.
- ❖ The impetus of mass entrepreneurship in the production basins by promoting the support and emergence of start-ups, including mini-farms / golden shops or one-person companies involved in the distribution of livestock feed to promote mass entrepreneurship;
- ❖ The support for the structuring and acceleration of micro, small and medium-sized enterprises (MSMEs), including mini-dairies, medium-sized dairies and other intermediate enterprises such as rice husking units that supply bran for livestock feed.
- ❖ The organization and support to herders to develop their production and grow from traditional to modern herders.

WASU builds on the experience of the 2019-2022 MELITEJI I project between the Mastercard Foundation and Laiterie du Berger (LDB) which demonstrated the effectiveness of an inclusive and integrated approach to dairy chain development, around an industrial aggregator incorporating significant volumes of local milk into its production. MELITEJI 1 was able to achieve the following:

- ❖ Rapid increase in the volume of milk collected: from 1,100 tons in 2019 (from 800 herders, 43% of which are women) to 3,000 tons in 2022 (4.400+ herders, 75% of which are women) ;
- ❖ The valorization of collected milk into pasteurized milk in a sustainable manner to create a profitable outlet for collected milk; and
- ❖ The creation and strengthening of almost 7,200 sustainable jobs and nearly 25,000 local actors benefiting from the income generated by the economy created; these jobs concern primarily young people, excluded from employment opportunities, and in particular women (nearly 7,000).

With Meliteji WASU, we aim at developing the complete ecosystem of the dairy sector by not only scaling up the development of livestock, processing industry and enhanced distribution system, but by also working with major businesses (dairy in the four target countries: Senegal, Cote d'Ivoire, Niger and Mali). The overall budget for WASU is USD 49.2 million for five years (2022-2027).

A proactive approach to risk control, with the aim of eliminating or mitigating impact of the risks on the project will be taken. Consultations with workshop participants and the experience of aggregators and project partners have resulted in an initial mapping of risks (to be refined) and proposed mitigation measures

The following risks are foreseeable within the execution of this program:

- ❖ The risk of private benefit for industrials due to invested funds and strategic recruitments that directly impact the growth of private entities; we aim to mitigate it by planning evolution scenarios according to unforeseen events and adopting a data-driven approach. A particular attention is also placed at having an important public benefit.
- ❖ The risk of conflict of interests due to embarking on private entities (aggregators/industrials); we aim to mitigate it by installing a strong, skilled and independent governance to monitor the execution of the program coupled with the Foundation's code of conduct and restrictions.
- ❖ The risk of market distortion due to stronger actors penetrating markets of different countries; we aim to mitigate it by engaging Governments as key partners and utilizing policies and systems interventions to provide balance while developing the milk value chains.

Building on its achievements in Senegal, the Foundation has opted to expand its Young Africa Works strategy to the West African Economic and Monetary Union (WAEMU) area with a focus on the

Agriculture value chain following a “from fork to farm” strategy, hence changing the narrative around agriculture but also building a sustainable and resilient value chain.
The Foundation's goal is to enable 6.2 million young people, 70% of whom are women, to access dignified and fulfilling work in Senegal and other WAEMU countries by 2030. The dairy sector is defined as a priority sector.

