Term of Reference (ToR)
FINAL EVALUATION FOR MSED Project

This term of reference contains background information related to the project including objectives, the desired methodology, the timeframe for conducting the GIM survey, and a list of deliverables. This document also contains information about the expertise that Heifer is seeking for this activity and provides guidance on how to submit a proposal for review, survey management, and intellectual property.

1. Introduction
Heifer International is a global non-profit working to end hunger and poverty and care for the Earth by using sustainable practices and engaging smallholder farmers in agricultural development. Heifer was founded on the simple belief that ending hunger begins with giving people the means to feed themselves, generate income and achieve sustainable livelihoods.
Since 1944, Heifer has helped 20.7 million households – more than 105 million people – in over 125 countries, through community-based training, appropriate technologies and agricultural resources, enabling communities to lift themselves out of poverty and hunger on to a path of self-reliance and economic prosperity. In Asia alone, up to 600,000 families benefited from Heifer, focusing on building rural value chains through programs that integrate income and asset generation, food security and nutrition, environmental protection, women’s empowerment and the creation of social capital.

More Info on Heifer: www.heifer.org

Heifer India’s Program History
Heifer’s India program started in 1955, when 20 Jersey cows were sent to India through the Ministry of Agriculture, Government of India. Since then Heifer has been working in disaster rehabilitation, technical training for the government on improved animal management practices, and to support local NGOs in Socio-Economic Development Projects.

In 2008, Heifer India was registered as a representative office and began partnering with local NGOs in Odisha, Bihar and Rajasthan, to socially and economically empower marginalized communities. Currently, Heifer’s programs are spread across 1,357 villages in these three states and aims to reach over 67,500 families. We partner with institutions and stakeholders at every level to build an ecosystem that fosters scaling of community-based enterprises and generate sustainable and equitable return to the producers and small holder farmers.

2. Project Background
Problem to be addressed
The targeted community has a minimum involvement in the value chain, and it is confined to just farmer-to-farmer and local markets which do not bring higher returns. The market is not yet commercialized as farmers lack formal aggregation points and have weak social cohesive ties. This is so for the goat and indigenous chicken value chains. There is no formal meat grading system for both value chains at both field and abattoir level. In addition, communities’ access to viable markets is hindered by lack of aggregation hubs, limited structured self-organization, minimum access to market information and financial capital.
Poor livestock husbandry and health management practices due to inadequate extension services also limits their participation in the value chains. This is further compounded by high infant mortalities. In addition to access to extension challenges, farmers have inferior breeds which is further compounded by inbreeding, market price distortions, high feed costs and a high prevalence of livestock diseases. The target communities have little to no access to credit to support their agricultural activities for them to fully and actively participate in the value chains.

Through this project, it is envisaged that there will be transformation in the SHGs farming systems from subsistence to commercial farming which will subsequently help move farmers to a sustainable living income. This will be underpinned by a robust and specialized marketing system for goats.

In Odisha particularly in Mayurbhanj and adjoining district the following are the major issues existed while initiating the project. This information is obstructed from the Value Chain Study conducted by Heifer India.

- There is no practice for quality breeding.
- Scarcity of quality goats in the villages and surrounding areas
- Indiscriminate breeding practices leads to poor growth and meat yield.
- Lack of breeder farmer at village or panchayat level to rear quality buck
- Continuous inbreeding within the area leading to inferior quality of breeds.
- Forests are the most common sources of fodder. Unavailability of fodder in rainy season.(due to heavy rain farmers can’t take their goats to the forest ,which is the main source for fodder supplement)
- There are schemes available for fodder seed supplement, but no such practices have seen in these areas.
- Inability of the rearer to provide stall feeding purchased from market.
- Mineral blocks and external feed is rarely used.
- No agency available to offer skill training on better goat rearing practices ,which leads to higher mortality rate.
- There is lack of awareness about finances available for goat rearing.
- Almost 70% rearers are unaware about animal insurance services, insurance agencies and its benefits in goat rearing. Those who have awareness don’t get interested as they believe it involves tedious claim settlement process and perception about insurance as an unproductive expense.
- Risk Mitigation mechanisms like Insurance is almost absent.

