|  |
| --- |
| **Terms of Reference** |

**For**

**Consultant to conduct Baseline Survey of**

**Economic Enhancement Through Strengthening Beef and Goat Market System Project**

Contents

[Table of Contents 1](#_Toc513192512)

Section [1: Overview Heifer International Bangladeshprojects: ..](#_Toc513192513).2

1.1 [Heifer Bangladesh Program’s history 2](#_Toc513192514)

1.2 [Project to be implemented 2](#_Toc513192515)

Section 2: [Project background](#_Toc513192516) 3

2.1 [Development problem](#_Toc513192517) 3

2.2 [Target area and target populations](#_Toc513192518) 3

2.3 Map of [target area and project activities 3](#_Toc513192518)

2.4 [Intended results](#_Toc513192518) 4

2.5 [Approach and implementation](#_Toc513192518) 10

2.6 [Existing data](#_Toc513192518) 11

Section 3:  [Baseline Rationale](#_Toc513192519) 11

[3.1 Baseline Purpose](#_Toc513192520) 11

[3.2 Audience and Intended Uses](#_Toc513192521) 11

[3.3. Baseline Questions](#_Toc513192522) 11

Section 4:  [Baseline Design and Methodology](#_Toc513192523) 11

[4.1 Baseline Design](#_Toc513192524) 11

[4.2 Methodology](#_Toc513192525) 12

[4.3 Methodological strengths and limitations](#_Toc513192526) 12

Section [5: Profile of consultant/s](#_Toc513192528) 13

Section [6: Credibility](#_Toc513192528) 13

Section [7: Ethical considerations](#_Toc513192528) 13

Section [8: Products and Deliverables](#_Toc513192528) 13

[8.1: Deliverables](#_Toc513192529) 13

8.2 [Report template](#_Toc513192530) 14

Section [9: Team Composition](#_Toc513192531) 14

Section [10: Baseline Management](#_Toc513192532) 14

10.1 Logistics14

[10.2 Period of performance and timeline](#_Toc513192534) 14

Section [11: Procurement](#_Toc513192536) 15

11.1 [Proposal submission requirements](#_Toc513192535) 15

11.2 [Late submission and modifications](#_Toc513192535) 15

11.3 [Selection criteria](#_Toc513192535) 15

**Section 1: Overview Heifer International Bangladesh projects**

* 1. Heifer Bangladesh Program’s History

Heifer Project International started working in Bangladesh in 2006 as a subsidiary of Heifer International Nepal with one local partner organization. Heifer's work steadily grew after implementing four projects in six years when the organization took the initiative to officially open its Bangladesh country office in Dhaka in 2012 by registering under NGO affairs bureau of Bangladesh. Till now, Heifer Bangladesh has been supporting more than 16,000 smallholders and marginalized families through its interventions.

Capturing and utilizing the years of learning and experience in Bangladesh and beyond, Heifer Bangladesh team plans to initiate new projects with an aim to reach its target of supporting 120,000 families by 2020 as per the strategic plan.

Currently, Heifer Bangladesh country office is implementing three projects through eight partners. The lessons learned and experience gathered from previous projects would facilitate to run the proposed project in a more effective way and create positive impact within the communities in Bangladesh.

Heifer’s Approach

Heifer follows the Values-Based Holistic Community Development (VBHCD) approach. Heifer’s practice “Passing on the Gift” to share resource (seeds, offspring of animals, etc.) to other community members is a unique tool and fundamental idea of Heifer International’s for sustainable development. This unique development tool multiplies the benefit of the original resources and creates resilience and sustainability in communities, also known as the Exponential POG model—rolling out help from one family eventually reach to 5 families—applied to all projects. Heifer works inclusively with community and exclusively with women.

Developing people-centric, community-based organizations is a key focus for the sustainability. Heifer Bangladesh facilitates formation of self-help groups (SHGs) as basic community structure in targeted villages. Over time they develop into associations of SHGs. Gradually these associations start acting as business hubs/cooperatives/producer organization to let poor access to inputs, technical and financial services, collective processing and marketing. These ‘hubs’ also serve as focal points to train or let members learn to improve their access to larger markets, strengthen their association’s financial management (especially in managing their savings) and improving their own governance that ensure sustainability and resilience.

Heifer focuses on total community transformation and is grounded in societal values and principles which encourages collective strengths and values to overcome problems within the communities. This is a combined strategy to connect farmers to value chains.

Since FY-18, Heifer International has adopted accelerated strategies to achieve living income with greater impact on the communities.

