



REQUEST FOR PROPOSALS

No. HPI20251101RW

REQUEST FOR PROPOSAL FOR DESIGNING A DIGITAL MONITORING, EVALUATION AND LEARNING (MEL) SYSTEM FOR HEIFER INTERNATIONAL RWANDA COUNTRY OFFICE PROJECTS

RFQ Release Date:	10th November 2025
Performance Period	100 days
Question/ Inquiry Submission Deadline:	17th November 2025
Quotation Submission Deadline:	Monday, 01st December 2025
Selection Committee review	05th December 2025
Notification of award	12th December 2025
Award agreement negotiation and signing	22nd December 2025
Electronic submission to the attention of:	Heifer International Rwanda
Electronic submission:	procurement-rw@heifer.org
Contact information for inquiries about this RFQ:	procurement-rw@heifer.org



1. Context and background

Heifer Project International (HPI) is a global non-profit development organization on a mission to end hunger and poverty while caring for the earth by engaging smallholder farmers and their communities and/or their organizations to identify and invest in business opportunities that deliver living incomes. HPI was founded on the simple belief that ending hunger begins with giving people the means to feed themselves, generate income and achieve sustainable livelihoods.

Since its launch in 1944, HPI has assisted more than 40 million families to build sustainable food and farming businesses that strengthen rural economies and put people on a pathway to Sustainable Living Income.

In Rwanda, HPI was established in 2000 with the implementation of a small-scale dairy development project. Heifer International Rwanda's primary focus is to increase farmers' income, improve their family nutrition status, empower rural women, strengthen community resilience, mobilize farmers, strengthen market linkages, promote sustainable agricultural practices, enhance livestock quality and improve social capital.

Over the past 24 years, Heifer International Rwanda has collaborated with the Government of Rwanda and different partners such as USAID, UNDP, African Development Bank, the Bill and Melinda Gates Foundation, International Fund for Agriculture Development (IFAD), Innovate UK and Green Mountain Coffee to implement various projects that have impacted over 1.4 million households.

Heifer International Rwanda supports smallholder farmers achieving a sustainable living income. This is accomplished by providing them with the resources they need to use their own energy, ingenuity, and ambitions to overcome hunger and poverty. Heifer International Rwanda programs mobilize communities and foster the organization of associations, cooperatives and social networks while strengthening their capacity to address development challenges. Heifer International Rwanda envisions supporting 300,000 households to achieve sustainable living income by 2030.

2. General Information

This ToR is being issued to solicit expression of interest from potential consulting firms to design, set up and roll out a digital MELs system and interactive dashboard for Heifer Rwanda projects. Currently, the country office is implementing four (4) projects covering



twenty-seven (27) districts of the country. These projects are listed below targeting a total of 111,800 small-holder farmers.

- i. Rwanda Dairy Development Project Phase two (RDDP II): covering twenty-seven (27) districts from the Eastern, Western, Northern and Western Provinces – the project supports the 75,000 new smallholder farmers in the dairy sector.
- ii. Partnership for Resilient and Inclusive Small Livestock Markets (PRISM): covering fifteen (15) districts from Northern, Southern and Western Provinces – five (5) districts in each province – the project supports 24,300 smallholder farmers in small livestock sector (Chicken, Piggery, Goat and Sheep).
- iii. Promoting Smallholder Agro-export Competitiveness Project (PSAC): covering thirteen (13) districts distributed across the Eastern province (2 districts), Western province (5 districts), Southern province (4 districts) and Northern province (2 districts) – the project supports 2,000 smallholder farmers in horticulture sector (6 value chains in total namely tomato, garlic, onion, carrots, French beans, Chili)
- iv. Rwanda Dairy Market System (RDMS): Covering four (4) districts from the eastern Province- The project supports 10,500 dairy farmers to increase productivity.

The country office desires to design, set up and roll out a digital MEL system to support the implementation and management teams to collect evidence for decision making, tracking and reporting on the key performance indicators (KPIs), facilitate learning and adaptation, impact monitoring and accountability. The system will also serve to improve data quality and use and further work as the centralized database for the Heifer Rwanda signature program.

The digital MEL system will be accessible to all project teams with different levels of user rights to collect, submit, review, approve, download, and analyze data from the central database based on their activities within the system and specific project. The system may also be accessible by project partner(s) upon request and approval with specific/appropriate user rights.

