

Request for the Proposal (RfP)

Final Evaluation

of

Ensuring sustainable livelihoods of smallholder farmers through beef and dairy value chain enterprises (ESL) Project

Important Dates	
RfP Circulation Date	14 May 2018
Closing Date for the Submission of the Proposals	24 May 2018
Contract Signing and Start of the Assignment	26 May 2018
Presentation on key findings (at Heifer's CO)	20 June 2018
Closing of the assignment	30 June 2018

1. INTRODUCTION

1.1 Objective of the Request for Proposal (RfP)

This RfP is being issued for exploring awarding scope for evaluation applications from potential consultant for the project of Ensuring Sustainable Livelihoods of smallholder farmers through beef and dairy value chain enterprises (ESL) (Project no. BD2012HIBD00) which is to be ended in June 2018. The award agreement will include a fixed price payment schedule following submission and approval of deliverables.

1.2 Background of the Intervention

With funding support from Heifer International, the ESL project was started in July 2014 and going to be completed by June 2018. The project focused to serving 4,700 smallholder farmers living in three union namely Mougahchi, Walia and Bhangabari under sub-district of Mahonpur, Lalpur and Belkuchi of Rajshahi, Natore and Sirajganj district respectively in Bangladesh. The intervention approach is inclusive community development through (i) Empowerment and Institutional Strengthening and (ii) Sustainable Production and Market System development. The project falls under broad spectrum of the Beef and Dairy Value Chain Program of Heifer International Bangladesh. Through partnership with four national NGOs namely (i) National Development Program (NDP) (ii) Bangladesh Association for Social Advancement (BASA) (iii) Association for Community Development (ACD) and (iv) South Asian Partnership, Bangladesh (SAP-BD), the project is being implemented. Each partner has a target to support to 1175 households in their respective working areas. In the areas where poverty and vulnerability are highly prevalent, Heifer Bangladesh supports households continuously so that they become smallholder producers from their subsistence agricultural practices. This project envisioned to have a positive impact on the lives of rural poor smallholders by engaging them into beef and dairy value chains. The project focused on rural villages for production activities with clear



link to market and works with various other actors in the livestock value chains. The total budget of the project is around US\$ 3 Million for five years.

1.3 About Heifer

Heifer international

Heifer International is a global nonprofit organization working to end hunger and poverty and care for the Earth by using sustainable practices and engaging smallholder farmers in agricultural development. Since 1944, Heifer International has worked in 125 countries and supported 25 million families to overcome hunger and poverty. Currently, Heifer works in 29 countries.

Heifer Bangladesh

Heifer started working in Bangladesh since 2006 with support from Nepal office. In 2012, Heifer International Bangladesh obtained registration and started its operation. To date, Heifer international Bangladesh has been supporting 16,500 smallholders and marginalized families and plans to cover another 27,000 families more in next project. Thus, with a gradual increase, the coverage is supposed to be reached at 119,700 by 2021.

Heifer's Approach

Heifer follows the Values-Based Holistic Community Development (VBHCD) approach. Heifer's practice "Passing on the Gift (POG)" 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.