* 1. Project to be implemented

Project ID: BD 2015

Project Title: Economic Enhancement Through Strengthening Beef and Goat Market System Project

Award Number: BD2015HIBD00

Award Date: January 2018–June 2023

Funding Organization: Heifer International

Supporting Organization: Heifer International Bangladesh

Country Director: M. Siddiqur Rahman

Project Partners: National Development Programme (NDP), Bangladesh Association for Social Advancement (BASA), WAVE Foundation, Pally Bikash Kendra (PBK), Jagarani Chakra Foundation (JCF) and Ashrai

**Section 2: Project background**

2.1 Development problem

Bangladesh is country with huge population. Total consumption of meat of the country is really very big. Heifer International Bangladesh (HIB) commenced goat and beef value chain analysis have found that the country has a significant deficit in meat production. Besides, it was found that nutrition goal was far behind than the MDG’s targets for Bangladesh where animal nutrition was assumed core contributor. Along with those, the country has a huge demand for beef and goat for sacrificing in religious events. Even the country has huge demand for beef and goat meat, the market is not functioning properly, and market is not giving solutions for the challenges lies at different actors’ level.

But the beef and goat market systems are highly distorted due to following reasons:

* Low production and productivity
* Lack of improved farming knowledge
* Lack of land and financial resources
* Lack of trust among market action
* Weak institutional structures
* Mal practices in the market
* High cost of production
* Poor access to services
* Lack of consumers awareness, etc

Besides those market related problem, the following problems has some trickle-down effect on the people of Bangladesh especially for the poor:

* Weak social capital which is weakening day by day
* Poor nutrition status and food habit
* Adverse impact of climate change
* Poor status of women empowerment, etc

Based on the above-mentioned challenges, we have designed the project following Heifer’s Values Based Holistic Community Development Approach which would be combined with Market Development Approach.

This five-year umbrella project is to improve livelihoods of the 34,500 families by building social capital and strengthening beef and goat market systems which would be implemented in two phases covering 21,000 families in the first phase (FY-18 to FY-21) and 13,500 families in the second phase (FY-19 to FY-23). It will focus on bringing people together, improving their capacity to enhance their livelihoods and facilitating them in the empowerment journey through strengthening beef and goat market systems and building social capital using their available resources as well as leveraging external resources to increase income, nutrition, social capital, improve the environment, empower women, producers organizations and market systems.

2.2 Target Area and Target Populations

The project would be implemented in 13 sub-districts of 06 districts of Bangladesh (Sokhipur and Mirzapur of Tangail, Raigonj, Ullapa and Bekuchi of Sirajgonj, Godagari, Poba, Tanore and Mohonpur of Rajshahi, Bhairab of Kishoregonj, Raipura of Narsingdhi, Baraigram and Lalpur of Natore). The project will work with inclusive farming families and exclusively with women to achieve their living income.

2.3 Map of Target Areas and Project Activities

****

Major project activities include forming self-help groups (SHGs), project management committees, , collecting baseline data, group savings and credit, delivering trainings on social capital (Heifer Cornerstones/Participatory self-review and planning, training of trainers, group management, gender equity, savings and credit mobilization, producer organization development and capacity building); livestock production management (demonstrative production models and replicating successful production models, farmers field school (FFS) on animal husbandry); kitchen gardening and agriculture production (promoting environment friendly practices, homestead gardening, high value crop production); environment (CMDRR, fodder cultivation, tree plantation, etc), nutrition awareness development, accelerated business (backward and forward market strengthening) and savings - credit mobilization, monthly & quarterly meetings, quarterly participatory self-review and planning, encouraging/prioritize women to join in SHGs, encouraging SHGs to nominate women members for SHGs’ leadership, initiating collective activities, producer organizations’ capacity development (governance, financial management, institutional development and business development) distributing goats and other gifts to 1,650 families, organizing passing-on-the-gifts (POG) ceremonies, exchange study visits, organizing the final project evaluation.

2.4 Intended results

The goal of the proposed project is to achieve living income of 34,500 marginalized and smallholder farmers by 2022 through developing beef and goat market system and creating self-propelled and sustainable producer’s organizations. As well as achieving the progress against the indicators described in Results Framework:

**Result Framework of Economic Enhancement Through Strengthening Beef and Goat Market System Project**

|  |  |
| --- | --- |
| **Goal** | **Indicator** |
| To achieve living income of 34.500 marginalized and smallholder farmers by 2023 through developing beef and goat market system and creating self-propelled and sustainable producer’s organizations. | * 75% of the HH achieved living income
 |
| **Results** | **Intermediate Results** | **Outputs** | **Activities**  | **Indicators** |
| 1. **Strengthening Social Capital and empowerment of 34,500 women**
 | 1.1Increased cooperation among 34,500 SHG members | 1.1.1.Producer organization formed and strengthened | 1. Introduce SHG formation and governance practices.
2. Introduce monitoring system at SHG & Producer Organizations level.
3. Organize and introduce well managed savings and credit activities.
4. Form PMC and facilitate its functioning (including meeting)
5. Form producer organization and facilitate its growth
6. Design guideline on producer organization formation and facilitate for application among members
7. Conduct capacity assessment for producer organization and planning
8. Arrange exposure visit for SHG and Producer Organizations members
 | **R:*** 90% of HH possess Solidarity and trust among community members (GI)
* 80% of women in managerial/leadership positions of the institution (GI)