**ii. Target area and groups**

Heifer International has initiated Mayurbhanj Socio Economic Development (MSED) project in Mayurbhanj districts of Orissa. Primary objective of this project is to empower the small and marginal holder farmers with sustainable livelihood opportunities. It aims to empower communities with Improved Animal Management practices and alternate livelihood sources like goat value chain. Collective efforts of small holder farmers with strengthened negotiating power to improve their sales and earnings will be promoted. This region is predominantly rural with very high percentage of tribal population. Tribal communities have traditionally relied upon agriculture, animal husbandry and forests for their livelihoods.
C. Intended Results

The project specific Goal and Objectives are –

Goal: By 2018, Heifer India will work to bring 20,000 small holder farmers from a state of poverty and vulnerability to sustainability and resilience through pro-poor wealth creating inclusive goat value chain enterprises.

Objectives:
- By the end of the project 20,000 families have increased income from present level below poverty line US$1.25 per day through strengthening the goat value chain and improved food security and nutrition.
- By the end of the project, 20,000 women empowered as leaders and entrepreneurs through organized community led institutions to rise from poverty to sustainability.
- By the end of project, 20,000 smallholder families have increased production and supply 20 K meat goats per year and 547 goats per day to market.
- By the end of project participating, families/groups have adopted environment friendly practices
The intended Results are mentioned below –

- Improved productivity at farm level
- Increased adoption of improved livestock breeds
- Reduced cost of livestock feed
- Increased adoption of improved animal husbandry practices
- Incentives put in place for private value chain actors to engage small-scale farmers
- Improved efficiency in livestock aggregation
- Increased access to up-to-date relevant value chain information
- Improved access to finance
- Improved access to food
- Improved adoption of climate smart agriculture practices

D. Approach and Implementation

5.1 Empowerment and Institutional Strengthening

This component will focus on women’s empowerment and social capital. The project will employ the Values based Holistic Community Development Model (VBHCD) to empower vulnerable and marginalized smallholders, with an emphasis on women members and facilitate them into Self-Help Groups and higher structures. The cognitive element will be emphasized across all these community structures.

Passing on the Gifts: In this project 5000 OG families will be supported and through exponential POG model 15000 more families will be added, thus total of 20,000 families will benefit over 5 years period. Passing on the Gift (POG) is one of the major core activities in the Heifer project, this brings communities together, builds mutual trust and relationships among different social groups, cultivates habits of concern and love for the neighbors and the needy. POG is one of the processes that transforms participant’s attitudes and behavior, which builds hopes and vision for the whole community. POG leads to sustainability and builds strong social capital. By passing on the gifts to others in need, the ones who are giving attain a great sense of dignity and the receiving families in turn feel a deep sense of gratitude.

The process of POG benefits an increasing number of families making it possible for resources, knowledge and skills to be multiplied and spread within and among communities. The core focus in this program is to adopt Passing on the Gifts and practice it at all levels.

Empowering Individuals and Fostering Social Harmony: In a society with deep rooted gender discrimination and a hierarchical caste system that discriminates against those at the bottom, the first step will be to attempt to overcome these root causes and bring everyone on board to collaborate and strive towards the development goal. The project will use the proven VBHCD approach for empowering individuals and fostering harmony. Heifer’s experience in India has shown that through the VBHCD approach, social harmony and cohesiveness begins to develop within the community as discrimination is decreased and social ills are battled.

Organize, create and strengthen women led community organizations: The project fully acknowledges the fact that community structures are needed to fully reap the benefit of community collaboration. The program facilitates the families to organize into Self Help Groups (SHG). Women members represent the family in the program with 15-20 women forming one SHG; the SHGs are federated into primary producer companies/cooperatives and all of these will form into unions at the district level. In this
project there will be 20 primary producer companies and one union at the district level will be established. Various capacity building activities are performed continuously for strengthening of these community organizations at all levels.

**Supplementary activities for improving livelihoods:** In addition to engaging in the primary (goat) value chains, the project will enable all families to take up supplementary activities which will increase sustainability of the families’ income and add diversity to household food consumption. Kitchen vegetable garden and backyard poultry production will improve family nutrition and resource utilization (limited land, backyard and farmyard manure) and will add supplementary income through surplus sale and decreased expense (e.g., reduced purchase of vegetables) at the household level.