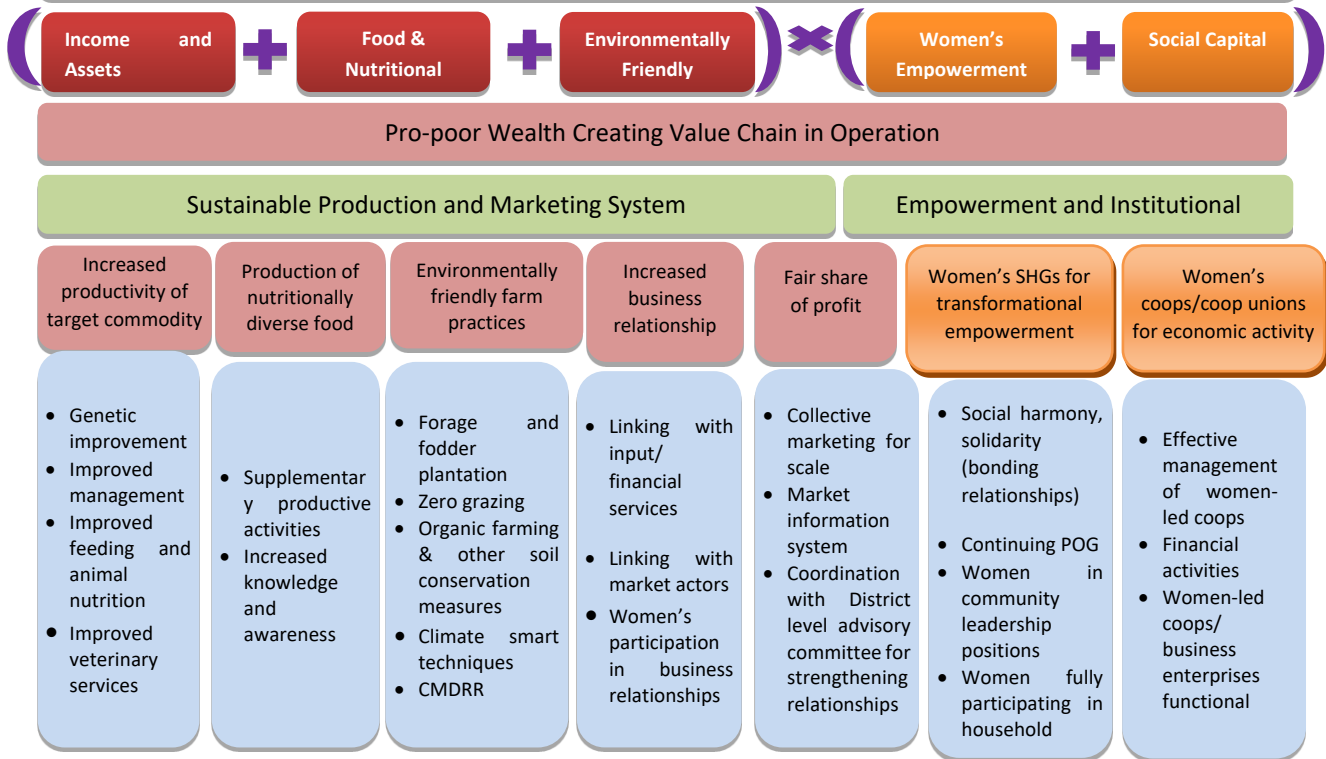
Developing people-centric, community-based organizations is a key focus for the sustainability. Heifer International Bangladesh facilitates formation of self-help groups (SHGs) as basic community structure in targeted villages. Over the time, they develop associations of SHGs. Gradually, these associations start acting as business hubs/cooperatives to let poor people 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.

2. PROJECT DETAILS

2.1 Development Hypothesis of the Project

The ESL project is grounded on the Heifer's theory of change. Improvement in the livelihood of poor and vulnerable communities will be achieved only when there is positive change in income and assets, improvement in food security and nutrition, improved environment, women empowerment and social capital as depicted in the following figure:

Goal: Ensuring sustainable livelihoods of smallholder farmers through beef and dairy value chain enterprises.



2.2 Project Goal and Objectives

Goal:

Over the period of 5 years, through a primary focus on the beef value chain and secondary focus on the dairy value chain, Heifer International Bangladesh will work to bring 4,700 families from a state of poverty and vulnerability to sustainability and resilience through their engagement in competitive, sustainable and inclusive beef and dairy value chain enterprises for bringing economic growth, improved livelihoods and food and nutrition security.

Objectives:

- **Objective 1:** By the end of the project, 4,700 families will have increased to an income level of BDT 200,000/family/year with 30% moving to BDT 225,000/family/year from beef cattle/dairy value chains, supplying an additional 300MT/year of beef and 50 MT milk/year to the market.
- **Objective 2:** Families will ensure year-round available food with three meals a day of nutritious, well-balanced and diverse food items with safe drinking water facilities and improved sanitary practices.
- **Objective 3:** Families and SHGs will be resilient to face climatic shocks and disasters by practicing Community Managed Disaster Risk Reduction (CMDRR) sustainable agriculture, natural resource management, biogas production, fodder production and conservation, as well as to support community activities to protect the environment.
- **Objective 4:** SHGs will organize into women-led cooperatives and strengthen farmers' cooperation in synergy with other local stakeholders.

2.3 Project's Target and Group Formation Approach

Including exponential POG, the total number of families to be assisted in the three districts Rajshahi, Natore and Sirajganj are as follows:

Number of Original Group (OG) Families:	800
Number of POG families:	<u>3900</u>
Total number of families:	4700

Each of the original SHGs formed and co-mentored five POG SHGs in the exponential POG method. The 800 original project participants (700 beef and 100 dairy) and 3900 POG families (3500 beef and 400 dairy) were supposed to organize into approximately 235 SHGs.

