RFP for Baseline Study of “Accelerating Income: Strong Organizations, Thriving Farmers Project”

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 baseline 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. 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 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 the 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 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.

Project Background

<table>
<thead>
<tr>
<th>Example 1: Project Identification Data</th>
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<tbody>
<tr>
<td>1. Project Id: IN0909</td>
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<tr>
<td>2. Project Title: Accelerating Incomes: Strong Organizations Thriving Farmers</td>
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<td>3. Award Number: xxx</td>
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<td>4. Award Dates: 1 July 2020 to 31 December 2022</td>
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<td>6. Implementing Organization: Heifer International</td>
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<td>7. Country Director: Avni Malhotra</td>
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Heifer International is initiating a new project in Andhra Pradesh—a state where Heifer did not have programmatic presence earlier. Heifer International will explore 4 districts (Krishna, East Godavari, Nellore and Anantapuram) of Andhra Pradesh for prospective project location. Heifer International is planning to strengthen Farmer Producer 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. Enterprising 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. Heifer intends to build the capacity of market actors, including the vulnerable farmers as actors, to ensure that as the project progresses Heifer’s direct role decreases, and private sector partners take on the support services required for smallholders to succeed as Heifer exits Andhra Pradesh communities. The detailed picture gives a clear picture on the project area—

![Map of Andhra Pradesh highlighting districts](image)

**Project goal and objectives:** To accelerate income growth for 8 FPOs through intensification and diversification in poultry which will affect around 7500 pro-poor small holder farmers in India. 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

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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.
The Results Framework mentioning the goal, results and intermediate results we aim to accomplish is attached in the Annexure of the document. Performance indicators are a means to measure project performance towards the results and intermediate results. This is performed yearly throughout the entire project life cycle.

Approach and implementation

- **FPOs**: Organizations constituted under a formal legal structure or in process of becoming legal (cooperatives, livestock associations, Mutually Aided Cooperative Society (MACS), etc.) that play a fundamental role in linking SHFs to markets and offer services for 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**: Consumers are targeted through campaign activities promoting production and consumption of poultry.

2. **Evaluation Rationale**

The purpose of this RFP is to identify a consultancy to conduct a baseline evaluation for the Accelerating Income project and build an understanding about the current status of FPO. This baseline will allow Heifer to measure a variety of indicators, at both the FPO and the household levels, ranging from social capital to actual income levels. The values determined in this baseline will be the first step in establishing a measuring stick with which Heifer will assess the success of this intervention.

2.1 **Evaluation purpose/Baseline survey objectives**

- Establish and document the base values of the project’s indicators in relation to the above stated objectives and impact areas.
- Review the project MEL Plan with the baseline results and Indicators Performance Tracking Table (IPTT) (these could be a Heifer activity). And suggest the possible targets for each Result level indicator for the coming years of the project.
- Generate a draft baseline report that will be validated during validation workshops and production of the final baseline report.
- Validate the assumptions made for the basic analysis of the project and re-project the targets and returns for all the years.
- Using Heifer International’s method, collect data on cost of a nutritious low cost diet, basic acceptable housing, savings to cover unexpected costs and other basic needs (Education, Clothing, Healthcare, Transport, Communication, Culture and External Support) that will be used to finalize calculating Living Income Benchmark (LIB) for the project area.
2.2 Audience and intended users

The audience of the study report will be HPI, HPI India and donors, specifically the project team, and the implementing partners and select external stakeholders. An Executive Summary and recommendations will be provided to HPI India Program Management. HPI will use the report to make changes to its current strategy of providing support to this technical area and to share lessons learned with other stakeholders; partners and project participants will learn about their strengths and weaknesses and adjust their plan accordingly.

3.0 Baseline Assessment/Evaluation Design and Methodology

3.1 Baseline assessment design

The baseline assessment will include a quasi-experimental design where the external organization will collect the data of a stratified calculated sample size of control and intervention groups. In order to conduct the baseline survey on the key parameters, the following methodologies can be utilized, but should not be limited to:

- Desk review about the small holder farmers, particularly in relevance to the project scope
- Household survey (sampled HH) through Key information Interviews
- Focus Group Discussions (FGDs) with different Self-Help Groups and Farmer producing organizations
- Compose individual case studies through in-depth discussions