III. Context

In 2018, 40% of youth aged 15 – 34 years old were neither in education nor in employment. This situation is more severe among young women (53.2%) than young men (30.1%). The local milk value chain via MELITEJI 1, has proven its capacity to create value and jobs to position itself as an opportunity for these young people, throughout the chain upstream and downstream.
The milk dairy sector is characterized by communities that are highly vulnerable to climate change and suffer from food insecurity. These populations are located in isolated areas, often remote and mostly in the Sahelian area (Mali and Niger) where terrorist groups have recorded activities and influence.
In addition, the agropastoral populations records the highest prevalence of Global Acute Malnutrition: the prevalence rate in the herder’s population is above the critical threshold of 15% vs as a reference 8.8% overall in Senegal for instance. A quarter of the Senegalese population traditionally lives from livestock farming.
In Senegal Niger and Côte d’Ivoire, milk yields are low, attributed to the low genetic potential of the indigenous cattle breeds for milk, the harsh environmental conditions under which the animals must perform, and the general lack of key inputs, including feed and veterinary services.
As an example, in Niger, most herders produce 1 to 3 liters of milk per day (dependent on the season) which is destined to commercialization in local markets and family consumption. This generates a revenue of 28 USD per month and per family. This precarious situation gives little to no opportunities to the herders to scale up their activities to generate more income. In Niger and Mali, the marketing circuits have increased for curd with wholesalers installed in urban centers and crisscrossing the markets peripherals weekly to collect curd and transport it to towns to resell it. A woman can carry about 2 to 3 calabashes of curdled milk (5 – 8 liters) for sale door to door or at the market, while wholesalers can collect one or two cans (25 to 50 liters) per market weekly. This spotlights the lack of women among wholesalers; hence women are not really making money with their milk.

a) Milk and dairy consumption

A study from the Operational Bureau of Monitoring of Senegal (BOS) reveals that the milk is the 3rd largest domestic food expense per family in Senegal. The consumption patterns are largely dominated by the consumption of powdered milk in terms of volume. In terms of budget, the most important expense in milk comes from baby formula and similar products. Similar consumption patterns can be observed in urban areas of Niamey and Bamako. Cote d’Ivoire is characterized by a more mature market, representing a higher consumption of more sophisticated dairy products.
It is important to note however that locally produced fresh milk has proven to being not only healthier but also easier to process, which puts it at a highly competitive advantage when compared to imported powdered milk.

b) Local milk vs imported milk: an unfair battle

The local milk is not competitive for processors (vs imported powder milk) due to many barriers illustrated in the below table.

- Local milk has a cost 30% higher than imported powdered milk.
- It represents 3 to 4 months of production per year for the most part, not meeting the needs of processors continuously over the year.

- It has low availability and visibility of products for the end consumer.

In addition to the costs of raw material, industrials/processors must unlock the technical barriers for the use of local milk. If not for high investment into ultra-high temperature equipment, local milk adds a constraint to local processor: cold chain management, having to be kept always at a low temperature. The product has a very low duration span and require tremendous investments from processors to be used.

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 Senegal Signature Program outputs and outcome indicators can be calculated.

Project coverage	**Senegal:** Senegal **Saint Louis, Thies, Kolda**
Survey Objectives:	The goal of the project is to reduce living income gap of 50,000 smallholders' dairy farmers through improved milk production, productivity and quality, and better access to key farmers services and reliable markets by December 2028
Primary Methodology	• Use of survey questionnaire. (350 to 500 individuals surveys) • Focus Group Discussion. Interview at least 20 FGD • Key informant interviews. Interview 50 KII • Review of secondary information
Evaluation Start and End date	Start date: February 1st, 2024 **End date: March 31, 2024**
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 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 workshop 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.	Develop Sample Size calculator	Consultant
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 analze 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 that will be involved in the baseline evaluation should have to have a minimum of master's degree in agricultural economics/economics, statistics, social science, computer sicence or other related discipline.
- Minimum 10 years of work experience in conducting sound and thorough technical
- evaluations of similar projects
- Evidence of success in 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
- 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:

1. 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 heifersenegal@heifer.org by coping abdoulaye.ndiaye@heifer.org and Daouda.ndao@heifer.org.

Submission must be in English and typed single-spaced on standard type white paper. All pages must be numbers, 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	January 15, 2024
2.	Selection Committee review	January 16, 2024
3.	Notification of award	January 18, 2024
4.	Award agreement negotiation	January 19, 2024
5.	Contract review by Legal	January 31, 2024

6.	Signing award	February 02, 2024

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.

Annexes
Project Results Framework
Project ToC