 **HEIFER INTERNATIONAL SENEGAL**

**TERMS OF REFERENCE FOR ANALYSIS OF SMALL RUMINANT, POULTRY AND VEGETABLES VALUE CHAINS AND DOCUMENTATION OF ASSOCIATED REPORTS IN SENEGAL**

1. **INTRODUCTION AND CONTEXT**

Heifer International (Heifer) has long recognized the centrality of human development as one of the main aspects of its drive to end hunger, poverty, and the need to take care of the earth. Heifer's values-based holistic community development model, with its 12 cornerstones for fair and sustainable development, is the basis of his work. With this solid foundation, Heifer focuses his work on pro-poor wealth by creating value chains that exploit the social capital of communities to stimulate market development. The fight against poverty and food and nutrition insecurity is an obligatory gateway for any economic development strategy for African countries. The agriculture sector is an important economic sector; it contributes to 14% of GDP and accounts for about 50% of the labour force. Despite this, more than half of rural people, usually very small farmers engaged in subsistence agriculture, live below the poverty line and 30% of them are affected by food insecurity (World Bank, 2014)[[1]](#footnote-1).

Agriculture is defined as a driving sector of the economy in the Senegal Emergent Plan (SEP), which serves as a framework for public policy over the period 2014-2035. The Senegalese Agriculture Cadence Acceleration Program (PRACAS) operationalizes the agricultural component of the SEP.

Particularly related to agriculture, the livestock sector has been particularly attracted by the government in recent years, due to its significant wealth creation potential and its contribution to food security.

In 2016, the herd is 17,379,000 head, of which 3,541,000 are cattle, 6,678,000 sheep, 5,704,000 goats, 423,000 pigs, 557,000 equines, 471,000 asins and 5,000 camels.

However, the weight of livestock in GDP (4.0% in 2016) as well as its contribution to growth (0.3% for a GDP that grew by 6.2%) relatively low relative to the sector's potential (Economic and Social Situation of Senegal, 2016). In this regard, strategic objectives have been set to improve its sustainable competitiveness and thus positively impact people's living conditions and job creation.

Despite its socio-economic importance, the livestock subsector mobilizes no more than 4% of the financial resources allocated to the agricultural sector. Public investment in agriculture and livestock in 2013 was about 120,405,000,000 and 10,513,000,000 CFA francs, respectively, at a rate of 12.7% and 1.10% (Consolidated Investment Budget, 2014). However, livestock, dominated by large configurations, is an additional source of income for many rural households.

1. **ASSIGNMENT OBJECTIVE**

The overall objective of the study is to conduct a detailed analysis of the value chains of small ruminants (sheep and goats), poultry and vegetables (gardening) in Senegal. The consultant will carry out an in-depth analysis on identified agricultural Value Chains in the selected regions to provide evidence-based information to design Heifer Senegal country strategy. This analysis will provide evidenced-based information on the key systemic constraints within these value chains and recommend some interventions and business solutions to unlock these constraints. The analysis will also provide evidence-based information to develop a business case, and a minimum of one program/project ideas per commodity that can be integrated into Heifer Senegal signature program and address systemic bottlenecks of the value chain/market system and bring about a sustainable and lasting impact in the lives and living incomes of small holder farmers, including women and youth. The specific objectives include:

* Conduct a comprehensive value chain analysis of the selected commodities; Identify market dynamics and opportunities and assess and map the supply and demand of services in targeted areas
* Identify systemic bottlenecks that hinder efficiency and effectiveness of the market system/value chains (with emphasis on challenges of the demand side)
* Identify critical support functions, rules, and regulations for each value chain/commodity/market system relevant to advance the competitiveness of these value chains. Outline any gaps that must be filled to sustainably generate income or gain employment through the value chain and how the value chain can be developed.
* Identify potential gender-based barriers and opportunities for gender transformative roles in value chain activities
* Program/project ideas to address systemic challenges; propose innovative ideas and digital solutions as appropriate for each of the value chains.
* Identify key stakeholders/actors (private, public, producer groups, etc…) with demonstrable capacity and incentive; and can be potential partners in implementing interventions to address systemic bottlenecks
* Bring out comparative and competitive advantages of the selected Valuer chains in line with demand-supply gap, sales/revenue, market size, market efficiency, distribution channels etc.