2.4 Major Component/Activities of the Project:

The project has 2 major components:

1) Empowerment and Institutional Strengthening:

Heifer International Bangladesh's VBHCD Model aims to empower vulnerable and marginalized smallholders and foster harmony within the community. Smallholders (with women representing their families) are brought together into vibrant community organizations known as SHGs, empowered and are enabled to develop their group vision and take collective actions.

Major activities under this component include; a) Formation of inclusive SHGs and their empowerment b) SHG management training c) Cornerstones Training d) Gender and Justice training e) Community Managed disaster risk reduction f) Exposure visits g) POG Process h) Project Management Committee functioning i) Cooperative formation preparation j) Clustering and Federating SHGs k) Coordination forums

2) Sustainable Production and Marketing System:

Heifer International Bangladesh is to undertake interventions targeted at creating improved value chain performance and strengthened linkage among actors. The first three years, this project focuses intensively on greatly increasing and improving production at the household level.

Major activities are; a) Strengthen Production Support Services through creating awareness, linking to the business hub and strengthening a supply chain of quality vaccines and other pharmaceuticals b) Effective business hubs led by women entrepreneurs:

There are also a range of supplementary activities for improving livelihoods. These are briefly mentioned below;

Improved animal management: Activities include providing quality physical livestock inputs support to families, artificial insemination (AI) for genetic improvement of breed, training for improved animal management practices and cross learning and improved vaccination and de-worming practices. Increased knowledge and awareness on beef and dairy production through training and dissemination of information and technology by CAVE and Government Livestock Department. CAVE development for technical backstopping, supplementary productive activities such as backyard poultry and vegetable production, increase fodder production and feed management through training and demonstration are also part of the activities under this supplementary activity.

Nutrition and Agriculture: Under this, activities cover distribution of fodder seeds/saplings, promoting organic farming and soil conservation practices. Develop and use climate smart techniques through training and sharing best practices, and distribution of quality seed along with training on production

technology for establishing kitchen gardens are important activities. Nutrition training for enhancing knowledge on necessity of nutrition among the SHG members. Through the above efforts, they will be encouraged for producing and consuming nutritious food.

Monitoring: Engaging researchers and experts to explore the possibility of quality and branding of the product, regular record keeping, and growth and production monitoring by CAVE and CF are the key activities.

Production and promotion: Promotion of processing and product diversification. Capacity building for small farmer both in production and marketing. Production input and market information are accessible for them. Gradually, smallholder farmers are becoming more confident to participate value chain. Introduction of technology to boost production and ensure transparency.

Linkage Development: The activities are establishing linkage with financial and technical services, and involvement with market information system via advisory and coordination committee. Creating awareness of marketing information system (price, market centers, seasonality, services availability, etc.), coordinating with sub-district and district level advisory committees for strengthening relationships, facilitating in the development of business hub management, facilitating in the development of procurement and marketing policy and alignment with laws and bylaws and necessary registration or documentation process are also included. Similarly, facilitating hubs to deal with government about the policy advocacy on cross border issues and market infrastructure development and lastly developing upstream capacity of business hubs through organizing workshops and exposure visit by engaging actors and private sectors stakeholders and learnt from the best practices or lessons from them are some other key areas of this supplementary activity.

Cooperative/Farmers Organization Development

- a) Producers' Organization is one of the very strong measures of sustainability for the project output. Currently Bangladesh Country Program has been supporting 12 ongoing cooperatives/Farmers Owned Agribusiness.
- b) All SHGs are supposed to come into process and arrange a subsequent meeting to form cooperative. When all SHGs are ready they usually come together to form cooperative. Meanwhile, few of the SHGs could have started a cooperative. It is expected others SHGs will join gradually. Formation of cooperative usually gets complete while management committee and sub-committees are selected and received registration with legal body.

2.5 Project PROGRESS (Output (as of March 2018))

- As set target total 32 OGs and 156 POGs comprising 800 OG members & 3900 POG members have reached. Members' savings mobilized
- Member received a range of training including cornerstones, improve animal management (IAM)
- Towards parallel co-funding and 1:5 goat pass on is in progress.
- Project participants received vegetable and fodder seed support, sapling support and other agril. technological (livestock housing, feeding, artificial insemination, vaccination and deworming support) received
- Three (3) Community Agro-Veterinary Entrepreneurs (CAVEs) developed to support vaccination and treatment of the community people.
- 30% of the project participants received sanitation support.
- 4 cooperatives formed and got register from January-March 2016 and have been continuing their business. Four different partners NGOs have facilitated the formation of cooperatives. The name of the cooperatives are **Ghash Phool, Agroduct, Shafollo and Walia Shimul Women Cooperative**

Limited”. The Partner Organizations (POs) have started providing financial and insurance services for members with an aim to improve production and productivity of livestock and crop.