### 5.2 Sustainable Production and Marketing Systems

**Strengthen production functions to enhance productivity:** Decreased genetic merit of the animals is one of the major causes of low productivity; thus, genetic improvement is a critically important activity to enhance productivity. Appropriate selection methods for genetic improvement will be promoted. Goat Resource villages will be established to produce goats of predictable productivity for further multiplication.

**Goat Production:** The finding of VC studies conducted is that the farmers are not rearing goats for commercial purposes, but rather as insurance used in times of need. This non-commercial outlook of the farmers has made the sector one of low investment and low profit, especially for poor communities. The project will promote commercialization of goat enterprises through market linkages, increasing the herd size per family between 10 to 15 goats, enhancing productivity and reducing mortality. Introduction of IAM practice and increases in the return from the goat enterprises will help the farmers understand the commercial viability of making it a full time business activity.

**Animal management** is another critical element for productivity improvement. The farmers will be trained in basic management practices. Farmer field schools, a proven tool for wider technology adoption, will be used. Continuous action research will be conducted for discovering the most appropriate housing, feeding and other management practices in the most efficient production system for different levels of farmers and different ecological belts. Regular vaccinations against major diseases and appropriate measures for parasite control will be promoted.

**Breed Improvement** is one of the important issues to improve the productivity. Poor genetic merit of the animals is one of the major causes of low productivity; thus, genetic improvement is a critically important activity to enhance productivity. Introduction high performance genes to improve the indigenous breed will be the appropriate approach for genetic improvement to meet the requirements for commercial production. The project mainly will concentrate on ‘Black Bengal’ breed which is so specific to the project and this has high economic value in the market.

**Animal Health Care:** Animal health care is one of the major components in this program. The farmers will be trained on animal health care through the improved animal management trainings. Maintaining good health of their animals will result in improved productivity giving the farmers increased economic benefits. To maintain animal health systematically, CAHWs will be promoted and given thorough trainings. These CAHWs will give service to the animals as and when it is needed. Every household will have proper animal housing, fodder cultivation, provide nutrient ingredients and have regular deworming, vaccination methods. The CAHWs and project families will be connected to local veterinary centers for more supports at the time of need. In this project CAVE’s will be promoted to further strengthen the animal health care services, these CAVEs will be identified from the CAHWs and trained.
These CAVE’s will play front role support providing necessary inputs supply to the families to manage animals as well as agricultural input service. All the CAVEs will promote as role model in the project area and they also play facilitation role in the producer companies/cooperatives. Among 30 CAHWs at least 15 of them will take the role of CAVEs during the project period.

**Fodder and forage Production** is a key element for efficient and sustainable livestock production and will be highly emphasized. Previous Heifer project areas will be developed as resource villages for fodder/forage seed and saplings. Farmers will be trained in seed extraction, nursery development and cultivation. Research will be done to discover nutrient contents of different varieties, technology for farmers with limited land and appropriate varieties for different climatic conditions. Land can often be a limiting factor in small holder agriculture. However, the fodder and forage practices of this program allow smallholders with little landholdings to use the marginal areas of their limited holdings, such as along field boundaries and collective fodder development in common property of panchayat land.

**Strengthen Production Support Services**: The project has a strategy to build **20 business hubs** at the community level. Individuals from the community will be trained as CAVEs with skills in agriculture extension. Agro vet Services and supplies will be available through the hub, along with market information, value addition, and transport for products to markets. The producer unions will manage the business hubs. The program will create awareness among the farmers and link to the agro-vet hubs. The economic incentive along the value chain -- the service/input provider, farmers, and market partners -- will ensure continuous availability of quality high quality products. The business hubs will also build the capacity (business plan preparation, production management, quality assurance, and financial management trainings will be provided) of the farmer groups and organizations. The governance of the business hubs will be completely owned by the representatives from the SHGs, there will be clear by laws and responsibilities will be assigned to the members in the business hubs as per the local legal producers. The partners and team will facilitate the hubs for smooth functioning.