It will establish analysis and documentation around market system study, impact (economic) analysis, gender analysis, youth analysis, stakeholders’ analysis, landscape analysis, environmental analysis, farm and profitability analysis of selected value chains in Senegal to allow understanding of the overall context and guide Heifer Senegal implementation strategy in the design of its Signature Program.

The consultant will work in coordination with the Heifer Senegal team to develop the action plan, methodology and field assessment tools for the study. It will generate, in addition to secondary data, the primary data needed from the selected sites sampled, collect, and analyze the secondary data available to achieve the study's objectives.

In the end, the study will identify the main areas of intervention in these value chains to strengthen the capacity of smallholders and enable them to be players capable of benefiting from proportional trading margins and equitable value sharing at the level of these value chains.

As part of the project design, the consultant will work with Heifer Senegal to assess and document (10-15 pages each using a template that will be provided) the following:

1. **Market system study:** This study will focus on the general context of the agribusiness landscape in Senegal, constraints and opportunities analysis, risks, government policies and how these could be an enablers or inhibitors to the poultry, small ruminant, and Vegetables chains. An analysis of the factors driving market system including the social and power dynamics at play at the national and regional levels that may impact system functioning will also be critical as part of this analysis.
2. **Impact (economic) analysis:** This will analyze the comparative and competitive advantages of the selected value chains in line with demand-supply gap, sales/revenue, market size, market efficiency, distribution channels as well as conduct gross margin analysis of different commodities identified
3. **Gender analysis:** This will focus on current gender dynamics around on education; unemployment and livelihoods; safety and security; health; geography, gender, and generation; exclusion, discrimination, and injustice; etc. and the barriers to meeting aspiration and goals, opportunities for mainstreaming gender into the signature program; mirroring it to the specific value chains of poultry, small ruminant, and Vegetables. The assessment will identify and analyze gender specific information needed to design and deliver smart, targeted interventions around the selected value chains using the five gender domains of roles/responsibilities, access, decision making/influence, time, and cultural/legal context. Identify potential gender-based barriers and opportunities for gender transformative roles in value chain activities. The Gender analysis should provide evidence to enable Heifer to understand how gender roles, responsibilities and inequalities will affect a project’s effectiveness and the sustainability of its results. It should also provide evidence that allow Heifer to design and implement development projects in a way that will help close gender inequality gaps so that males and females benefit from our work and are equitably empowered.
4. **Youth analysis:** This will assess the current context around youth focusing on education; unemployment and livelihoods; safety and security; health; geography, gender, and generation; exclusion, discrimination, and injustice; etc. and the barriers to meeting aspiration and goals, opportunities for mainstreaming gender into the signature program; mirroring it to the specific value chains of rice, poultry, and tomato.
5. **Stakeholders’ analysis** that will focus on critical stakeholders in the poultry, small ruminant, and Vegetable’s value chains –identifying their roles/engagement and influence on the selected value chain. The assessment will analyze the stakeholders/actors (private, public, producer groups, etc.) with demonstrable capacity and incentive; and can be potential partners in implementing interventions to address systemic bottlenecks. A stakeholders’ matrix will be provided by Heifer to get this analyzed.
6. **Environmental analysis:** This analysis will focus on the major environmental risk in the poultry, small ruminant, and Vegetable’s value chains along three thematic areas of eath adaptation, earth opportunity, and earth innovations and recommend necessary risk management and mitigation measures.
7. **Landscape analysis of all others who are interested in the market system,** value chains or issues to be solved.
8. **Operation capacity to implement the signature program**: This should focus on the needed capacities, skills, operations, and processes. It will identify gaps and actions plans with steps to develop the capacities required for startup.
9. **Collect and analyze data on farm profitability** and provide analytics and interpretation of the business models as well as the profit and loss statements for beneficiary farmers along the poultry, small ruminant, and Vegetable’s value chains. A template for getting this done will be provided.