**IR:*** 90% SHGs involved in collective activities
* 70% SHG members who are shareholders of Coops.

**Output:** * # of producer organization formed
* # of SHGs completed PSRP
* # of Producer Organizations completed PSRP
 |
| * + 1. 1.1.2 SHG members aware of CS and practice PSRP (participatory self-review and planning)
 | 1. Training on CS
2. Conduct quarterly PSRP exercise (SHG level).
3. Conduct half-yearly PSRP exercise (producer organizations level).
4. Review PSRP progress on regular basis
 |
| 1.2 Improved women's status and condition at HH, community and institution level | 1.2.1 SHG members and their spouse are aware of Women's Economic Empowerment and their leadership role.  | 1. Provide gender training for both male and female
2. Orientation on personal leadership through CS Training
3. Mobilize women for participating in different forum, coop's events, social events
4. Design and facilitate exclusive women entrepreneurship
 | **IR:*** 80% women involved in joint decision making at HH (GI)

**Outputs:** * # of SHG members and spouses trained on gender, leadership and economic empowerment
 |
| 1. **Increased Income and asset**
 | 2.1 Increased production and productivity | **2.1.1** SHG members are aware of improved technologies and best practices of livestock rearing | 1. Develop and distribute IEC materials at SHG level
2. Create access of farmer to solution through FFS.
3. Link CAVEs with farmers and farmers with Govt. services
4. Introduce improved housing for livestock and hatching pot for poultry
5. Introduce of community-based breed screening and selection
6. Promoting improved breed of livestock through AI
7. Establish buck center to improve breed (genetic merit)
8. Linking farmers with the AI service providers and DLS
9. Demonstrate new/improved technologies
10. Innovate prototype innovations (e.g. resilient varieties) from external organizations for extension in the project area
 | **R:** * 50% of HH Income increased (GI)
* 20% of asset increased

**IR:*** 20% value increased of commodities produced and marketed (GI)
* 80% of livestock mortality reduced

**Output:** * # SHG members received technical training on IAM and poultry rearing
* # of animal health camps
* # of animals vaccinated
* # of animals dewormed
* % of SHG members received saplings, seeds for fodder and forage
* # of IEC materials developed and introduced
 |
|  | **2.1.2**Animal health, nutrition and management practices improved  | 1. Provide technical training on IAM and poultry rearing
2. Introduce animal health card at HH level
3. Organize vaccination, deworming & animal health camp
4. Distribution of saplings, seeds for fodder and forage
 |
| **2.1.3**Farmers have access to finance and other services (right input procurement. Insurance etc.) | 1. Agree with project partners and follow-up for physical input support through PCF
2. Introduce and follow up loan operation from SHG savings and follow-up
3. Link farmers with inputs services and market actors (finance, insurance, fodder, vet, feed, concentrates, etc.)
4. Develop other financial products with low cost.
5. Organize PRODUCER ORGANIZATION based insurance coverage practice
6. Assist farmer to procure right types of animals
 | * % SHG members linked with inputs and services market actors (finance, insurance, fodder, vet, feed, concentrates, etc.)
* % SHG members who utilized services of CAVEs
 |
| **2.1.4.** Peer-to-peer learning platform established | 1. Encourage co-mentoring among farmers
2. Promote farmer's field schools
3. Organize exposure visits
 | * # of progressive farmers identified- who can co-mentor other farmers
* # of farmer's field schools
* # of exposure visits
 |
| **2.1.5** SHG members are aware about improved technologies | * Promote improved technologies and adoption of duration specific rearing cycle.-
* Introduce of technologies i.e. UMS, UMB, hydroponic and maintaining 2 mangers for 24 hours’ water supply for livestock, fodder, concentrate etc.)
1. Demonstrate new/improved technologies (through partnering with appropriate stakeholders)
2. Observe farmers field day
 | * # of SHG members aware about new technologies
* # of new technologies demonstrated
* # of farmers field day observed
 |
| **2.2** Accelerated Business Development | **2.2 1.**HHs inclined towards Agro-enterprise development | 1. Provide training on entrepreneurship skill development, business plan and record keeping.
2. Start keeping record at Household level and develop business plan
3. Link HHs with service providers i.e. Govt. private sectors, input sellers, traders, CAVEs, financing institutions, government, other NGOs for BDS
4. Arrange exposure visit for knowledge development on product diversification and value addition
 | **IR:** * 10% of HH promoted as entrepreneurs