**Establish/Strengthen Marketing System**: This component will enhance market systems and create an enabling environment. Farmers will be trained and mobilized to develop a business plan consistent with the enterprises of their choice with emphasis on the goat value chain. In this process each family, SHG and producer company will have a proper business plan. Through the Value Chain approach the market systems will be strengthened to benefit and share more profit margins for the small holder farmers. As per the plan, the farmers will be encouraged to increase the herd size and rear animals commercially. For the goat rearing families the sizable herd size is around 10 to 15 goats to get a better profit. Through this the volume of production will increase and they will be in a position to connect to markets.

This project will put effort on linkages backward (input supplies and services) and forward (market actors) to the producers while targeting efficiency throughout the value chain to ensure a fair price to the consumer. It will also consider developing systems for collection, transportation, distribution of goats and milk, and management of value-chain actors for complementarities in the chain targeting an equitable share of profit to all actors.

The value chain study on goats in Odisha projects that there is huge demand for goat meat in the different parts of the states, since Mayurbhanj is considered as hub for Black Bengal goat breed there is possibilities for production and market this products to all over states and outside of the states. As per the study it is known that as of now the supply of goat is not meeting the required demand in the local market itself. Therefore, the big market is always the local market area in Mayurbanj. The other urban
market is Bhubaneswar which is the capital city of Odisha. Since Calcutta is close there is high demand for goat meat. Many big and small traders are involved in goat business and export to within the state and also other states such as West Bangal, Jharkhand and Andra Pradesh.

**Establish/Strengthen Business Hub**
The value chain studies indicated smallholder farmers act just as producers and earn the lowest profit along value chain. More profits are gained by middle men, wholesalers, and retailers. The major focus of this program is to strengthen the value chain to maximize the benefit to project participants. A livestock value chain includes several or all of the following actors: input suppliers, farmers (producers), collectors, processors, wholesalers, retailers, and consumers. This project aims to instigate local community initiatives into the input, production and marketing sectors of a value chain. SHG-based producer companies (for goats) will serve as business hubs, which will link the participants both backward and forward along the value chain. These hubs will connect the farmers to extension, credit, marketing and other needed services in order to strengthen their position along the value chain.

Farm input-supply, production, processing and market network businesses will be developed following a business plan. Each project family will be guided to develop a business plan to help them earn household income. All the SHGs will be facilitated to unite into cooperatives or producer companies that serve as fully functioning business hubs.

The leadership of Heifer India/ASSETW, including program directors, animal well-being managers, and business/cooperative managers will work closely with Heifer India/ASSETW’s regional program teams, project partners and SHGs to develop coops/producer companies and build strong hubs. Subject matter experts will pilot coops and business hubs in each region to explore the process and use a problem solving approach, while working with regional team in a capacity building process. Regional teams will work with project partners to scale up after the pilot. The triadic model will be used to establish and strengthen coops and business hubs in all project communities.

Scale is one of the important elements of an efficient market system. To overcome the limited production scale among smallholders, the project looks into collection of products en masse. Specifically, in marketing of goats, the grassroots institution promoted by the project will take up appropriate new roles in the market system. The representatives from the groups will take up governing of the producer companies and cooperatives. There will be a governing body comprising project families who will manage and people collectively take up the ownership. Business professionals will be hired by the governing body to run the cooperatives/producer companies.

With several private and government dairies in play, a number of initiatives in milk marketing already exist in the field. Therefore, the project will also look into the possibilities of strengthening these actors such as local milk producing society and collection centers. The project will focus on building relationships between grassroots institutions and different VC actions for a win-win situation.
Promotion of Processing and Product Diversification

The project will examine opportunities in processing and product diversification. A large portion of the current market for the goat meat is underdeveloped and current practices of goat slaughtering and marketing cause damage to the environment, negatively affecting sanitation and subsequently consumer health. Hygienic slaughter facilities closer to production sites, packaging of cuts of meat and transport facilities for frozen meat are some opportunities that the program will explore.

