Heifer International
RFP/HPI/WC/1

RFP for Assessment of Farmer Producer Organizations in 4 Districts of Andhra Pradesh

FPO Assessment Survey
This term of reference contains background information related to the Accelerating Income: Strong Organizations, Thriving Farmers project including objectives, the desired methodology, the timeframe for conducting the FPO Assessment survey, and a list of deliverables. The annexure to the document 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.

Location: Andhra Pradesh
Due Date: 26th June 2020

1. Background of Heifer International

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 and animal husbandry 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.

Heifer International is initiating a new project – Accelerating Income Project, in Andhra Pradesh – a state where Heifer did not have programmatic presence earlier. The initiative will explore 4 districts (Krishna, East Godavari, Nellore and Anantapuram) of Andhra Pradesh for prospective project location. Heifer International is planning to strengthen Farmer Producing Organisation (FPOs) through diversifying into poultry production in Andhra Pradesh. Heifer International will build, test, and refine a poultry intervention model that will complement the value chains that FPOs and Small Holder Farmers (SHFs) are already involved. The first phase of the Project will be for a period of 30 months supporting pro-poor farmers on the pathway to living income 1. Entering a region that is new to Heifer International requires a deeper assessment of the landscape and an in depth understanding of the business maturity of the selected FPOs to be able to diversify into poultry and increase contribution to SHF and FPO income. The goal of the project is to accelerate income growth for 8 FPOs through intensification and diversification in poultry which will affect the pro-poor small holder farmers in India. Broadly the objectives of the project are -

- To Improve FPO key business functions
- To improve the support provided by FPOs to members
- To Improve FPO access to markets
- To Improve ecosystem support by strengthened MSMEs, FPO and market system actors

2 Study Rationale

---

1 Living Income: A living income is the total net income of a household earned/generated or transferred, cash or in-kind, sufficient to enable all members of the household to afford a decent standard of living.
Heifer International would like to see how FPOs are engaging with SHFs and evaluate the impacts on the livelihoods of those FPO members, scope to ensure FPOs are on a pathway to revenue growth and linked small holder farmers are on a pathway toward a living income.

The purpose of this RFP is to identify a consultancy to conduct an FPO Assessment study for the Accelerating Income project to establish an understanding about the current status of the FPOs and what could be the possible plan to strengthen the systems further to reach to the desired goal. The assessment will assess the FPO maturity, the current value chain products in which they are working and understand the potential and interest of farmers and the FPO in diversifying into poultry. The assessment will be conducted on two aspects: FPO sustainability and FPO down model (engage with the Small Holder Farmers). The description mentions the scope of both the aspects –

**FPO Down Model (how FPOs engage with small holder farmers)**

- Prevalence of BYP production in the member community
- Scope of trading BYP through FPO
- Value proposition of FPO to SHFs
- Capacity of FPO to train farmers, promote new membership, give loans, campaign
- Optimum size and maturity of an FPO’s farmers is necessary for successful engagement?
- Scope of connecting digitally with farmers

**FPO Sustainability**

- Value proposition of FPO to members
- Accessibility – Information, Capital, Technology, etc.
- Current value chain/s traded by the FPOs complementing with BYP at FPO level
- Membership of FPOs and scope of increasing
- Profitability of FPOs across different Value Chains
- Different sources of Income for FPOs
- Gaps and Challenges – Systems, Governance, etc.
- Market Linkages of the FPOs – Banks, NBFC, etc.
- Gaps in the Market System
- Adoption of Environmental Best Practices at FPO level and at Farm level

The assessment will validate the pre-project projections and is critical to determine how backyard poultry as a diversified farm opportunity can be best deployed when working through interventions at the FPO level, creating business sustainability and economically thriving farmers as well as a replicable model for future projects.

### 2.2 Audience and intended users

The audience of the study report will be Heifer International and donors, specifically the project team, and the implementing partners and select external stakeholders. An Executive Summary and recommendations will be provided to Heifer International Program Management. There will be a learning distribution plan to share the assessment outcomes and Heifer International input strategies with the local stakeholders to learn about strengths, adjustments and weaknesses which will help to develop project plan accordingly.
Annexure

Heifer International was registered in India in 2008, as a representative office and began partnering with local NGOs in Odisha, Bihar and Rajasthan, to socially and economically empower marginalized communities. Heifer International 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. (More Info on Heifer: www.heifer.org)

Heifer International is exploring to start a project in the state of Andhra Pradesh, India. The aforesaid assessment is a part of the project development process.