**Outputs:*** # of SHG leaders trained on entrepreneurship skill development
* # of SHG leaders trained on business plan and record keeping
* # of SHG leaders trained on product diversification and value addition
 |
| **2.2. 2**SHG members, input sellers, CAVEs and CBOs are linked with market actors | 1. Meeting, workshop, communication for MoU signing with private sectors, service providers, Government Department
2. Workshop with market actors including purchasing on live weight basis)
3. Train of the lead (who would support to other HHs) HHs on market issues
4. Develop of market information system
5. Support for developing infrastructure for selling on live weight basis
6. Facilitate systemic change to make quality inputs available for the farmers
7. Introduce and provision working capital to start up business for producers’ organizations
 | **Output:*** #of workshops with market actors
* # of actors are linked with the farmers and hub
* # of aggregation centers with infrastructure for selling on live weight basis
 |
| **2.2.3**CAVEs are skilled and able to provide services to the community | 1. Provide training to CAVEs (both technical and enterprise development)
2. Provide Vet Kits to CAVEs
3. Introduce CAVEs to the community and Link CAVEs with DLS and market actors
4. Provide revolving fund for CAVEs
5. Organize CAVE platform and experience sharing mechanism
6. Meeting, workshop for service providers network development
 | **Output:*** # of CAVEs trained
* # of CAVEs providing services to the community
* # of CAVEs linked with DLS and market actors
* % of CAVEs who received Vet. Kit.
* % of CAVEs who received revolving fund
 |
| **2.3**Increased adoption of climate smart actions (CSA) | 2.3. 1SHG members are aware of CSA | 1. Linkage with UDMC
2. Provide CMDRR training
3. Demonstrate and promote compost production
4. Promote integrated pest management practice
5. Promote use of organic fertizer(vermicomposting & pit compost) in the field
6. Distribute sapling for plantation
 | **IR:*** 90% of HH adopting CSA techniques (GI)

**Outputs:**# of HH involved in compost production # SHG members aware of use and benefit of organic fertilizer # SHG leaders received CMDRR training. |
| 1. **Improved nutritional status**
 | 3.1 Increased adoption of nutrition and hygienic practices | **3.1.1** SHG members are aware of nutritious food production and consumption | 1. Provide training on nutrition, kitchen gardening.
2. Gifting poultry, seeds for kitchen garden, financial support for sanitation
3. Introduced back-yard semi scavenging poultry rearing and management system at HHs level.
4. Aware HHs and Introduce practice of family consumption animal food stuff production
5. Establish round year kitchen and roof garden at HH level
6. Demonstrate the vegetable gardening in community
7. Aware HHs and Introduce practice of family consumption animal food stuff production
8. Develop BCC/IEC material for consumer and HHs awareness
9. Awareness building on safe drinking water
 | **R:*** 30% of HH Dietary Diversity Score (HDDS) increased (GI)
* Months of Adequate HH Food Provisioning (MAHFP) (GI)

**IR:*** % of HH cultivating vegetables at their homestead
* % of HHs have access to safe drinking water (GI)
* # of butcher shops maintaining improved hygienic standard

**Outputs:*** # of SHG members trained on nutrition, hygiene and kitchen gardening
* # of HHs received poultry, seeds for kitchen garden and financial support for sanitation
* # of BCC/IEC material development and distributed
 |
| **3.1.2** SHG Members have access to sanitation and safe drinking water | 1. Provide training/orientation on proper use of sanitation
2. Distribute sanitary latrine
3. Provide orientation on use of safe drinking water
 | **Output:*** **#** of HHs have sanitary latrine
 |
| 3.1.3 Local butchers are aware of hygienic meat processing | 1. Provide orientation for butchers on hygienic slaughtering and processing
2. Demonstrate hygienic butcher shop
3. Develop IEC material for awareness development
 | **Output:*** # of butchers oriented on hygienic slaughtering and processing
* # of IEC materials developed and distributed
 |
| **4. Capacitated and self-propelled producer organizations through functional structure, financial Mgt and gradual business expansion.**  | **4.1** Enhanced functionality of the committee, subcommittees & staffs | **4.1.1** Mgt committee, sub-committee and staff are aware about the Policy and procedure | 1. Provide training and arrange exposure visit to flourish VBHCD approach and regularly do PSRP
2. Provide training to coop management and governing board in various (need base) topics
3. Develop strategic and business plan for coops
4. Arrange exposure visits on operational areas of organization
5. Automation of financial and management operations and regular reporting
6. Develop of policies and procedures for Coops
7. Conduct capacity assessment periodically
8. Develop JD of Mgt Committee, sub-committee and staff
 | **R**: * 15 producer organizations strengthened (GI)