This ToR contains background information on Heifer Project International, the desired digital design, rationale and main purpose, the timeframe for the system design, set up and roll out, and a list of expected deliverables. The document further contains information about the expertise and experience required to execute this task and provides guidance on how to submit a proposal in response to the request for proposals (RFP). Heifer Project International Rwanda (HIR) anticipates awarding a fixed price agreement



for this assignment with payments based on the submission and approval of specified deliverables that meet HPI quality standards.

3. OBJECTIVES OF THE ASSIGNMENT

Heifer Project International understands the impact of sustained improvements in the quality of life for its project participants as reflected in the livelihood at individual households, community and organizational level. This calls for real-time data collection, storage, access, analysis, and reporting on the project inputs, outputs, and outcomes at participants and project level regarding the project Theory of Change (ToC) and KPIs. It is upon the above that the main purpose of this assignment is to design, set up and roll out a digital project MELs system to provide a platform where Heifer and partners can access real-time data and information plus project performance dashboards. The system will be known as the Heifer Rwanda Monitoring, evaluation and Learning System (HIR-MELS); the consultant may be required to come up with a creative name that can easily market the system across Heifer Rwanda partners.

4. Specific Objectives

The MEL System is expected to address the following specific objectives:

1. Easy specific project data entry and submission using mobile devices (tablets or smartphones)
2. Generate provisions for quality control and validation before final data is generated
3. Allow downloads of raw data, clean and export for analysis and reporting
4. Allow disaggregation of data by all parameters such as age, gender, geographical locations, participants reach and support pathways among others. Integrate GIS software for location data
5. Function as the project central database (repository) and data source for project reports and data collection tools.
6. Generate indicator-based reports across the value chains and/or partner level
7. Facilitate evidence-based project reporting.
8. Track the real-time performance of the projects against the KPIs
9. Facilitate learnings from the project data instantly with visualization outputs (dashboards)
10. Facilitate evidence based collaborating learning and adaptation (CLA)



5. The Scope and focus of the assignment

While designing the digital MEL system for Heifer International Rwanda Projects, the consultant will be responsible for proposing suitable solution, the country office envisions setting up a digital MEL system and interactive dashboard that fulfils the following conditions:

1. Should be online with capabilities of operating and running off-line to enable field teams to collect and submit data whenever they access stable internet connectivity.
2. Can create Unique Identifiers for the project participants and track activities against individual cases over time throughout the project life (i.e. 5 years). Examples of cases mapped for tracking on the project include youth, households, farmers' organizations, producer organizations, informal and formal Saving Groups, Self Help Groups and corresponding activities: Savings, loans, Investments, etc.
3. Can support mobile data collection using mobile devices like tablets, smartphones, and feature phones.
4. Can be built off an existing system that has been utilized by the project teams and by like-minded organizations. Heifer has a preference for upscaling the SurveyCTO that is presently used for designing tools and for data collection using mobile devices.
5. Can be customized to address specific project data needs presently and in the future.
6. Should be open to future adjustments based on current needs. For example, should be able to add a case for onward tracking at any time (when needed).
7. Can be integrated with other Heifer existing data management systems i.e. SurveyCTO that is already in use and PowerBi for visualization.
8. Can be linked to Heifer's servers and integrated with other Heifer's existing systems such as Integrated Project Management System (IPMS)
9. Should be able to host big number of entries (or no limited number) systematically inputted over time. At least a minimum of 100,000 participants will be tracked through this system.
10. No limit to the number of users as the projects have different workers that will be granted rights at different levels; partners/donors may also be given access upon request.
11. Access granted through Heifer's SSO (Single Sign On) platform DUO for Heifer Staff. Local Authentication or OTP used for external users such as partners.



12. Should have different levels of user privileges, from data entry to data review, edit or manage data, delete data.

Project KPIs and data needs will largely inform the MEL System design and features to keep track of the performance, progress, and output of the project dashboards. The consultant will closely work with Country team as well as the MEL teams both at Heifer Africa regional and Headquarters for project KPIs standardization.