Definition for the scope of the project

- **FPOs**: Organizations constituted under a formal legal structure or in process of becoming legal (Producer Companies, cooperatives, livestock associations, Mutually Aided Cooperative Society (MACS), etc.) entity that play a fundamental role in linking SHFs to markets and offer services to their members (e.g., technical assistance, inputs and aggregation).
- **Formal or informal businesses (micro, small, medium enterprises (MSMEs))**: Producer and non-producer owned businesses, agribusiness, organized producer groups, among others that offer support services in the value chain (e.g., input suppliers and veterinary services). These are small businesses that need capacity development and support within the project’s philanthropic and financial services framework.
- **Consumers**: targeted through campaign activities promoting production and consumption of poultry.

The objectives of the assessment are to:

- Review/evaluate social capital at FPO and among members
- Provide recommendations on business intervention strategies to strengthen FPOs based on FPOs at different maturity levels
- Services offered by FPOs, membership desires for services
- Capital investment requirements and potential sources of capital
- Generate a draft FPO Assessment report that will be validated during validation workshops and production of the final FPO assessment report
- Validate the pre-project assumptions of the project and targets and projections for all the years

FPO Assessment Study Design and Methodology
FPO assessment study design may include but not limited to Stratified circulated sample size of members across 16 FPOs in 4 select districts. The process may also include desk reviews, qualitative and quantitative data collection, etc. among other forms proposed by the consultant/firm. Heifer International expects the assessment team to present strong quantitative analysis, within data limitations, that clearly addresses key issues found in the assessment questions, such as the direct and indirect impact and cost effectiveness of including BYP as a value chain in the FPO. The methodology will be comprised of a mix of tools appropriate to the assessment questions including Literature Review, Survey, Focus Group Discussion, Individual Interviews using Checklist or Questionnaire.

The FPO assessment study approach should have a strong focus on the application of participatory approaches and proven methodology that fits well in the context of local communities and stakeholders.

It should be noted that the HH survey data collection will be done using Survey CTO, a standard data collection software adopted by Heifer International, hence the consulting team should be aware of the system. If not, they will be brought up to speed with the Heifer International team.

Prior to the start of data collection, the assessment team will develop and present an analysis plan for review and approval. The plan will detail how focus group discussions and In-depth Interviews will be transcribed and analyzed; what procedures will be used to analyze qualitative data from key informant and other stakeholder interviews; how the assessment will weigh and integrate qualitative data from these sources with quantitative data.

**Assessment Products and Deliverable**

**Deliverables**

- **Inception Report:** A detailed inception report will be submitted before initiating the assessment work in the field. The inception report must include work plan with the dates and methodologies to be used in the evaluation. The Inception report will be submitted to Heifer International team for approval.
- **Methodology Plan:** A written methodology plan including data collection and analysis methods per assessment question.
- **Debriefing with Heifer International:** The debriefing will include a discussion of findings and issues as well as any recommendations for possible modifications to project approaches, results, or activities.
- **Draft assessment Report:** A draft report of the findings and recommendations should be submitted to Heifer International Team. The written report should clearly describe findings, conclusions, and recommendations. Heifer International and funders will provide inputs/queries on the draft report which will be discussed to prepare the final report.
- **Final assessment Report:** The assessment organization will submit a final report along with a PowerPoint slides that may be shared internally and/or externally, incorporating all inputs/queries discussed and agreed upon. Reporting formats will be discussed and mutually agreed for finalization. All the submissions will be in English, electronically.
- **Electronic Datasets** in SPSS format for quantitative data and MS Word format (along with the base files) unless other format is needed, for qualitative data. The analysis will be compulsorily done on SPSS software.

The selected consultant will work in close coordination with Heifer International’s PME unit in the following tasks:

- Develop an inception report with an action plan for the survey
- Collect the sampled small holder farmer linked with FPO in Heifer International’s prescribed tool
• Conduct Focused Group Discussions (FGDs) and In-Depth Interviews (IDIs) with the relevant stakeholders for a decided sample size
• Prepare and provide training on data collection to enumerators using survey CTO tool
• Collect, review, and analyze survey data through Survey CTO and SPSS platform
• Produce a draft survey report in English for review by Heifer International and partners
• Provide a presentation on the initial findings to Heifer International, project partners, and stakeholders
• Finalize the report for submitting to Heifer International and partners

Expected Expertise

It is expected for the assessment team will have technical expertise in Animal Husbandry, FPO Businesses, Organizational Development, understanding of small holder farmers livelihood in the region and understanding of local language to interact with project participants among other attributes

Assessment Management

FPO Assessment Study Coordinator (Heifer International)

Heifer International India will assign this responsibility to one of its staff, who will manage and coordinate the whole study process from Heifer International’s side.