**IR:** * 15 producer organizations practiced policy and procedure

**Output:*** # of Coops having the SOP
* # of Strategic plan developed
* # of Business plan developed
 |
| **4.1.2** Coops committee, subcommittee & staffs are aware about their roles and responsibilities fororganizational mgt. | 1. Introduce different subcommittee with written jurisdictions
2. Define roles and responsibilities of committee, sub-committee and developing JD of staff
3. Orient the committee, sub-committee and staff on roles, responsibilities and incentives.
4. Develop annual plan and split into monthly for staff and committee
5. Introduce check list of progress measured, oriented to committee members and staff
6. Present the progress and measure taken to the regularly organized executive committee
7. Introduce and promote practice of regular reporting for staff and committee members.
8. Orient financial management, organizational procedure
9. Introduce open budgeting process
10. Conduct regular internal and external audit and sharing report
 | **Outputs** * + - * # Coops with clearly defined roles and responsibilities of committee, sub-committee and staffs
			* # of committee, sub-committee and staffs oriented
			* # of Coops having 5% and above RoA (return on Asset).
			* # of Coops with functional committee & subcommittee
 |
| **4.1.3**Members of cooperatives actively engaged with Coops operation | 1. Provide training for Coops leader, sub-committee & staffs on leadership
2. Provide training for Coops leader, sub-committee & staffs on budgeting, fiscal management
3. Provide training for Coops leader, sub-committee & staffs on conflict and risk management
4. Organize the exposer visit of leader, subcommittee members to successful Coops/PRODUCER ORGANIZATION
5. Train producer organization management and governing board in various (need base) topics
6. Provide orientation for Producer organizations leader, sub-committee & staffs on 360
 | **Outputs:*** % of members participate in AGM
* % member participate in SHG meeting
 |
| 5. **Strengthened input, services and output market** | 5.1 Increased use of inputs and services | **5.1.1** Input and services are channeled to farmers (production level) | 1. Partnership developed with public and private sector partners
2. Inputs sellers and service network development workshop
3. Organize workshop and orientation for farmers to inform and keep updated the input performance and market
4. Organize buyer and seller exchange and network
5. Mobilize and connect input seller to extend the input supply chain to last mile as well as their network
6. Disseminate production and market related information to farmers
7. Explore (communication, discussion and negotiation) partnership with private sector
8. Facilitate private sectors to invest in value chain
9. Link methodology implementation
 | **R:** * 20% volume of sales increased

**IR:** * 30% of sales/turnover increased of producer organization

**Outputs:** * # of inputs sellers developed or connected
* # of private sector engaged with Producer organizations
* # of formal partnership built
 |
| **5.1.2** Inputs sellers and farmers are trained and aware input market | 1. Build input sellers’ capacity and provide other support (fianance, management etc.)
2. Facilitate capacity building training for farmers, inputs and services sellers
3. Capacity building of staffs on product promotion regarding input and technology
4. Demonstrate environmental friendly procedure and practice in community
5. Organize skill transfer (on job) training for the farmers to new opening
6. Organize purposive exposure visit
 | **Outputs:*** # of input sellers trained
* # of farmers aware of usage of inputs
 |
| **5.1.3**Financial services organized and stepped for efficient management | 1. Organize saving group and introduce savings and credit procedure
2. Facilitate savings transfer to Producer organizations
3. Facilitate Producer organizations to finance in productive sectors
 | * # of farmers received loan from coops
* Amount of loan received by farmers
 |
| **5.1.4**Producer organizations are providing insurance for members and large animal | 1. Adopt insurance policies by producer organizations
2. Facilitate insurance services though producer organizations
3. Introduce the insurance system

C | * # of members are insured
* # of producer organizations adopted insurance policies
 |
| **5.2** Increased sale of products  | **5.2.1** Products are channeled to forward market | 1. Explore (communication, discussion and negotiation) the scope for engaging private sector
2. Develop structural facilities (office, warehouse, outlet etc.) for the producer and Producer organizations.
3. Develop buyer network development
4. Facilitate capacity building trainings for market actors
5. Facilitate CS training for market actors
6. Introduce contract farming and motivate to this idea
7. Regular stock update of future selling and plan for marketing
8. Promote producer organization brand
9. Training on sales and marketing for hub staff
 | **IR:** * 30% sales increased through hub
* 20% of direct sales increased in local market

**Outputs:*** # of farmers are supplying products to hubs
* # of farmers are selling through local market
* # of market sector professionals oriented
 |
| **5.3** Developed functional business hub | **5.3. 1**Stakeholders are aware of Hub's services | 1. Develop business plan at household and producer organization level
2. Link producer organization with service providers i.e. private sectors, financing institutions, government, other NGOs
3. Develop market information system
4. Facilitate financial services to the actors of value chain
5. Facilitate capacity building training/workshop for producer organization leaders and staffs
6. Provide entrepreneurship skill development training
7. Train, orient and sensitize local butchers
8. Promote/introduce/facilitate collective buying and selling through producers’ organizations
9. Workshop on link methodology
 | **IR:*** # of hubs are functioning as of plan
* % of income increased for producer organizations