E Existing Data

The following documents in addition to any other document which will be used in the course of the study will be referenced in this study;

1. Project document (original and revised)
2. Project Theory of Change
3. Results Framework
4. Group and participant profile

EVALUATION RATIONALE

The purpose of the End line study is to determine, quantitatively and qualitatively, the current situation of the indicators in relation to the specific objectives and expected results of the project. The study will establish the End line figures for the project’s key indicators which will constitute the basis to measure the project performance. The data gathered will also be used for proper planning and project implementation. The End line report will then be used at project end line survey, in order to capture the differences/changes made by the project. The End line will also facilitate the monitoring of the progress towards the overall objective of the project, provide information to support successful project implementation and its effectiveness, efficiency, relevance, sustainability and impact.

All objectives and results will be answered through the End line survey findings and reported to the project team.

Audience and Intended Uses

The primary audience for End lines is Heifer International India team and HQ team. Government institution, academic institution and local and national NGOs with whom HIZ collaborates with will also use the report. The various groups and cooperatives benefiting from the project will also have access to the report of the study. This document will also put at the disposal of potential donors.

C. Evaluation Questions

The End line consultant will review the questions and agree on the questionnaire and if there are key suggestion it will be reviewed and agreed if it should be added or not in the tool. The consultant is expected to develop a separate set of questionnaire tools for the focus group discussions and key informant interviews inline with the project document and objectives of this SOW.
Evaluation should address the following criteria:

i. Relevance/quality of design
ii. Efficiency (delivery of outputs)
iii. Effectiveness/ Efficacy (delivery of outcomes)
iv. Institutional Impact (the ultimate target and the unintended consequences)
v. Sustainability (of progress, impacts)
vi. Impact on poverty and environment

**Relevance**

i. Assess the contribution of the project towards achieving Heifer’s mission, vision and values (12 Cornerstones for Just and Sustainable Development)
ii. Assess the contribution of the project towards the achievement of project goals
iii. Assess the contribution of the project towards assisting the Government of India or state of? in achieving its set development policies and or initiatives
iv. Analyse whether the project’s identification, design and delivery approaches address the true needs of project participants in a disaggregated manner (for men, women, youth and children).

vi. Assess the relevancy and effects of the assistance given to the project participants
vii. Access the return of investment in the project taking a typical year as a benchmark analysis – if possible

**Effectiveness**

i. Assess the performance of the project with reference to qualitative and quantitative achievements of outputs and targets as defined in the project documents.

ii. Assess to what extend has the project outcomes is achieved this far or on course of being achieved.

iii. Assess the obstacles and challenges affecting the implementation of the project this far and how to overcome them going forward.

**Efficiency**

i. Assess whether the project has utilized project funding as per the agreed work plan to achieve the projected targets.

ii. Assess the quantity, quality and timeliness of the project delivery including planning, implementation, monitoring, and reporting as per the project

iii. Analyse the performance of the Monitoring and Evaluation mechanism (data collection, analysis, documentation/filing, reporting and feedback) of the project effects and the use of various M&E tools, systems and processes.

iv. Assess the qualitative and quantitative aspects of management of inputs (such as materials/equipment, human, monitoring and review and other technical assistance and budgetary inputs) provided by the project vis-à-vis achievement of outputs in relation to targets.
v. Assess the input versus output ratio for planned project deliverables.
vi. Identify factors and constraints, which have affected project implementation including technical, managerial, organizational, institutional, environmental, cultural and socio-economic in addition to other external factors unforeseen during the project design.

**Sustainability and Impact**
i. Assess preliminary indications or trends and their degrees to which the project results have been achieved and are likely to be sustainable beyond the project’s lifetime (both at family, group and community levels), and provide recommendations for correcting, strengthening or scaling up these factors for sustainability in other projects.

ii. Assess the sustainability of the project interventions in terms of their effect on environment -if applicable

iii. Analyse the likely trends for project impact on the family, SHGs and communities in terms of food security and nutrition, income and asset enhancement, environmental health, gender and other social capital/behaviours.

**Network/linkages**
i. Evaluate the level, degree and representation by the beneficiaries and stakeholders, (government and donor partners etc.) in the implementation of the project (with particular attention to the development, testing of community based approaches towards assets creation and income diversification, especially for the poor and women and accessing technical assistance inputs outside the project).

ii. Assess the project’s knowledge management strategy and outreach and communications to all stakeholders.

