



Name of Project:	Partnership for Resilient and Inclusive Small Livestock Markets (PRISM)
Agresso Work order:	RW1338
Country:	Rwanda
RFP No.	HPI20251103RW

Terms of Reference for the Provision of Services to Develop Districts Profiles and Consolidated Reports for PRISM Project (March 2021 - March 2026).

1. General Information about the assignment

This document is being issued to solicit applications from potential consulting companies to develop consolidated reports and develop district profile reports for the Partnership for Resilient and Inclusive Small Livestock Markets (PRISM) Project from the period of from March 23, 2021, to March 22, 2026.

The terms of reference contain the project's background information, the desired methodology, including objectives, the timeframe, and a list of deliverables. This document also contains information about the level of expertise that Heifer International Rwanda seeks for this assessment and guidance on how to submit a proposal to conduct the assignment. Heifer anticipates awarding a fixed award for the evaluation and make payments based on submission of, and Heifer's approval of associated deliverables.

2. Background to the Partnership for Resilient and Inclusive Small Livestock Markets (PRISM) Project

The Partnership for Resilient and Inclusive Small Livestock Markets "PRISM" is a five-year project (from March 23, 2021, to March 22, 2026) whose goal is to contribute to reduce poverty and enhance resilience of poor rural people. The overall objective is to reduce poverty by empowering poor rural men, women, and youth to participate in the transformation of the Rwanda livestock sector and to enhance their resilience. Specifically, the project seeks to increase competitiveness and profitability of the small livestock sector for the provision of quality products from smallholder producers to domestic and regional



consumers, thus improving their livelihoods, food security and nutrition whilst building overall resilience.

PRISM is a collaborative endeavor implemented by the Rwanda Agriculture and Animal Resources Development Board (RAB), with support from the International Fund for Agricultural Development (IFAD) and ENABEL. Heifer International serves as both a co-financier and an implementing partner, alongside VSF Belgium. The project encompasses two complementary interventions, each supported by IFAD and ENABEL, respectively. These interventions are strategically aligned and executed under a shared implementation framework, allowing each partner to leverage their comparative strengths and resources.

Heifer International implements and co-finances the IFAD-supported interventions, focusing on activities that target smallholder livestock holdings and vulnerable households



Heifer International Rwanda is implementing the social mobilization and graduation of vulnerable households and climate-smart innovation in production sub-components under component one and component two which is support for Small Livestock Value Chain Development.



The project target is to support 23,400 poor and food insecure rural households to achieve sustainable living income using a graduation pathway (VBHCD model), aimed at addressing community development, through an integrated and holistic approach and to increase their production and productivity, while connecting them to markets. PRISM project is providing the small ruminants (goat and sheep), backyard pig and backyard chicken value chains, that correspond to its priority target groups.

The project interventions are in fifteen (15) districts and five (5) administrative sectors in each of the districts across the northern, southern and western provinces of Rwanda. the project intervention districts are:

Province	Districts
Northern	Musanze, Gicumbi, Rulindo, Burera, Gakenke
Southern	Gisagara, Ruhango, Nyamagabe, Nyaruguru, Huye
Western	Nyabihu, Karongi, Nyamasheke, Ngororero, Rutsiro

Against this backdrop, Heifer International Rwanda seeks to hire a consultant company to develop a consolidated and districts profile reports for the period from March 2021 to March 2026 corresponding to the initial period for the PRISM project

3. Objectives of the Assignment

As the project reaches the end of its initial phase (March 2026), it is essential to document key achievements, innovations, challenges, and lessons learned both at project and specific district level to guide future programming, policy dialogue, and scaling of successful practices.

The documentation of achievements and learning will provide a comprehensive reflection of project implementation progress, impact, and sustainability across districts, capturing voices of beneficiaries and stakeholders.

The overall objective of this consultancy is therefore to produce consolidated and district-level documentation of project achievements, challenges, best practices, lessons learned, success



stories, innovations and communication materials (leaflets/trifolds) that showcase results and inform future project design and policy decisions.

Specifically, the consultancy aims to:

1. Document outputs, outcomes, and impacts achieved at project level and in each district vis-à-vis the project results framework and targets
2. Document Project participants' experiences, success stories, and case studies demonstrating project benefits.
3. Analyze implementation challenges, bottlenecks, and mitigation measures applied.
4. Document lessons learned, best practices, and innovations for replication and scaling up.
5. Compile district-level achievements for the fifteen (15) districts, success stories and learning reports and a consolidated synthesis report.