3.2 Data collection methods

The evaluation team should start its work by reviewing of all the documents cited in the “Sources of Information” section of the SOW. It should also be prepared to conduct interviews with a sample of assisted enterprises and “demonstration effect” (or “replicative”) enterprises in a sample of corridors. Heifer expects the evaluation team to present strong quantitative analysis, within data limitations, that clearly addresses key issues found in the evaluation questions, such as the direct and indirect impact and cost effectiveness. The methodology will be comprised of a mix of tools appropriate to the evaluation questions. These tools may include a combination of the following:

1) Literature Review
2) Questionnaire
3) Focus Group Discussion
4) Individual Interviews using Checklist or Questionnaire

The baseline survey 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 SHFs survey data collection will be done using Survey CTO, Heifer’s standard data collection software, hence the consulting team should be aware of the system. If not, they will be brought up to speed with the Heifer India team.

3.3 Data analysis methods

Prior to the start of data collection, the evaluation team will develop and present an analysis plan for HPI review and approval. The plan will details 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;
how the evaluation will weigh and integrate qualitative data from these sources with quantitative data from “doing business” indicators and project performing monitoring records to reach conclusions about the effectiveness and efficiency of the economic corridors initiative.

4.0 Evaluation Products and Deliverable

4.1 Deliverables

- **Work Plan:** A detailed work plan which will include the dates and methodologies to be used in the evaluation. The work plan will be submitted to HPI for approval.
- **Methodology Plan:** A written methodology plan including data collection and analysis methods per evaluation question.
- **Debriefing with HPI:** The debriefing will include a discussion of achievements and issues as well as any recommendations for possible modifications to project approaches, results, or activities.
- **Debriefing with Partners:** The debriefing will include a discussion of achievements and activities only, with no recommendations for possible modifications to project approaches, results, or activities.
- **Draft Baseline Report:** A draft report of the findings and recommendations should be submitted to HPI. The written report should clearly describe findings, conclusions, and recommendations. HPI will provide comment on the draft report after which the final report will be prepared.
- **Final Baseline Report:** The team will submit a final report that incorporates the team responses to HPI’s comments and suggestions will be incorporated after HPI provides written comments. The report will be submitted in English, electronically.
- Electronic Datasets in Excel 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 India’s PME unit in the following tasks:

- Develop an inception report with an action plan for the survey
- Review of the Heifer’s survey tool and implementing the same in the field
- Alignment with Heifer’s evaluation methodology
- Collect Households level information from 800 small holder farmers in four different regions (200 per region) and 8 FPOs in Heifer’s prescribed tool
- Conduct FGDs and IDIs with the relevant stakeholders for a decided sample size
- Conduct 4 FGDs (one per region) to determine minimum cost for a dignified life (diet, housing, other basic goods, and unexpected costs)
- Conduct 4 (one per region) small scale market surveys to determine the local cost of food
- Prepare and provide training on data collection to enumerators using survey CTO tool
- Collect, review, and analyze survey data through Survey CTO platform
- Produce a draft survey report in English for review by Heifer and partners
- Provide a presentation on the initial findings to Heifer India, project partners, and stakeholders
- Finalize the report for submitting to Heifer HQ

4.2 Inception report

The inception report should include:
- Conceptual framework for undertaking the survey
- Proposed survey methodology, including detailed field procedures, data collection framework, data collection tools and data analysis plan
- 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 baseline survey team
- Reviewing the PIRS and developing the data analysis strategy
- Report format for sharing the findings of the survey

4.3 Reporting guidelines

The format for the evaluation report is as follows:

1. Executive Summary—concisely state the most significant findings and recommendations

2. Table of Contents

3. Introduction—purpose, audience, and synopsis of task

4. Background—brief overview of MSH project in Malawi, USAID project strategy and activities implemented in response to the problem, brief description of MSH, purpose of the evaluation

5. Methodology—describe evaluation methods, including constraints and gaps

6. Findings/Conclusions/Recommendations—for each objective area; include data quality and a reporting system that should present verification of spot checks, issues, and outcome. Include at the minimum the following:

   6.1 Result Level Indicator Performance Tracking Table (IPTT) – IPTT including the base values for Global Indicators

   6.2 Table of Indicators with target and progress or base values

   6.3 Table summary of validation or comments on targets

   6.4 Living Income Benchmark (LIB) summary data

7. Issues—provide a list of key technical and/or administrative troubles, if any

8. Future Directions

9. References—including bibliographical documentation, meetings, interviews and focus group discussions.

10. Annexes—annexes that document the evaluation methods, schedules, interview lists and tables—should be succinct, pertinent and readable. Some of the example of the annexures are mentioned below –

   a) Scope of Work (SOW)
   b) Results Framework
   c) Summary in PowerPoint format
   d) Data Collection Tools used
   e) Sampling Method and Calculation
f) Data Analysis methods used  
g) Datasets in SPSS or Excel Format  
h) Geo data in ArcView format (if applicable)  
i) Anonymous list of participants or respondents, if required by donor(s)