**Replicability – if necessary**
i. Assess the feasibility of scaling up the project to achieve the increased results within the community and new communities

ii. Propose strategies and recommendations on the adoption and replication of the project. Strategies for project scale up and replication in other communities.

iii. Assess role and responsibilities of stakeholders in the project implementation

**Impact**
i. Analyse areas for improved program planning and delivery, especially with respect to setting targets, relevance and capacity of institutions for project decision making and delivery.

ii. Identify significant lessons or conclusions, which can be drawn from the project in terms of effectiveness, efficiency, sustainability and networking.

iii. Access the implementation methodology of prototypes in contrast to traditional implementation and make recommendation for further considerations.

iv. Did the project succeed at accomplishing the outcomes desired?

v. Was the project relevant, effective and efficient?

vi. Does the project have the potential to be sustainable in its operations and impact?

vii. Is the theory expressed in the logical framework upheld?
EVALUATION DESIGN AND METHODOLOGY

A. Evaluation Design
The following methodology could be considered in the evaluation process;

a) An inception report with a suggested methodology should be submitted for review. The inception should include a revised budget and proposed work plan. However, overall guidance will be provided by the Heifer India team.

b) The contractor will train the enumerators on the tool and the use of the collection device.

c) There will be a pre-trail in the field under the leadership of the contractor.

d) The contractor will do the collection of data.

e) Coordinate the syncing of the evaluation data in SurveyCTO, clean and analyze the data.

f) The contractor will comply the data collection and reporting norms and standards and follow ethical considerations as specified in Heifer’s Evaluation Policy.

g) Gender Equality and Women’s Empowerment are cross-cutting issues. The endline should include protocols that ensure it is gender-sensitive and gender-responsive. All the data collected should also be disaggregated by gender, and age where appropriate, and presented accordingly to the possible extent.

h) The End line consultant/staff will elaborate the detailed methodology covering proposed sampling methodology, data collection tools (quantitative and qualitative) through an inception report.

i) The Results of the evaluation have to be documented in the final report.

Data Collection Methods
It is envisaged that the methodology used during this survey will include, but not necessarily be limited to, the following (consultant free to suggest additional or other suggestions):

1. A review of existing secondary information and GIM reports relevant to the evaluation topics. Previous studies and assessments in the project areas by other stakeholders may also be referenced.

2. Review of existing project level reports, documents and work plans relevant to the scope of the GIM study.

3. Discussion with key project staff of Heifer and partners at project and partner levels and other key informants.

4. Interviews with concerned partners and stakeholders.

5. Field visits in the implementation areas for data collection and observations.

6. Community level participatory meetings and focused group discussions for data collection and information gathering.

7. Household (HH) level survey for data collection through structured questionnaires developed to address the key project objectives and indicators.

8. Following the statistically valid sampling methodology, which must have statistical representation of different sub-sections.
9. Data collection in the field based on statically calculated sample size by using the Heifer’s sample size calculator
10. Data analysis and verification of analyzed data.

C. Data Analysis Methods

Prior to the start of data collection, the evaluation team will develop and present, for Heifer India review and approval, a data analysis plan that details what procedures will be used to analyze quantitative data, 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 Endline will weigh and integrate qualitative data from these sources with quantitative data.

Methodological Strengthens and Limitations

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

Section 1. Ownership Generally. Subject to Section 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. Regarding 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 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 way HPI may use the Work Product.

**EVALUATION PRODUCTS AND DELIVERABLES**

**Inception report**

The inception report should include:

- Conceptual framework for undertaking the survey
- Proposed survey methodology, including detailed field procedures, data collection framework and data collection tools
- Discussion of any limitations to the proposed methodology or approach
- Quality control measures
- Communication protocol
- Work plan/schedule indicating key deliverables and milestones, including outputs and timeline Composition and roles of the End line survey team
- Financial proposal - Reviewing the PIRS and developing the data analysis strategy
- Reporting the evaluation findings in the inception report.