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2.6 Changed/Modified Focus:

- a) Although initially, the project focused on the beef and dairy value chain but in late 2015, it was shifted to the goat value chain. The change was suggested by a study which was conducted by an external research team. The study revealed that the profit margin was higher for goat value chain than of the beef value chain. In addition, it was also found that women participation especially from vulnerable and less vulnerable poor women in goat value chain was higher. The indicative performance of the intervention was also better in compare with beef value chain. Goat value chain was found to be more gender sensitive, at least in the project implementing areas.
- b) The hub development was in the focus too, but it was also altered to developing and supporting the participants with cross breed heifer for boosting up their production and setting up dairy milk collection center in partnership with private sector organization for developing formal market linkages.
- c) The project also took initiative beyond the proposed focus and supporting cooperative to set a goat breeding center with an objective to provide quality Black Bengal Goat to the community. It would keep the breed performance outmost level and set a business model that would continuously support the participants to get linked up with supply chain and get optimum production that would be taken to formal market.

3. Purpose, Objective and Questions of the Final Evaluation

The main purpose of this evaluation is to critically and objectively assess and analyze the extent to which the project’s goal and objectives have been achieved. Identify strengths and weaknesses of the process, task and delivery approach and recommend for future improvement.

Evaluation questions:

The following specific evaluation questions need to be addressed.

- a) What extent the project has achieved its targeted outputs, objectives and goal?
- b) What extent the project has been successful against DAC OECD Criteria (relevance, effectiveness, efficiency, impact and sustainability)?
- c) What are the strengths, weakness and opportunities of the project?
- d) What is (/are) the learning which can be applied for future intervention design?

The following DAC OECD criteria need to be considered while evaluation is being carried out.

Relevance:

Relevance of the interventions in response to the geographical advantages and disadvantages as well as poverty level, culture, attitude, knowledge, market accessing scope and response.

Effectiveness

- a) Assess effectiveness of project delivery devices in producing desired result.
- b) Assess effectiveness of selected project approaches / methodologies/ activity in producing desired result.

- a. Effectiveness of range of training delivery to develop their cognitive, skill, social capital and organizational development
- b. Effectiveness of working with goat value chain and poor women participation and benefit.
- c. Effectiveness of progressing to self-reliance through adopting the improved production and management practices supported by Community Agro-Vet Entrepreneurship (CAVE)/ GoB and private sector organizations as well as accessing to financial services through parallel cofounding & savings and credit.
- d. Effectiveness of improving nutritional status within households, awareness building on disaster preparedness and climate adaptive livestock rearing practices.

Efficiency

- a) Assess efficiency in delivering project activities/ services to farmers/ participant HH's through adopting Exponential Pass On Gift (ePOG) approach.
- b) Assess the ePOG model and the involvement of multi stakeholders' involvement approach contributing to create and meeting market demands.
- c) Assess improvement in production efficiency of goats and beef along with socio-economic relevance and its cost of production.

Impact

- a) Assess progress against project goal and objectives / outcomes
- b) Assess the contribution and correlation/regression of socioeconomic progress against the interventions and its future implication that should be learned and documented.
- c) Assess external factors (if any) have affected the process and interventions positively or negatively in towards achieving the goal, outcomes.

Sustainability

- a) Identify to what extent the outcomes are sustainable and what activities are likely to be carried out after the end of the project.
- b) Identify the evidence-based scope of sustenance of cooperative and delivery of services to its members

4. AUDIENCE AND INTENDED USES OF THE EVALUATION

Primarily, Heifer International Bangladesh (Country Project Office) and Heifer International Head Quarter (USA) will be recipient of the report. However, implementing partner organizations NDP, BASA, ACD and SAP-BD are also expected to benefit from the evaluation report. The report will be used in designing development intervention in future.

5. EVALUATION METHODOLOGY

The consultant (/firm) is expected to propose a detailed methodology. However, considering type of the intervention, mixed methods approach will be preferred. Proposed methods of data collection, techniques and sampling strategy must be justified. The evaluation methodology will be finalized in accordance with the Heifer's global project evaluation policy.