4.4 Supporting Documents to Review:
1. Project document (original and revised)  
2. Draft questionnaire developed by Heifer India for review  
3. Theory of Change  
4. Project MEL Plan template (Results Framework, IPTT, Performance Indicator Reference Sheet)  
5. Assumptions for the economic analysis

4.5 Required Expertise
• The evaluation team will consist of a team leader and 2 technical experts.  
• An external consultant, who will be team leader, that specializes in Organizational Development, and evaluations of service delivery projects.  
• An external consultant that specializes in Organizational Development and is experienced on evaluations to support the team leader.  
• A local consultant who will be the Evaluation Logistics assistant, fluent in Hindi, Telugu and English

5. Evaluation Management

Includes the evaluation logistics, scheduling, and budget.

5.1 Logistical and technical support

Baseline Survey Coordinator (Heifer)
Heifer International India will assign this responsibility to one of its staff, who will manage and coordinate the whole baseline survey process from Heifer’s side. S/he will serve as the primary contact with the survey and project teams and will facilitate the required support from Heifer. Any changes in SOW, plan and process, methodology, etc. must be agreed on by Heifer. During the survey, the contractor may seek and receive additional advice or guidance from the Heifer baseline survey coordinator, but the consultant team will operate independently, without direct supervision by any Heifer staff.

Local support
The Heifer India country office will:
• Provide all related documents  
• Make all contacts for the consultants with partners and community  
• Provide a list of registered/profiled SHFs to be used as a sampling frame  
• Provide draft baseline tool  
• Allow access to survey CTO Platform for data collection  
• Lead in the sample size calculation for baseline survey  
• Review and approve the inception report including proposed methodology and sampling methodology  
• Review draft reports  
• Organize a feedback workshop  
• Address any issues that may arise from time to time
The assignment will require travel to and possible staying in the target project region in India. Other than related documents, all resources (transport, hotel reservations, data collection enumerators, etc.) should be arranged by the consultant team and factored into the financial proposal.

5.2 Scheduling

Proposed Timeline:

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<tr>
<th>No.</th>
<th>Deliverables/Tasks</th>
<th>Implementation dates</th>
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<tbody>
<tr>
<td>1</td>
<td>Last submission date of proposal</td>
<td>7th July 2020</td>
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<tr>
<td>2</td>
<td>Short list decided, notified and revisions requested as needed</td>
<td>20th July 2020</td>
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<td>3</td>
<td>Internal Procedure</td>
<td>1st September 2020</td>
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<tr>
<td>5</td>
<td>Contract signed</td>
<td>4th September 2020</td>
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<td>6</td>
<td>Planning and Instrument development</td>
<td>10th September 2020</td>
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<td>7</td>
<td>Training to enumerators on how to use the baseline survey tools/questionnaires</td>
<td>14th of September 2020</td>
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<td>8</td>
<td>Field work and data analysis</td>
<td>21st November 2020</td>
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<td>9</td>
<td>Present draft report and online presentation to Heifer International and funders</td>
<td>25th November 2020</td>
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<tr>
<td>10</td>
<td>Final report due</td>
<td>7th December 2020</td>
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6.0 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% only. Payment terms will be followed as 30% on Inception Report, 30% on draft report and remaining 40% upon approval of Final Report.

7. 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)
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 INR and USD)
- 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 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.

8. 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 offers.

9. 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:

| Accuracy and relevance of the proposed technical approach and methodology | 35% |
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.

10. 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.

11. 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.

12. 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 HPI. Upon request, Contractor shall sign all documents and take all actions necessary to confirm or perfect HPI’s exclusive ownership of the Work Product.