**Outputs:*** # of farmers served through hub
* # of business plan developed at producer organizations level
* # of butchers trained
 |
| **5.3.2** Brand developed by hubs | 1. Organize and facilitate brand development workshop
2. Identify branding opportunities
3. Re-branding of *Samabaya* meat
4. Conduct monitoring on brand performance and sales
5. Provide Training of staff of marketing
 | * # of workshop organized for brand promotion
* # of monitoring report produced on brand performance
* # of monitoring report produced on sale**s**
 |

2.5 Approach and implementation

Heifer International Bangladesh (HIB) will be responsible to train the project partners. HIB will also take the responsibility to provide oversight in the project implementation and provide backstopping. HIB will also cater to additional training needs in Values Based Holistic Community Development (VBHCD) and market development for the staff involved in project implementation. Program officers and program managers will offer backstopping to the PPs and private sector actors in all the activities implementation. Project staff will facilitate and support the SHGs’ activities and will have monthly action plans based on quarterly project action plans produced by the PMCs, PPs and Heifer staff. Project Management Committees (PMCs) at SHG level will be formed for planning, monitoring and follow up at the project level. Livestock purchase and management of trainings will be done as per established HIB’s procedures. Close coordination will be done with the local authorities at the community, sub-district and district level. Coordination meetings will be conducted quarterly and joint monitoring will be conducted towards the end of the project.

The project activities will be implemented following a mixed delivery model (direct delivery and facilitation) where systemic interventions will get key focus.

2.6 Existing data

The Project will provide the consultant/s team with a package of briefing materials (Producer Organizations documents, material of VBHCD, Living Income benchmark, country program brief, annual report, programming strategy, Global Indicators (GI) survey question, Performance Indicator Reference Sheet and calculation techniques, etc), project proposal, baseline guideline, and Survey CTO access.

**Section 3: Baseline rationale**

3.1 Baseline purpose

The purpose of the baseline survey is to understand the present status of the participating HHs and market actors in regards of the indicators shown in the Indicator Performance Tracking Table (IPTT) through which the project team will set the milestones. Later, through the GIM and Final evaluation, project will assess the success of the intervention.

3.2 Audience and intended Uses

The audience of the baseline report will be the HPI, HPI Bangladesh, specifically the project team, and the implementing partners. Project team and partners will learn about the present status of the HHs and market actors and during implementation they will use these data to guide the project. So that finally project can achieve its goal.

3.3 Baseline questions

What is the present demographic status of the participating HHs.

What is the present income and asset base of the HHs?

What is the value and volume of sales of beef and goat at actors level?

What is the condition of social capital, nutrition, women empowerment and environment in the working area?

What are the market constraints exist presently throughout the systems?

What is the status of the producer organizations’ (leadership, governance, financial management, organization development, members engagement and business development)?

**Section 4: Baseline survey design and methodology**

4.1 Baseline survey design

The baseline design must be relevant to the baseline purposes, indicators of the Result Framework and guiding questions above. If gaps are identified, the original design may need to be adjusted. Only project specific indicators-based questionnaire would be designed by the consultants with the assistance of Heifer along with GI indicators set in SurveyCTO. The consultant will propose the other baseline tools along with Survey CTO as required by the indicators. After completion of data collection, the consultant will analyze the data and submit a study report against indicators as of reporting guideline which would be used later for comparing the achievement.

4.2 Methodology

The evaluation team should use robust survey and sampling techniques suggested by Heifer’s MELS guideline (Heifer uses standard sampling technique) to detect present status of the HHs and market actors. They should also use tablets installed with SurveyCTO software to collect information. The survey participants are selected randomly for answering structured questionnaire. They must use review, collection of primary and secondary data and mixed method approach, a combination of both qualitative and quantitative method for collection and analysis. In-depth qualitative data would be collected by FGD and KII to justify some of the findings received from household survey and markets systems status. Descriptive statistics and a basic approach for measuring income and cost is used to analyze the data which will assist to set milestones. All the indicators baseline would be calculated with the suggested guideline of Heifer.

Here is the number of project families and sample size for survey. Sample size and distribution may change depending on reference income collected by Heifer International Bangladesh before finalizing the survey design.

|  |  |  |
| --- | --- | --- |
| Item | Project participants | Sample size for survey |
| Family | Original | POG | Original |
| Sub-project in Raigonj, Sirajgonj | 750 | 3,750 | 98 |
| Sub-project inShokhipur, Tangail | 750 | 3,750 | 98 |
| Sub-project inGodagari, Rajshahi | 750 | 3,750 | 98 |
|  |
| Existing producers organizationMohanpur, Paba and Tanore of Rajshahi, Baraigram and Lalpur of Natore, Belkuchi of Sirajgonj, Bhairab of Kishoregonj, Raipura of Narshindhi | 12 Producers organizations from 05 different districts with 7,500 families | 161 |
| Phase Two: Start-FY-19, Close-FY-23 |
| Sub-project in Ullapara, Sirajgonj | 750 | 3,750 | 98 |
| Sub-project in Mirzapur, Tangail | 750 | 3,750 | 98 |
| Sub-project in Puthia, Rajshahi | 750 | 3,750 | 98 |

In addition to above a total of 20 FGD and KII each would be conducted with special consideration of differentiation among HHs, producer organization and other market actors.