6. Main Duties, Responsibilities/tasks

The Consultant will be responsible for the quality and timely submission of specific deliverables, as specified in the next section. Key responsibilities of the consultant include, but not limited to, the following key tasks:

1. Hold meetings with Heifer Rwanda Project teams to understand and review the existing MEL system
2. Develop a detailed and the overall system architecture, including front-end, back-end, integrations.
3. Data Entry & Forms: Build dynamic and user-friendly forms for beneficiary registration, regular group reporting, and specialized activities (e.g. group savings & loans, groups investments, animal health & production, etc.)
4. Should be tailored with various levels of data aggregations such as geographical location type of services, age, nationality, disability and any other custom aggregations
5. Create role-based dashboards: provide access rights and workflow to the system users at different levels: data entry, review, edit, approval, etc.
6. Testing and Validation Reports: documentation of testing processes and validation results for the MEL system
7. Develop an automated email reminder system for overdue reports and a change log for data edits. Heifer's email system should be used to facilitate sending reports and other notifications.
8. Ensure the system allows for local data storage and automatic synchronization when an internet connection is available.
9. Conduct comprehensive Quality Assurance (QA) and user acceptance testing.
10. Deploy the system to Heifer's AWS or Azure hosting platform working closely with Heifer's IT team following Heifer's Application Development Guide and Security Standards. (Document supplied upon request.)
11. Develop user friendly manuals: the user manual should contain the guides, data collection and entry protocols and procedure for managing the MEL system
12. Develop training materials for all users as per their different levels



13. Conduct training sessions for all system users
14. Provide continuous support and maintenance on the system at least one year
15. Provide 3 months onsite and online support on access and utilization of the system
16. Provide access for import and export of raw data to Microsoft excel for further analysis and reporting
17. Provide a window for uploading existing information in excel word, PDF or access to project existing database

The MEL System should support the processes of collecting, measuring, monitoring, evaluating, reviewing, and reporting of data and information at different levels (project, activity/output, Value chain, etc.).

7. Deliverables

The consultant shall produce the following:

1. A functional MELs system delivered to Heifer according to the defined requirements including the **SOURCE CODES**.
2. Develop documents outlining the strategy, processes, and procedures for managing the system.
3. Share User Documentation namely: User manuals, guides, data collection protocols and procedures manual.
4. Training materials and sessions for all users regarding utilization of the data management system
5. Share data policies, access protocols, documents, and procedures for ensuring data security, privacy, and compliance.
6. Testing and Validation Reports: Documentation of testing processes and validation results for the data management system.
7. Implementation Review: Assessment of the implemented system/database against the defined detailed requirements specification document for the data management system
8. Maintenance and support plan for the MELs system operationalization to enable ownership and independently manage the system
9. Task progress reports (inception, draft, and final reports) that provide evidence of
10. Customized reports as per the user requirements



8. Time Frame

The assignment will take a maximum of 100 working days from the effective date of contract signing contract with Heifer Project International Rwanda. The consultant shall observe the timelines to be able to deliver the final outputs on time and will provide at least one year technical support after system deployment.

Report requirements: All reports should be submitted in electronic form and should be in English.

Detailed work plan: Bidders are required to provide a detailed work plan incorporating all relevant tasks and milestones from start to finish of the assignment.

Team composition

Heifer Project International Rwanda is looking for a firm with substantial expertise, experience and having cross functional team members to undertake the assignment of designing, set up and roll out of a digital MEL system for Heifer Rwanda Projects. The lead consultant or one of the team members should have a wider understanding of systems design and set up as well as data analytics and visualization.

Specifically, the consultancy firm demonstrates the following technical expertise and practical experience required to deliver the scope of the work:

- One MEL consultant with Knowledge and hands-on experience with SurveyCTO, ODK central, Kobo collect or related software and systems and advanced statistics education background and computer programming.
- One IT consultant with Excellent professional knowledge and experience of Management Information Systems, design, set up and roll out.
- One of the consultants to have Power BI workspace experience, cloud hosting platform knowledge, application API and integration experience.
- The firm should provide Minimum of 5 years of work experience in designing, building and managing information system. Evidence of success in completing similar or related tasks in terms of size, design, and rigor. Share at least two references as evidence of the work delivered and willing to exhibit practically previous systems developed
 - ✓ Team Leader – Must hold at least a master's degree in computer science, Programming, or a related field, with a minimum of 5 years of experience in designing and developing Management Information



Systems (MIS) for similar organizations; or a bachelor's degree with at least 10 years of relevant experience in the same field.