4. Scope of work

The Consultant will undertake the following key tasks:

4.1 Desk Review

- Review project documents, progress reports, monitoring data and evaluation reports.
- Review relevant policy documents and frameworks related to the project's implementation.

4.2 Field Data Collection

- Conduct field visits to all targeted districts to collect primary qualitative data on achievements and lessons.
- Interview project staff, RAB/SPIU and district officials, community leaders, beneficiaries, and implementing partners.
- Use participatory approaches such as focus group discussions (FGDs), key informant interviews (KIIs), and case documentation.

4.3 Thematic Areas for Documentation

The documentation should cover, but not be limited to, the following thematic areas:



1. **Project Performance and Achievements**
 - o Key outputs and outcomes against planned targets
 - o Infrastructure, capacity building, assets and/or service delivery achievements
 - o Quantitative summary of performance indicators
 - o Project implementation approaches/model
2. **Livelihood and Economic Impacts**
 - o Changes in households' income, productivity, market access, and household welfare
3. **Institutional Strengthening**
 - o Strengthened coordination, planning, or extension systems with partners
 - o Partnerships and collaboration mechanisms
4. **Community Empowerment**
 - o Beneficiary participation, gender inclusion, youth engagement
 - o Social and behavioral change outcomes
 - o Innovation and Best Practices
 - o Successful models, approaches, or technologies introduced by the project
5. **Challenges and Constraints**
 - o Implementation challenges and strategies used to address them
6. **Lessons Learned and Recommendations**
 - o Insights and recommendations for future programming and scaling-up

4.4 Compilation and Reporting

- Produce District-Level Reports summarizing achievements and learning per district.
- Prepare a Consolidated Synthesis Report summarizing findings across all districts (district profiles).
- Develop communication briefs or knowledge products (e.g., short success story booklets, infographics).

4.5 Develop power point of the project achievements general picture at national level and for district levels

4.6 Integration with Project M&E Framework

- Align documentation with the PRISM project's M&E framework and indicator tracking table.



- Work closely with the M&E team for data validation and indicator verification.

4.7 Ethical Considerations and Data Protection

- Ethical research standards, including consent from participants before using photos, quotes, or personal data.
- Compliance with Heifer's safeguarding and data protection policies.
- Respect for confidentiality and intellectual property of respondents.

5. Methodology

The Consultant is expected to propose a participatory, mixed-method approach that includes:

- Desk review of secondary data and reports.
- Field assessments using qualitative method through Key Informant Interviews (KIIs) and Focus Group Discussions (FGDs).
- Stakeholder consultations: IFAD, SPIU, RAB, Cordaid etc.
- Case study documentation highlighting success stories.
- Triangulation of data from multiple sources to capture the project impact and effectiveness.

All data should be disaggregated by district, gender, and beneficiary category where possible.

6. Deliverables

Deliverable	Description
Inception Report	Detailed methodology, work plan, tools, qualitative data collection and stakeholder consultations schedule. Inception report shall be submitted 7 days after contract signing
Draft District-Level Reports	Draft reports with initial findings and case studies to reflect the general picture at the national level and district levels
Validation Workshops	Facilitation of district and national-level learning events
Final District Reports and Consolidated Report	Finalized and formatted reports incorporating feedback Each district report should have an annex list and contacts of project participants interviewed and stakeholders consulted
Knowledge briefs/ Communication products	At least 3 success stories, 1 synthesis brief and 1 presentation slides per district and



Deliverable	Description
	At least 5 success stories 1 consolidated synthesis brief and 1 consolidated presentation slides at project/national level Develop the project factsheet.

7. Key responsibilities of the Consultant firm

The Consulting company will be responsible for the quality and timely submission of specific deliverables, as specified in the above section. All documents should be well written (reader friendly and communicative), inclusive and have a clear analysis process.

Based on these Terms of Reference, key responsibilities of the consultancy company include:

- Review of project documents for clearer understanding of the project
- Review of Project annual and outcome monitoring reports
- Develop qualitative data collection tools such as focus group discussion and key informants' guides
- Lead in the field data collection: lead focus group discussion and key informant's data collection
- Present the reports to the country program management team for review and/or approval
- Attend meetings including presentation of inception report, draft reports and others that may be required from time to time
- Keep Heifer team informed on work progress. During implementation, the consultant may seek and receive additional advice or guidance from Heifer

This assignment requires field travel and possibly staying in the project districts. The consultancy company may use Heifer office space in Kigali if need be. Other than office space, all other resources needed and related costs (transport, accommodation, meals, meeting, etc.) should be the responsibility of the consulting firm.