**Draft Endline Report**

The report and all other outputs of the survey should be prepared in English. The draft is to be shared with Heifer India. The report should be concise and within 25 pages excluding annexes and Executive Summary, and at a minimum should contain the following sections:

- List of acronyms and abbreviations
- Table of contents
- Executive summary
- Introduction (project)
- End line methodology, implementation details, and limitations
- Results and discussions
- Conclusions and recommendations
- Revised MEL plan template
- Annexes: -
  - Survey instruments: questionnaires, interview guides, etc., as applicable
  - Any other annexes: maps, graphics, etc

**Final Endline Report**

- The report will be finalized based on feedback provided in the final draft.
- Final version of quantitative data sets in agreed upon format and qualitative transcripts.
- Add Project related all the clean data and analyzed data needs to be handed over to Heifer India Team
- Presentation to the Heifer India Team on the Results and take feedback
• Finalization of the report

The report should be concise and precise with the following as a minimum requirement

– List of Acronyms and abbreviations

– Table of contents

  • Executive summary
  • Introduction (project)
  • End line methodology, implementation details, and limitations
  • Results (based values)
  • Conclusions and recommendations
  • Revised MEL plan template with concise End line indicator data results
  • Annexes:
    • Survey instruments: questionnaires, interview guides, etc. as applicable 9. Any other annexes: maps, graphics, etc.

Endline Evaluation MANAGEMENT

• Logistics
  • HPI will facilitate the following logistic support:
    • Identify key documents and assist in facilitating the work plan.
    • Review of draft reports (Zero draft and final draft – after validation workshop)
    • Approval of final data collection tools
    • Access rights to SurveyCTO including monitoring data quality in SurveyCTO
    • Assist in arranging meetings with key stakeholders.
    • Provide community facilitators be trained and used for data collection.
    • Feedback workshop for draft report validation

Heifer India personnel will be made available to the team for consultations regarding sources and technical issues, before and during the End line process.

• The Consultant will be responsible for (in addition to the Scope of work (SOW);
  • arranging vehicle rental and drivers as needed for site visits.
  • procuring its own work/office space, computers, internet access, printing, and photocopying.
  • Oversee the data collection process
  • Clean the data and analyze the data
  • Present the various reports as specify in this ToR
  • Review of existing End line questionnaire and uploading into the SurveyCTO system
  • Train enumerators on End line data collection using electronic tablets.
  • Lead in the field data collection, lead focus group discussion and key informant’s data collection.
  • Clean up data collected in the SurveyCTO and prepare the data for analysis and export to Excel and finally SPSS
  • Analyze data using SPSS
  • Continually receive feedback from the country program and adjust accordingly
3. Proposed Timeline:

<table>
<thead>
<tr>
<th>Deliverable/Milestone</th>
<th>Days from signing contract</th>
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<tbody>
<tr>
<td>Kick off meeting – between evaluation team and HPI-India staff</td>
<td>0-5 days</td>
</tr>
<tr>
<td>Tool Development</td>
<td>5-10 days</td>
</tr>
<tr>
<td>Inception report – with evaluation tools</td>
<td>5-10 days</td>
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<tr>
<td>Field work completion</td>
<td>10-30 days</td>
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<tr>
<td>Draft report</td>
<td>30-45 days</td>
</tr>
<tr>
<td>Final report (incorporating suggestions of HPI-India staff)</td>
<td>45-60 days (please see Annexure C)</td>
</tr>
</tbody>
</table>

C. Budget

The consultant should present a matrix that displays team member days allotted by End line task is preferred. The consultant could allocate roughly one-third of the time to planning and preparation, one-third to data collection, and one-third to data analysis and reporting.

- Itemized budget;
- Narrative explanations of line items;
- Sample considered for budget cost

Interested firms or individuals legally eligible to implement this assignment in India 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 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. As mentioned on the cover page, all documents can be submitted by email.

D. Procurement

Heifer International is looking for an consultancy organization End line consultant to undertake the End line process for MSED project. Someone with substantial experience in End line development and generally experience in conducting assessments and evaluations. More specifically, the person should have proven track record in End line Surveys, experience with country situations like that of India and with similar projects, especially value chain development and enterprise development projects. The person should have expertise in gender analysis, local economic and livestock, crops and garden issues, excellent analytical skills and report writing skills in English.