4.3 Data Analysis

Prior to the start of data collection, the baseline team will develop and present, for HPI review and approval, a data analysis plan that details how quantitative data will be analyzed, how focus group interviews will be transcribed and analyzed; what procedures will be used to analyze qualitative data from key informant and other stakeholder interviews; and how the consultant will weigh and integrate qualitative data from these sources with quantitative data from indicators.

4.3 Methodological Strengthens and Limitations

Given the short timeline for this survey is a great limitation for the study. The consultant or team may not be able to cross-check key informant characterizations of participants’ present behavior and competencies through direct participant interviews or observation, due to timeline. That’s why FGD, KII or other tools would be used to understand those.

**Section 5: Profile of consultant/s**

The Lead consultant/team/consultancy firm should be gender sensitive, culturally diverse and collectively possess the education, abilities, skills, and experience appropriate to the study. The principal investigator should have at least 7 years of experience in conducting baseline survey/evaluations for the development sector specially in the field of market systems and socio-economic development.

**Section 6: Credibility**

6.1 Baseline survey findings should be trustworthy, objective, independent and unbiased.

6.2 The selected sample should be mirror as closely as possible the geographic distribution of operations and represent the population.

6.3 Baseline survey, data analysis and reporting should be based on methods that generate the highest quality and most credible information.

6.4 Baseline survey methods should use gender-disaggregated data and incorporate gender relations in relevant areas.

6.5 Baseline survey and report should be free from influences and conflict of interest that would bias the conduct, findings, conclusions or recommendations.

**Section 7: Ethical Considerations**

7.1 Baseline survey shall provide due regard for the welfare, beliefs and customs of those who will be involved or affected by the project.

7.2 Consultant/s must have professional integrity and respect the rights of individuals in terms of informed consent and confidentiality.

7.3 In line with Universal Declaration of Human Rights survey must be sensitive to and address issues of discrimination and gender inequity.

7.4 Consultant/s should maximize the benefits and reduce unnecessary harm that might occur from the survey.

7.5 Surveys should take into account the public interest and good, going beyond analysis of particular stakeholders interests to consider the welfare of society as a whole.

7.6 Stakeholders shall be given due process. Stakeholders shall be provided with sufficient information to understand how to seek redress for any perceived disadvantage suffered. Copies of the baseline report shall be provided to stakeholders.

**Section 8: Baseline survey products and deliverables**

8.1 Deliverables

1. Work Plan: A detailed work plan which will include the dates and methodologies to be used in the evaluation. The work plan will be submitted to HIB for approval no later than the 5 days of agreement.
2. Methodology Plan: A written methodology plan including data collection and analysis methods as per evaluation question. Before finalizing the questionnaire, the consultant/s should share the draft questionnaire. S/he should incorporate feedbacks from HIB.
3. The debriefing will include a discussion with Heifer staff of findings and issues as well as any recommendations for possible modifications to project approaches, results, or activities.
4. A draft report of the findings and recommendations should be submitted to HIB. The written report should clearly describe findings, conclusions, and recommendations. HIB will provide comment on the draft report within one week of submission.
5. The team will submit a final report that incorporates the team responses to HIB’s comments and suggestions no later than seven days after HIB provides written comments. The report will be submitted in English, electronically in PDF format along with three hard copies.
6. Electronic Datasets (raw, and cleaned version used for analysis) in SPSS, Excel or CSV format and scripts used to process and report data should be submitted to HIB

8.2 Baseline report template

The format of the evaluation report is as follows:

1. **Title page -** Include a title, name(s) of consultant/s, date, and relevant logos.
2. **Executive summary -** Provide a brief overview of the survey purpose, project background, questions, methods, findings and conclusions.
3. **Acknowledgement**
4. **Table of contents**
5. **Acronyms**
6. **Introduction** – rationale, purpose, objectives of the baseline survey.
7. **Project overview** – Description of the project to be implemented; specify what indicators, criteria are to be used with sufficient explanation.
8. **Methodology** – describe evaluation method in detail including any limitations, gaps and sampling structure.
9. Result Level IPTT – IPPT including the progress for Global Indicators
10. **Findings** – Present all findings as analyzed facts, evidence, and data supported by quantitative or qualitative evidence, and not people’s or evaluator’s opinions or hearsay.
11. **Recommendation** – Support recommendations with specific findings and provide recommendations that are action-oriented, practical, relevant, specific and doable.
12. **Conclusions** – Synthesize and interpret findings and make judgment supported by one or more findings.
13. **References**
14. **Annexes** – Scope of work, results framework, data evaluation tools, data analysis method used, datasets in CSV or Excel format and data tables.