- ✓ MEL experts on the team with proven experience in data visualization tools and techniques and other ICT experts in systems development.
- ✓ Evidence of the above experiences in the last 5 years must be provided, preferably with reference letters/ recommendations (at least 3 for each member).
- ✓ Team's availability: please confirm availability of your team for the duration of the assignment.
- Extensive knowledge in community development programming, market systems analysis and farmers organization businesses/enterprises in agriculture, agribusiness, and market development.
- Strong qualitative and quantitative research, analytical, data visualization and report writing skills.
- Strong analytical, report writing, and presentation skills.
- Proven strong, clear technical writing and oral presentation skills in English

9. Summarized roles and responsibilities

Organization	Responsibility
Consulting Firm	<ul style="list-style-type: none"> • Design and develop the online digital MEL system • Design data collection forms in the online system • Assess the online database system requirements (license, data back-up and storage, software) • Design project dashboards using PowerBI or Tableau • Test the database system with the key users • Train users in the database use • Provide user manuals/guides to the users • Make a follow-up plan for proper hand-over (one year support) • Determine plan for long term maintenance and provide proposal.
Heifer Project International	<ul style="list-style-type: none"> • Technical support and supervision of the assignment • Host the database. • Provide relevant documents for literature review and reference such as data collection tools. • Review of the inception report. • Review and approve the online data collection tools. • Support and participate in training of users. • Review and approve data analysis plans and dashboards.



	<ul style="list-style-type: none"> • Provide access to online data collection platforms • Review and approve final database product and report • Participate in the roll out workshops.
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10. Management Logistics

Heifer International Rwanda MEL Manager will serve as the primary contact with the Consultant; He will be supported by the Project Managers. Heifer May agree to any change in scope of work, plan and process and methodology. During the process, the consultant and heifer Rwanda team will collaborate and work directly with Heifer Mel teams both at Africa and Headquarter levels.

11. Consulting firm Submission Requirements

All interested firms should submit their profiles with the following information:

11.1 General Information [not to exceed 2 pages]

- Organization overview
- Capacity statement
- Contacts: telephone Number, Email, website

10.2 Administrative Requirements

The Proposal must include the following administrative documents:

- Submission letter
- Business registration certificate
- Certificate of tax clearance
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11.3 Technical Proposal (not to exceed 20 pages)

- Letter of interest, including the names and contact information of three previous clients who can be contacted regarding relevant experience. Consultants are also expected to disclose any conflict of interest related to this assignment with Heifer Project International.



- Detailed technical proposal of not more than 20 pages clearly demonstrating a thorough understanding of this request for proposals and including the following: Description of proposed MEL system, including data management, visualization, interfaces and reporting.
- Demonstrated previous experience in designing and commissioning Management information systems.
- A proposed timeframe detailing activity and a schedule/work plan (including a Gantt chart)
- Team composition and level of effort of each proposed team member

11.4 Approach

- A detailed methodology on how the assignment will be conducted.
- Maximum 2-pager CVs of team members (as annex) highlighting related assignments that are completed, role in the completed assignment.
- A clear and comprehensive work plan (draft), outlining the major activities and time schedule.
- Technical capacity statement, including past experiences and activities related to the theme of the study. Reference information must include the location, award numbers, and brief description of work performed.
- At least three references of other clients for which similar assignments were undertaken with contact information for each.

11. Financial Proposal (in Rwf)

Proposed budget must be submitted separately in both excel and PDF formats, The proposed budget should have sufficient detail to allow the evaluation of costs proposed. It should at least contain:

- Itemized budget
- Narrative explanations of budget items

Heifer International Rwanda reserves the right to request further information supporting detailed costs and prices.

Annexes

- Maximum of 2-pager CVs per proposed team member
- Documents in favour of the previous relevant tasks accomplished.



- A summary of previous assignments undertaken within the last 3 years.

12. Selection criteria

The firm that gets the highest score as per the herein below criteria will be awarded the contract. The criteria will be based on the technical capacity of the consultants (80%) and financial viability (20%) as indicated in the table below.

Score description	Maximum score
Relevance of the proposed technical approach and methodology (Methodology and understanding of the terms of reference)	30 Points
Completeness of proposal according to the RFP (general information and activity plan) & attachment of proof of delivery of similar tasks.	15 Points
Proposed team: expertise and competencies and structure of the team to deliver the task. Include signed commitments from the proposed team members to work on the assignment	30 Points
General experience of the consultancy firm	10 Points
Budget justification and costs realism	15 Points
Total	100 Points



The above evaluation criteria for technical proposals are weighted and detailed as follows:

1. General experience of the consultancy firm: 10 points

- (i) One (1) year of experience in consultancy services: 2 points;
- (ii) Five (5) or more years of experience in consultancy services: 8 points.