7. Key responsibilities of Heifer International Rwanda

Heifer International Rwanda (HIR) will review the Consultant's outputs and give clearance prior to any advancement. HIR will support the consultant with the requisite background documents



of the project, such as the project design document, project implementation manual, reports, secondary data among others.

The HIR designated point of contact in collaboration with other assigned officers, shall manage the day-to-day coordination of the assignment, whilst the Consultant firm will also appoint the consultant lead as a counterpart. These will be the points of contact for coordinating administrative details such field excursions for data collection, consultative and dissemination meetings or/and workshops.

8. Consultant Qualifications and Experience

The selected consultant firm should possess the following

- Demonstrated prior experience, with references, in conducting similar assignments.
- Extensive experience, at least 5 years, particularly in conducting similar assignments in Agriculture/livestock, food security and market systems development projects, provide at least 5 completion certificates of recent years
- Strong knowledge of the Rwandan development context, especially in the Rwandan Livestock development sector.
- Lead Consultant with an advanced degree in monitoring, evaluation and Learning, social sciences, Economics, rural development studies, Agriculture, Livestock or communication for development, s/he must possess a good understanding of development programs including value chain programming
- Lead consultant should have minimum 7 years of experience in projects documentation, project evaluations with knowledge of quantitative and qualitative research methods or knowledge management for development programs; should provide at least 5 certificates of good completion of recent years
- The team should also include, at a minimum, a statistician, agribusiness expert, M&E expert, rural development studies, nutrition expert, all with at least 5 years of experience and bachelor's degree in their respective fields.
- The team should prove evidence of success in completing similar assignments; at least 3 completion certificates of recent years per team member.
- Extensive and proven experience in designing and conducting independent surveys, desk reviews and/or research of development programs.



- Proven track record in preparing project achievement reports, learning documents, and success stories.
- Experience working with non-government organizations and community-based programs.
- Excellent analytical, writing, and facilitation skills.
- Strong understanding of participatory M&E and qualitative analysis methods.
- The team should provide a report writer who is committed to this assignment for clear flow of the report.

9. Duration and Time Schedule

The consultancy will be for a maximum of 60 working days, effective from date of contract signing. The contract will effectively expire upon presentation and acceptance of outputs and all required deliverables by Heifer International Rwanda team. Interested bidders must include the delivery schedule in the proposals.

10. Application process and evaluation

Interested and locally registered companies should submit their proposals with the following information:

1. **Technical proposal with:** (i) general information of the company (organization overview, capacity statement, contacts: telephone Number, Email, website) , (ii) technical reference of previous similar works and CVs of consultants as well as requested certificates; (iii) Methodological note with a proposition regarding organization of assignment and work plan.
2. **Financial proposal.** Proposed budget priced in **Rwandan Francs (Rwf)** must be submitted separately. The pricing information should not appear in any other section of the proposal other than the financial proposal. The registered company shall be entirely responsible for all applicable taxes.



Technical and financial proposals should be submitted separately; both clearly marked with the RFP Reference Number above.

Proposals (both technical and financial) must be submitted electronically to the following email address: procurement-rw@heifer.org with clear subject line: "Consultancy to develop PRISM phase 1 completion and district profile reports". Submission deadline is **28th November 2025** before or at **5:00pm** Kigali time.

Note 1: All submissions after the above-said date and time will not be considered; submissions through links are not allowed.

2. **Administrative Requirements:** the bid documents **must** include the following administrative documents at a minimum.

- Company Registration Documents. Certificates/licenses issued by RDB.
- Valid Tax Clearance Certificate issued by RRA.
- Corporate Income Tax Declaration issued by RRA
- Valid Certificate of good standing/non-Bankruptcy certificate issued by RDB.
- Valid RSSB Clearance Certificate.

Note 2: Failure to meet a single administrative requirement will result in disqualification of the Service provider from further technical evaluation.

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

11. Evaluation of Proposals:

The technical and financial proposals will be evaluated following the criteria below:

1. Selection method: The procurement selection committee will evaluate the proposals using the **Quality-Cost Based** methodology as detailed below:



2. Preliminary examination of administrative requirements compliance with this Request for Proposals on a pass/fail basis.
3. Detailed Technical evaluation will contribute 80%.
4. Financial scores will be allocated 20% to determine the best evaluated bid.