6. OUTPUTS/ DELIVERABLES

- a) Inception report outlining approach for doing final evaluation applying different tools as well as mentioning the areas of focus and methodology and timeline;
- b) A verbal and written presentation on key the findings
- c) First draft of the report after addressing feedbacks on the presentation
- d) Final report (both in PDF and soft copy in CD-ROM).

- e) Final version of all data sets (including qualitative and quantitative)

7. RESPONSIBILITIES OF THE PARTIES

Heifer International Bangladesh:

Heifer will provide all required guidance, documents (reports) and information required to carry out this assignment. Heifer team will also provide feedback, technical suggestion (if any) to accelerating accomplishment of the assignment.

Partner Organization:

All implementing partner organizations NDP, BASA, ACD and SAP-BD will provide assistance to identify community, stakeholders and setting up appointment with key stakeholders.

The consultant:

The selected consultant (/firm) will lead the whole assignment. The consultant (/firm) may appoint field enumerators for data collection (if s/he feels appropriate). However, ensuring quality of the collected data will remain responsibility of the consultant (/firm). Achieving the deliverables shall be the sole responsibility of the consultant (/firm). Any delay shall be communicated and needs to have approval from Heifer International Bangladesh. All cost related to this assignment including fees for field enumerators, logistics, travel and accommodation, office arrangements etc. shall be borne by the consultant (firm) and need to be reflected in the financial proposal.

8. COORDINATION AND REPORTING

The consultant will be reportable to Country Director, Heifer International Bangladesh. However, on behalf of the Country Director, the PM&E Manager will provide day to day technical supervision and guidance when and if necessary. The PM&E Manager will serve as the primary contact with the consultant (/firm) and with the project team to facilitate required support from Heifer. Any change on the agreed plan/ process/ methodology must be agreed upon with PM&E Manager. During the evaluation, the consultant (/ firm) may seek and receive additional advice or guidance from the PM&E Manager. However, the consultant will have independence in carrying out the evaluation assignment.

9. INDICATIVE TIME FRAME

The assignment requires approximately 40 working days to complete starting from 3rd week of May 2018. The selected consultant (/firm) will develop detailed work plan and get approval from Heifer International Bangladesh. However, the assignment needs to be accomplished by 30th June 2018.

10. REQUIRED EXPERTISE OF THE CONSULTANT (/FIRM)

Heifer International Bangladesh is looking for a consultant (/ firm) with substantial experience in evaluating similar development interventions in developing country setting. More specifically, the lead consultant should have proven track record in evaluation of complex projects, experience with country situations like that of Bangladesh and with similar projects, especially value chain development and enterprise development projects. The evaluation team should have expertise in gender analysis, local economic and enterprise development, value-chain development in agriculture and livestock sectors, excellent analytical skills and report writing skills in English. Heifer would appreciate and encourage consultant(/firm) to make suggestions for any change in SOW to improve the quality of work.

Required expertise, skills and knowledge are as follows:

1. Academic Qualifications

Post graduate degree or equivalent in development studies/economics/ agriculture/business administration/rural development/social science and natural science or any other relevant disciplines from a recognized university.

2. Experience

- a) Minimum 10 years of proven experience in development sector/research/evaluation work.
- b) Extensive experience on community focused development work with special emphasis to natural resource base especially livestock.
- c) Knowledge of rural poverty issues/integrated development of market driven services/project final evaluation, development of donor funded project.
- d) Experience of working in north-western region of Bangladesh will be preferred.

3. Functional Competencies:

- a) Development and poverty knowledge (especially in rural context);
- b) Extensive knowledge on community mobilization and inclusive community focused development;
- c) Proven research and evaluation capacities;
- d) Proven ability to write very high-quality reports (in the English language);
- e) Excellent communication skills (written and oral).

11. PROPOSAL SUBMISSION GUIDELINES

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

1. Cover letter

- a) The cover letter should include team composition, key expertise of the lead consultant and reference (name, contact details) of two similar assignment accomplished recently (over the last 6 months to 1 year).
- b) Sample work of two assignments.

2. Technical proposal (not to exceed 10 pages)

Demonstration of expertise in doing final evaluation of projects with exemplary proofs that is to be accessed. Enough example of under taking qualitative research, including with community members and project stakeholders, final evaluation conduction etc. along with the approach, tools, methodology etc. But it is open for the own style with basic areas. In specific, it should include the following aspects;

General information (not to exceed 2 pages; in case of firm)

- a) Organization overview
- b) 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)
- c) Website address

Technical Approach (not to exceed 8 pages):

- a) Understanding of the RfP
- b) 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 systems/technology to use, field procedures, quality control practices and data analysis

- c) A clear and comprehensive work plan, outlining the major activities, responsible and time schedule.