These analyses will then be integrated into program design to inform the benchmark before the program is implemented. The objective of these assessments is to use secondary data to establish analysis and documentation around market system study, impact (economic) analysis, gender analysis, youth analysis, stakeholders’ analysis, landscape analysis, environmental analysis, farm profitability analysis in Senegal to allow understanding of the overall context and guide Heifer Senegal implementation strategy for the Senegal Signature Program. Consultant will also work with the Heifer Country team and other relevant staff to assess Heifer Senegal’s operational capacity to implement the Signature Program focusing on demonstrated skills, capacity, processes, and system gaps.

**Methodology:**

The process would be initiated through inception meeting, desk review, data collection, synthesis and analysis. The consultant shall specifically.

1)Develop tools and an appropriate methodology for primary data collection

2) Review identified commodity Value Chains and establish.

* The systemic bottlenecks/challenges; key Primary chain actor, their key functions, relationships,
* Critical support functions, rules and regulations; further analyze the support functions, rules and regulations to understand the root causes of the challenges
  + Chain supporter’s/support services and their role.
  + Actors’ contribution to changes in prices along the value chain.
* Evaluate the social aspects as the key chain blocker(s) and enabler(s).
  + Challenges experienced in offering /accessing facilitative services  
    Possible potential risks / opportunities
* Gender and power dynamics and advice on areas for improvement in maximizing benefits to Women and Youth.

3) Establish specific, relevant, and reliable markets and should target at primary, regional, national level markets.

* Suitability, competitive and comparative advantages.
* Assess the size of markets, volume of sales, market integration/segmentation
* Assess agricultural practices conformance to requirements and standards of markets.

4) Assess the current trends in the environment; government  
regulations and control mechanisms.

* Identify policy issues that impact the selected value chains
* Establish markets structures and infrastructure and enabling environment (e.g. policies affecting market access);

5) Provide framework for the design, implementation, monitoring, risk management and evaluation of value chains development strategies: to provide tools to ensure that information is incorporated in production stages and how it should be interpreted and used for decision-making

6) Review secondary data/information on the additional thematic areas of analysis (see above), with specific focus on the selected value chains. The review should result in a 10–15-page reports for each of the analysis.

**Deliverables**

1) Inception report

2) Values chain/market system analysis report :( Soft copies of analysed data and filled data sheets/tools shall also be handed in.)

* 1. Complete value chain maps: chain actors, stakeholders,  
     supporters and influencers accompanied with description of the relationships of stakeholders: how many they are, roles & responsibility, values and volumes handled.
  2. Detailed analysis of systemic bottlenecks of the value chains; critical support functions, rules and regulations
  3. Detailed analysis of the stakeholders, demand (Markets) and supply (Production) factors
  4. An analysis of potential risks that may hamper reaching goals for the value chain as well as risks that may hamper commercialization of the value chains at local, national and international markets.
  5. Detailed analysis of the enabling and environment impacts

3) Recommendations: Description of the key systemic/critical issues, as well as practical actions to address the issues (program/project/intervention ideas), recommendations for an upgrading strategy, Action Points, Activities, monitoring indicators (including process and outcome indicators) Outputs, Expected outcomes and Risks/assumptions and recommendations around risk monitoring, mitigation and management.

4) Draft Reports in word that analyze and document contextual issues around the thematic areas specified above (market system study, impact (economic) analysis, gender analysis, youth analysis, stakeholders’analysis, landscape analysis, environmental analysis, farm profitability analysis) – documenting the summary of the data, key assumptions and explanations, sources of data, methodology, data, analysis, summary/conclusion – the draft will be reviewed by Heifer and feedback will be provided.

**Team composition:**

Heifer Senegal is looking for a firm with substantial experience conducting Value Chain Analysis. More specifically, the lead consultant should have a proven track record in conducting value chain analysis and research. The consultant should have expertise in analytical skills and report writing skills in English.