Note 3: Proposals failing at any stage will be eliminated and not considered in subsequent

5. Minimum technical score: The mark required to pass the technical evaluation is 70% of the Technical Score.
6. Total scores: Total scores shall be determined using a weighting of 80% for technical proposals and a weighting of 20% for financial proposals.

13. Selection Criteria

The proposals submitted must clearly demonstrate alignment with the scope of work outlined above and with the appropriate level of details. Heifer's goal is to ultimately sign on with the offeror whose proposal best follows the instructions in this RFP, includes the strong evaluation team, and is most cost effective.

Proposals will be evaluated according to the following criteria:

Description (Evaluation Criteria)	% value	Basic justifications based on RFP
Accuracy and relevance of the proposed technical	25	Provision of proposed research methods
		Provision of proposed qualitative data collection methods



Description (Evaluation Criteria)	% value	Basic justifications based on RFP
approach and methodology		Provision of detailed technical approach
		Understands and defined deliverables (aligned with Heifer Objectives)
		Provision of adequate technical information on all phases (inception, data collection phase, analysis and reporting phase)
		Provision of proposed quality control measures for all phases
Sub-total score		
Completeness of proposal according to the RFP (general information, activity plan, budget, team expertise, etc.)	20	Provision of background and general information of the firm
		Provision of information on eligibility and relevant experience
		Addressed the assignment objectives
		Provision of acceptable and detailed qualitative data collection methods
		Identification of appropriate deliverables and timeline
		Provision of details of all personnel
		Provision of a workplan with activities, responsibilities, and timeline
		Provision of risk management strategy
		Provision of detailed professional referees
Sub-total score		
Proposed team: expertise and competencies to address project components	20	The team leader should hold a master’s degree in Monitoring, Evaluation, and Learning (MEL), Social Sciences, Economics, Rural Development, Agriculture, Livestock, or Communication for Development. S/he must have a strong understanding of development programs, including value



The selection committee will evaluate the technical proposal based upon the criteria listed above and will evaluate the financial proposal based on cost

Description (Evaluation Criteria)	% value	Basic justifications based on RFP
		chain programming, with a minimum of 7 years of experience in project evaluation and at least 5 certificates of successful project completion.
		Support consultants should hold a bachelor’s degree in agriculture, livestock, environmental science, monitoring & evaluation (M&E), rural development, or economics, with a minimum of 5 years of relevant experience and at least 3 certificates of successful project completion.
		Data analysts (qualitative and quantitative)
Sub-total score		
Relevance and capability/skill to implement/manage the assignment	15	Geographical experience
		At least 7 years of experience implementing similar assignment
		Adequate experience conducting similar assignment in Rwanda (provision of at least 5 certificates of good completion)
		Experience with similar assignments for international development organizations.
Sub-total score		
Total	80	Total score (Technical proposals)

reasonableness and cost-effectiveness in the budget.

14. Validity of Proposals

Proposals submitted shall remain open for acceptance for 30 days from the last date specified for receipt of the proposal. This includes, but is not limited to, pricing, terms and conditions, service levels, and all other information. If your company is selected, all information in this document and the negotiation process are contractually binding.

RFP Release Date:	13 th November 2025
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Question/ Inquiry Submission Deadline:	26 th November 2025
Proposal Submission Deadline:	28 th November 2025
Selection Committee review	5 th December 2025
Notification of award	12 th December 2025
Award agreement negotiation and signing	31 st December 2025
Electronic submission to the attention of:	Heifer International Rwanda
Electronic submission:	procurement-rw@heifer.org
Contact information for inquiries about this RFP:	procurement-rw@heifer.org

The selection committee will evaluate the technical proposal based on the criteria listed above, while the financial proposal will be assessed for cost reasonableness and overall cost-effectiveness within the budget.

15. Payment schedule

In conducting the work, the consultant shall be paid according to the following schedule:

1. 20% after submission and acceptance of the inception report
2. 40% after submission and acceptance of the draft report
3. 40% after submission and acceptance of the final and completion of all agreed deliverables

16. Validity of Proposals

Proposals submitted shall remain open for acceptance for 30 days from the last date specified for receipt of the proposal. This includes, but is not limited to, pricing, terms and conditions, service levels, and all other information. If your company is selected, all information in this document and the negotiation process are contractually binding.

17. Limitations



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 as a result of the RFP.

18. Intellectual Property

Section XV.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 XV.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 XV.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 13th November 2025
Heifer International Rwanda.