3. Financial proposal

- a) The financial proposal shall specify a total lump sum amount, and payment terms around specific and measurable deliverables. Payments are based upon output, i.e. upon delivery of the services specified in the RfP. To have full understanding, the financial proposal will include a breakdown of this lump sum amount (including travel, per diems, and number of anticipated working days). The tax is to be deducted at source according to the GoB rules.
- b) Itemized budget;
- c) Narrative explanations of line items.

4. Updated CVs of the Team

- lead consultant (4 pages Maximum).
- Other team members (2 pages Maximum)

Interested local or international consultant (/firm) legally eligible to carry out this assignment in Bangladesh are requested to submit proposals. 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 pages must be numbered and included the SOW reference number in the cover page, and name of the organization at the bottom of each page.

The Technical and Financial Proposal can be submitted through info.bangladesh@heifer.org by 20 May 2018. Any clarification regarding submission can be sought through emailing Mokhlesur.rahman@heifer.org (on or before 16 May 2018).

12. SELECTION CRITERIA

The consultant (firm) will be selected based on the following criteria. Technical proposal will be evaluated first and if any technical proposal does not secure minimum score, then its financial proposal will not be evaluated and will be considered disqualified.

Proposal evaluation focus:

Criteria	Weight	Max Points
Technical	60%	
Expertise in accomplishing final evaluation narrated in the different documents		15
Expertise in undertaking qualitative research, including with community members and project stakeholders;		10
Expertise in researching and surveying inclusive community and mobilization initiatives for this		10
Proposal submitted covering the approach, tools, methodology etc.		15
Samples of similar work		10
Financial	40%	
Budget justification and costs realism		30
Distribution of budget		10

13. IDENTIFICATION OF RISK AND RISK MITIGATION PLAN

In case of delay in the delivery of milestones due to external factors, the consultant will be solely responsible for the deliverables and will be responsible to achieve these milestones. Therefore, the consultant (/firm) should have contingency plan to accomplish the assignment on time.

14. DECLARATION

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

15. INTELLECTUAL PROPERTY

Section 1: Ownership Generally. Subject to Section 15.2 below, any intellectual property (including but not limited to copyrights, trademarks, service marks, and patents), intellectual property rights, deliverables, manuals, works, ideas, discoveries, inventions, products, writings, photographs, videos, drawings, lists, data, strategies, materials, processes, procedures, systems, programs, devices, operations, or information developed in whole or in part by or on behalf of Contractor or its employees or agents in connection with the Services and/or Goods (collectively, the “Work Product”) shall be the exclusive property of HPI. Upon request, Contractor shall sign all documents and take any and all actions necessary to confirm or perfect HPI’s exclusive ownership of the Work Product.

Section 2: Prior-Owned Intellectual Property. Any intellectual property owned by a Party prior to the Effective Date (“Prior-Owned IP”) shall remain that Party’s sole and exclusive property. With regard to any of Contractor’s Prior-Owned IP included in the Work Product, Contractor shall retain ownership, and hereby grants HPI a permanent, non-exclusive, royalty-free, worldwide, irrevocable right and license to use, copy, reproduce, publicly display, edit, revise, perform, and distribute said intellectual property, in any format or any medium, as part of the Work Product.

Section 3: Work Made for Hire. To the extent copyright laws apply to the Work Product, the Parties agree that (a) HPI specially ordered or commissioned the Work Product, (b) the Work Product is a “work made for hire” under United States copyright laws, and (c) HPI shall be deemed the author thereof and shall own all right, title, and interest therein. To the extent such rights, in whole or in part, do not vest in HPI as a “work made for hire”, Contractor hereby irrevocably grants, assigns, and transfers to HPI, exclusively and in perpetuity, all of Contractor’s rights of any kind or nature, now known or hereafter devised, in, to, and in connection with the Work Product, and HPI shall solely and exclusively own any and all rights therein, and in the elements thereof, including but not limited to any and all allied, ancillary, subsidiary, incidental, and adaptation rights. Contractor hereby waives 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.

16.ANNEXURE:

List of documents to be reviewed:

- a) Project document (original and revised)
- b) Semester progress reports (output numbers)
- c) Stewardship reports
- d) National Coordination Committee/ Technical committee meeting minutes
- e) Mid-term evaluation report
- f) Baseline report (and questionnaire, checklist, guidelines etc.)
- g) Annual progress survey data on outcome indicators
- h) Theory of Change