Scheduling

Proposed Timeline:

<table>
<thead>
<tr>
<th>No.</th>
<th>Deliverables/Tasks</th>
<th>Implementation dates</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Last submission date of proposal</td>
<td>26&lt;sup&gt;th&lt;/sup&gt; June 2020</td>
</tr>
<tr>
<td>2</td>
<td>Short list decided, notified and revisions requested as needed</td>
<td>6&lt;sup&gt;th&lt;/sup&gt; July 2020</td>
</tr>
<tr>
<td>5</td>
<td>Signing of Contract</td>
<td>20&lt;sup&gt;th&lt;/sup&gt; August 2020</td>
</tr>
<tr>
<td>6</td>
<td>Planning and Instrument development</td>
<td>24&lt;sup&gt;th&lt;/sup&gt; September 2020</td>
</tr>
<tr>
<td>7</td>
<td>Training to enumerators on how to use the baseline survey tools/questionnaires</td>
<td>28&lt;sup&gt;th&lt;/sup&gt; September 2020</td>
</tr>
<tr>
<td>8</td>
<td>Assessment Conducted and Data Analysis</td>
<td>23&lt;sup&gt;rd&lt;/sup&gt; October 2020</td>
</tr>
<tr>
<td>10</td>
<td>Present draft report and online presentation to Heifer International and stakeholders</td>
<td>13&lt;sup&gt;th&lt;/sup&gt; Nov 2020</td>
</tr>
<tr>
<td>11</td>
<td>Final report due</td>
<td>16&lt;sup&gt;th&lt;/sup&gt; Jan 2021</td>
</tr>
</tbody>
</table>

Budget
It is important to include information about the Level of Effort or workdays allotted for the evaluation team. A matrix that displays team member days allotted by evaluation task is preferred. A good practice is to allocate roughly one-third of the time to ‘Planning and Preparation”, one-third to “Data Collection”, and one-third to “Data Analysis and Reporting”. Budget is required to be provided under in these three categories with cost break-down. Management cost is allowed maximum to 10 percent only. Payment terms will be followed as 30 percent on Inception Report, 30 percent on draft report and remaining 40 percent upon approval of Final Report.

**Consultant Submission Requirements:**

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

**Technical Proposal**

a. **General information (not to exceed 2 pages):**
   - Organization overview
   - Capacity statement
   - Website

b. **Technical Approach**
   - 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.

c. **Financial Proposal (in USD and INR)**
   - Itemized budget
   - Narrative explanations of line items
   - Includes applicable taxes

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 Terms of Reference (ToR) RFP/HPI/WC/1 in the cover page, and name of the organization at the bottom of each page. All documents can be submitted by email. The shortlisted consultant/firm will be required to furnish a list of documents within a specified period of time for due diligence. The time period for the due diligence process is 2 to 6 weeks. Confirmation on the contract will be announced post due diligence process.
Selection Criteria

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

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accuracy and relevance of the proposed technical approach and methodology</td>
<td>35%</td>
</tr>
<tr>
<td>Inclusion of the major components in the proposal (activity plan, budget, team, timelines, implementation plan, etc.)</td>
<td>10%</td>
</tr>
<tr>
<td>Proposed team: expertise and competencies to address project components (social expertise, business development experts, vet experts)</td>
<td>15%</td>
</tr>
<tr>
<td>Relevance of the survey skill base to implement/manage the assignment</td>
<td>10%</td>
</tr>
<tr>
<td>Budget justification and costs reasonableness</td>
<td>30%</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 in the budget.

Validity of Proposals

Proposals submitted shall remain open for acceptance for ten (10) 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.

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 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.

Intellectual Property

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 Heifer International. Upon request, Contractor shall sign all documents and take all actions necessary to confirm or perfect Heifer International’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 Heifer International 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) Heifer International specially ordered or commissioned the Work Product, (b) the Work Product is a “work made for hire” under United States copyright laws, and (c) Heifer International 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 Heifer International as a “work made for hire”, Contractor hereby irrevocably grants, assigns, and transfers to Heifer International, 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 Heifer International 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 manner in which Heifer International may use the Work Product.

Applicable Regulations

Offers 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. The agencies should be ready to share more information if required by Heifer International.

Proposals should be submitted in the aforementioned format only.

Send to: procurement-in@heifer.org

Deadline of Submission: 26th June 2020 by 1800 Hrs.

Send your proposal as per the format prescribed. The subject of email shall be the RFP Number i.e. RFP/HPI/WC/1 followed by the “Bidder’s Name”.

Note - Telephonic and Face to Face enquiries will not be solicited without prior appointment and may lead to disqualification.