Required expertise, skills and knowledge are as follows:
- Minimum 10 years work experience in conducting sound and thorough technical evaluations of similar projects;
- Evidence of success in completing similar evaluations in terms of size, design and rigor;
- Proven expertise, knowledge and skills in applicable value chain;
- Strong qualitative and quantitative research and analytical skills;
- Proven record of excellent management, leadership, decision-making and interpersonal skills;
- Proven strong, clear technical writing and oral presentation skills in English;
- Proven ability to prepare high quality technical reports on time;

CONSULTANT SUBMISSION REQUIREMENTS

All interested consultants/firms will submit their or organization’s profile with the following information:

Technical Proposal (not to exceed 10 pages)

i. General information (not to exceed 2 pages):
  • Organization overview
  • Capacity statement
  • Website

ii. Technical Approach (not to exceed 8 pages):
  • A detailed methodology on how the assignment will be conducted, including qualitative and quantitative data collection approaches, sampling strategy, data collection methods and systems/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; CVs of team members to be provided in an attachment.
  • A clear and comprehensive work plan (draft), outlining the major activities, people 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.

Financial Proposal (in INR)

  • Itemized budget
  • Narrative explanations of line items

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

Submissions must be in English and typed single-spaced using Times New Roman font size 12, with a complete set of appendices/attachments as applicable. All pages must be numbered and include the SOW reference number in the cover page, and name of the organization at the bottom of each page. As mentioned on the cover page, all documents can be submitted by email.
LATE SUBMISSIONS AND MODIFICATIONS:

Proposals 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 RFP or modify the requirements upon notification to the Offerors.

SELECTION CRITERIA

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

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Weight (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accuracy and relevance of the proposed technical approach and methodology</td>
<td>20</td>
</tr>
<tr>
<td>Completeness of the proposal (activity plan, budget, team expertise, etc.)</td>
<td>15</td>
</tr>
<tr>
<td>Proposed team: expertise and competencies to address project components</td>
<td>20</td>
</tr>
<tr>
<td>Relevance of the End line survey skill base to implement/manage the assignment</td>
<td>20</td>
</tr>
<tr>
<td>Budget justification and costs reasonableness</td>
<td>25</td>
</tr>
</tbody>
</table>

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

VALIDITY OF PROPOSALS

Proposals submitted shall remain open for acceptance for five (5) days from the last date specified for receipt of the proposal. This includes, but is not limited to, pricing, terms and conditions, and service levels. If your organization is selected, all information in this document and the negotiation process are contractually binding.

APPLICABLE REGULATIONS

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

SUBMISSION

Proposals will be submitted through email to: procurement-in@heifer.org with the subject line quoting the reference number. RFP/HPI/19/5.
Appendix A: Heifer Project International’s Theory of Change (ToC)

Heifer India Program Theory of Change

**Goal:** By 2023, through a primary focus on the goat and dairy value chains, Heifer India will work to bring 600,000 smallholder farmers from a state of poverty and vulnerability to sustainability and resilience through pro-poor wealth creating inclusive goat and dairy value chain enterprises in three states of India.

**Pro-poor Wealth Creating Value Chain in Operation**

**Sustainable Production and Marketing System**
- Increased productivity of target commodity
- Production of nutritionally diverse food
- Environmentally friendly practices
- Increased business relationships
- Fair share of profit

- Genetic improvement
- Improved management
- Improved feeding and animal nutrition
- Improved veterinary services
- Forage and fodder plantation
- Zero grazing
- Organic farming & other soil conservation measures
- Climate smart techniques
- Linking with input/financial services
- Linking with market actors
- Collective marketing for scale
- Market information system

**Empowerment and Institutional Strengthening**
- Women’s SHG for transformational empowerment
- Women’s coops/coop unions for economic activity
- Social harmony, solidarity (bonding relationships)
- Continuing POG
- Women in community leadership positions
- Effective management of women-led coops
- Financial activities
- Women-led coops/business enterprises functional

**Drivers of Change**
- Social Capital
- Value Chain
- Exponential POG
- Gram Panchayat Coverage
- Collaboration
- Research, Innovation & Technology

**Incomes & Assets**
- Healthy Food & Nutrition Practices
- Environmentally Friendly Practices
- Women’s Empowerment
- Social Capital