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

Section 3. Work Made for Hire. To the extent copyright laws apply to the Work Product, the Parties agree that (a) HPI specially ordered or commissioned the Work Product, (b) the Work Product is a “work made for hire” under United States copyright laws, and (c) HPI shall be deemed the author thereof and shall own all right, title, and interest therein. To the extent such rights, in whole or in part, do not vest in HPI as a “work made for hire”, Contractor hereby irrevocably grants, assigns, and transfers to HPI, exclusively and in

| Inclusion of the major components in the proposal (activity plan, budget, team, timelines, implementation plan, etc.) | 10% |
| Proposed team: expertise and competencies to address project components (social expertise, business development experts, vet experts) | 15% |
| Relevance of the survey skill base to implement/manage the assignment | 10% |
| Budget justification and costs reasonableness | 30% |

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.
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 manner in which HPI may use the Work Product.

13. 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.

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<thead>
<tr>
<th>Proposals should be submitted in the aforementioned format only.</th>
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<tbody>
<tr>
<td>Send to: <a href="mailto:procurement-in@heifer.org">procurement-in@heifer.org</a></td>
</tr>
<tr>
<td>Deadline of Submission: 7th July 2020 by 1800 Hrs.</td>
</tr>
<tr>
<td>Send your proposal as per the format prescribed. The subject of email shall be the RFP Number i.e. RFP/HPI/WC/3 followed by the “Bidder’s Name”.</td>
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<tr>
<td>Note - Telephonic and Face to Face enquiries will not be solicited without prior appointment and may lead to disqualification.</td>
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</tbody>
</table>
Goal: Accelerate income growth for X number of FPOs, effecting X number of members, in Mexico and India toward FPO economic sustainability by 2022

Result 1 Outcomes:
Improve FPO Key Business Functions
a. Increase business maturity (admin, production, finance, governance, marketing, etc. - i.e., Business Graduation Tool)
b. Value of products produced, marketed, or processed
   - Products & Non-member services sold
c. Volume of products produced, marketed, or processed
   - Products & Non-member services sold
d. Increase Net Income for FPO (Gross Margin)
e. Increase membership/organizational base
f. Increase of women members in leadership positions

Result 1 Outputs:
Improve FPO Key Business Functions
a. # of new value addition activities
b. # of strategic plans to increase membership
c. # of partnerships and alliances created

Walmart Counting Methodology
• People Served
• Women Indirectly Impacted
• Men Indirectly Impacted
   - Total People Indirectly Impacted
• Women Trained
• Men Trained
   - Total People Trained
• Women with Access to Financial Resources
• Men with Access to Financial Resources
   - Total People with Access to Financial Resources
• Number of Households Benefiting

Result 2 Outcomes:
Improve Support Provided by FPOs to Members
a. Increase number of services provided to members (CSA, bio security, nutrition training, VBICD, technical packages, etc.)
b. Improve quality of services to members
c. Increased adoption of climate smart agriculture techniques by members **
d. Increase actual income of members**
e. Increase in months of adequate food provisioning**

Result 2 Outputs
Improve Support Provided by FPOs to Members
a. # of Jobs created
b. # of people on the pathway to living income
c. # of people benefiting from increased production (using HHGI methodology)
d. # of master trainers
e. # of women members trained in nutrition through FPOs
f. # of community members trained in nutrition through training of trainers

Enhance Social Capital & Women’s Empowerment
a. Member households demonstrating solidarity and cooperation amongst community members**
b. Women members making household decisions jointly**

Result 3 Outcomes:
Improve FPO Access to Market Linkage
a. Improved capacity to meet market specifications (research market and create market plans)

Result 3 Outputs
Improve FPO Access to Market Linkage
a. # of plans created that align with buyer requirements
b. # of executed plans
c. # of market linkages*
   - # of formal market linkages (contracts)
   - # of informal market linkages
   - # of other actors (services, suppliers etc.)

Result 4 Outcomes
Improved Ecosystem Support by Strengthened MSMEs, FPOs, and Market Systems Actors
FPO & MSMEs
a. Increased access to finance
b. Increased total value of loans accessed
Household
a. Increased access to finance
b. Increased total value of loans accessed

Result 4 Outputs
Improved Ecosystem Support by Strengthened MSMEs, FPOs, and Market Systems Actors
FPO & MSMEs
a. # of loans accessed
b. # of financial products created
Household
a. # of loans accessed
b. Women with access to finance
MSMEs & Other Market System Actors
a. # of market system actors providing a product, service, or solution to the FPO or directly to a member
b. # of new products, services, and solutions created

Members= Farmers
Font in Blue denotes HHGI Indicator (14)
Font in Blue along with ** denotes HPI Transformation Model Indicator (5)