2. Specific experience of the consultancy firm related to the assignment(similar tasks): 30 points

- (i) One (1) completion certificate in similar project: 10 Points
- (ii) 2 or more completion certificates in similar projects of Information Systems. 20 Points.

3. Adequacy of the proposed work plan and methodology in responding to the Terms of Reference: 30 points

- a) Technical approach and methodology 10 points
- b) Work plan 10 points
- c) Organization and staffing 10 points.

4. Qualifications and competence of the key staff for the Assignment (30 points)

A schedule of key staff and their CVs to be deployed on the assignment as follows as:

- Team Leader: 10 points (5 points of valid qualifications and 5 points for full experience required.)
- MEL experts: 10 points (5 points of valid qualifications and 5 points full experience required)



- ICT experts in system development: 10 points (5 points of valid qualifications and 5 points for full experience required)

5. Competencies, qualification and experience of key staff to be provided for each area of expertise are as below

The key personnel proposed by the Consulting firm are the following:	
Expert Position for each expertise	Qualification and experience of key personnel
Team Leader	<p>Must hold at least a master's degree in computer science, Programming, or a related field, with a minimum of 5 years of experience in designing and developing Management Information Systems (MIS) for similar organizations; or a bachelor's degree with at least 10 years of relevant experience in the same field.</p> <p>Evidence of the above experiences in the last 5 years must be provided, preferably with reference letters/ recommendations (at least 3 for each member).</p>
MEL experts	<p>consultant with Knowledge and hands-on experience with SurveyCTO, ODK central, Kobo collect or related software and systems and advanced statistics education background and computer programming.</p> <p>Must have proven experience in data visualization tools and techniques. Evidence of the above experiences in the last 5 years must be provided, preferably with reference letters/ recommendations (at least 3 for each member).</p>
ICT experts(other)	<p>One IT consultant with Excellent professional knowledge and experience of Management Information Systems, design, set up and roll out.</p> <p>One of the consultants to have Power BI workspace experience, cloud hosting platform knowledge, application API and integration experience.</p>



	<p>Must have experience in systems development.</p> <p>Evidence of the above experiences in the last 5 years must be provided, preferably with reference letters/ recommendations (at least 3 for each member).</p>
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Resumes (CVs) should be detailed, updated and signed. In addition, copies of degrees and professional certificates are compulsorily required to go with the required CV for each proposed staff. Not providing all requested documents for key staff will result in the staff being deemed non-responsive (not qualified) and therefore rejected.

The proposed staff must be available to conduct the assignment. Any change in proposed staff will require prior approval and the provision of a CV of staff with similar qualifications and experience. A significant change in staff proposed will require a re-evaluation of your proposal and possible cancelation of the contract. **Total score: 100 points**

The minimum technical score (St) required to be technically qualified is: 70 %

The weights given to the technical and Financial Proposals are:

T= 0.7, and F= 0.3

13. Proposal Submission Requirements

Locally registered and interested companies are requested to submit their proposals to procurement-rw@heifer.org with the clear subject line: “(**Provision of Design Services for a Digital Monitoring, Evaluation, and Learning (MEL) System**)”, not later than **01st December 2025** before or at **5:00 Pm** Kigali time. Bids submitted after the fore mentioned date and time will not be considered.

Submission must be in English. All pages must be numbered, including the Request for Proposal (RFP) reference number and name of the organization at the bottom of each page.

Proposal received after the submission deadline will not be considered. Bidders are responsible for ensuring 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 bidders

14. Modifications to Request for Quotation:

HIR reserves the right to modify this Request for Quotation in any way that ensures the achievement of the objectives and performance requirements of the project. In this event, all vendors who intend to submit quotation will be notified through the advertisement. If the Request for quotation needs to be modified after the close of bid acceptance, HIR will notify only those bidders who have submitted quotation by the stated deadline.

HIR reserves the right to accept or reject any quotation or to cancel the procurement process and reject all quotations at any time prior to contract signature and issue by HIR, without incurring any liability to bidders.

15. Late Bids:

Bids received after the established closing date and time will not be accepted and shall be returned to the service provider unopened.

16. Selection criteria:

The selection will be based on the Quality cost-based selection (QCBS).

17. Validity of Quotation

The quotation submitted shall remain open for acceptance for 90 days from the last date specified for receipt of the quotation. 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.

18. Limitations

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

19. Intellectual Property

Section 1. Ownership Generally. Subject to Section 8.2 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.

Done on Monday, 10th November 2025.
Heifer International Rwanda