**Section 9: Team composition**

The consultant team/consultancy firm/individual consultant may apply for the task. There is no bindings with team composition, but minimum criteria for being a consultant mentioned in ToR (Section 5) to be addressed.

**Section 10: Baseline survey management**

10.1 Logistics

Heifer Bangladesh will provide key relevant documents and facilitate the work plan. HIB will arrange meetings with stakeholders prior to the initiation of field work. The consultant/s team is responsible for arranging their accommodation, vehicle rent, and drivers as needed for site visits and for procuring its own work/office space, computers, printing and photocopying.

10.2 Period of performance and Timeline

The evaluation will take place over a period of approximately two months, beginning from the 24th of September 2018, with field work completed on October 20th, 2018 and the final report and close-out in November 21st 2018.

Pre-field work – two weeks: Document review, planning and questionnaire preparations

Field work – two weeks: Data collection

Post field work –four weeks: Data analyzing and reporting

Section 11: Procurement

11.1 Proposal submission requirements:

All interested Evaluators/firms will submit their proposals with the following information:

***Technical proposal (not to exceed 10 pages)***

**General information (not to exceed 2 pages):**

* Organization overview
* Capacity statement
* Website

**Technical Approach (not to exceed 8 pages):**

* Based on what is proposed in the Term of Reference (TOR), A detailed methodology on how the assignment will be conducted, including a qualitative and quantitative data collection approaches, sampling strategy, sample size, data collection methods and system/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 team members to be provided in an attachment).
* Based on what is proposed in the TOR, A clear and comprehensive work plan (draft), outlining the major activities, 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 evaluation assignments were undertaken with contact information for each one.

***Financial proposal (in BDT)***

* Itemized budget;
* Narrative explanations of line items;

Interested local or international firms legally eligible to implement this assignment in Bangladesh 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.

Submission must be in English and typed single-spaced using Times New Romans font size 12, with a complete set of appendices/attachments as applicable. All documents can be submitted by email.

***Scope of bid price and schedule of payment***

* Remuneration of the successful contractor will be fixed and bids should be submitted on this basis. No adjustment will be given for the period and determined by the specified outputs as per this ToR. The price should take into account all HR costs and professional fees, travel costs, subsistence and ancillary expenses.
* HIB shall affect payments, by bank transfer to the consultant’s bank account, upon acceptance by HIB (in consultation with PPs) of the deliverables specified in the ToR. Payments will be made based on milestone deliverables upon submission of invoice and upon certification of the work completed.

***Payment installments***

* 30% of the contract amount upon approval of inception report (after 7 working days);
* 30% of payment upon approval of first draft report and validation workshop (after 25 working days)
* 40% of payment upon approval of final report (after 31 working days)

11.2 Late submissions and Modifications:

Proposal received after the submission deadline will not be considered. Offerors are responsible to ensure their proposals are submitted according to the instructions stated herein. Heifer retains the right to terminate this proposal or modify the requirements upon notification to the Offerors.

11.3 Selection criteria

Submitted proposals must clearly demonstrate alignment with the TOR outlined above with appropriate level of details. Proposals will be evaluated according to the following criteria:

11.3.1 Proposal evaluation focus:

* Accuracy and relevance of the proposed technical approach and methodology 35%
* Completeness of proposal (activity plan, budget, team expertise, etc.) 15%
* Proposed team: expertise and competencies to address project components 35%
* Budget justification and costs realism 15%

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

11.3.2 Validity of Proposals

Proposals submitted shall remain open for acceptance for 15 days from the last date specified for 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 ad the negotiation process is contractually binding.

11.3.3 Limitations

This proposal does not represent a commitment to award a contract, to pay any costs incurred in the preparation of a response to this proposal, 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 as a result of the proposal.

11.3.4 Intellectual property

Part 1. Ownership Generally. Subject to Part 2 below, any intellectual property (including but not limited to copyrights, trademarks, servicemarks, and patents), intellectual property rights, deliverables, mannuals, works, ideas, discoveries inventions, products, writings, photographs, videos, drawings, lists, data, strategies, material, 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 any and all actions necessary to confirm or perfect HPI’s exclusive ownership of the Work Product.

Part 2. Prior-owned Intellectual Property. Any intellectual property owned by a Party prior to the Effective Date 9 (“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.

Part 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 any and all rights known as “moral rights”, and any similar rights, which Contractor may have in connection with the Work Product. The description of Services and/or Goods provided in this Agreement shall in no way limit the manner in which HPI may use the Work Product.

11.3.5 Applicable Regulations

Offerors must be legally registered to operate within Bangladesh and comply with local applicable legislation, including but not limited to labor law, financial requirements, taxes etc.