**Responsibility of the consultant:**

The lead consultant will be expected to perform the following core responsibilities:

* Review all relevant secondary sources of data and any relevant information to the study.
* Prepare and present an inception report, the report should demonstrate the consultants’ understanding of the assignment and should detail a breakdown of activities, timelines, and methodology/approach to be used
* Develop all necessary data collection, plans tools and present them for review before use.
* Participate in training of research assistants’/data collectors, where necessary
* Undertake primary and secondary data collection through qualitative/quantitative using acceptable methodologies.
* Develop relevant databases and provide supervision of data collection using appropriate methods and procedures to ensure accuracy and quality of data.
* Analyze and interpret data and thereafter prepare a draft value chain analysis report (word document and in excel format) per the deliverables specifications and share with Heifer staff for review
* Discuss any gaps in the draft with Heifer Senegal staff and come up with ways of filling the gaps if any
* Prepare final report in word document describing the process, a summary of the data, key assumptions and explanations, sources of data, methodology, data, and calculations incorporating feedback from Heifer International staff.
* Prepare final summary report in excel template provided incorporating feedback from Heifer Senegal staff Submit recordings and interview notes from qualitative interviews

**Skill and knowledge base requirements**

* Master’s Degree in any of these fields: Agricultural Economics, Economics and Development Studies
* Excellent knowledge of the selected Value Chains, Marketing Systems Development (MSD) approach and private sector development.
* Strong analytical, report writing, and presentation skills.
* Minimum five (5) years of work experience in conducting sound and thorough technical evaluations of similar projects.
* Evidence of success in completing similar studies
* Strong qualitative/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

**Selection criteria**

The consultancy can only be done by firms or individuals, the firm that get the highest points as per the herein below criteria will be awarded the contract. The criteria will be based on technical capacity of the consultants (80%) and financial viability (20%).

|  |  |
| --- | --- |
| **Description** | **% value** |
| Accuracy and relevance of the proposed technical approach and methodology | 20 |
| Completeness of proposal according to the RFP (general information, activity plan, budget, team expertise, etc.) | 20 |
| Proposed team: expertise and competencies to address project components | 20 |
| Relevance and capability/skill to implement/manage the assignment | 20 |
| Budget justification and costs realism | 20 |
| **Total** | 100 |

**2.5 Management Logistics**

Heifer Senegal Country Director will manage and coordinate the whole process. He will serve as the primary contact with the Consultant and Heifer and will facilitate the required support from Heifer. He will be supported by the Regional Director Business Development for West Africa. Heifer must agree to any changes in SOW, plan and process, methodology, etc. During the process, the consultant may seek and receive additional advice or guidance from the Country Director, but the consultant team will operate independently, but with oversight from Heifer staff.

Responsibility of Heifer International – Senegal Program Office

* Provide any information that may be required by the consultant during implementation of the task
* Participate in decision making according to consultant tasks above and be available for consultation as needed
* Review the inception report and provide comments
* Make all contacts for the consultants with partners and community, if required
* Organize a feedback meeting
* Provide feedback on the draft reports (Excel summary and word document)
* Address any issues that may arise from time to time

Responsibility of Regional Director Business Development for West Africa

* Guide the consultants with analytical processes and tools
* Review and approve the inception report
* Review draft report and provide comments
* Approve final report

**2.6 Budget**

The consultant should propose a daily pay for this assignment. This assignment will last a maximum of 35 working days.

**3.0 Consulting firm Submission Requirements:**

All interested individual will submit his/her profile with the following information:

* 1. **Technical Proposal (not to exceed 20 pages)**

# **3.1.1 General information**

* Organization overview highlighting related assignments completed with client name, contact person and mobile number
* Capacity statement

# **3.1.2 Approach**

* A detailed methodology on how the assignment will be conducted, including data analysis and documentation
* Maximum 5-page CV (as annex) highlighting related assignment completed, role in the completed assignment.
* A clear and comprehensive work plan (draft), outlining the major activities and time schedule.
* Technical capacity statement, including past experiences and activities related to the theme of the study. Reference information must include the location, award numbers, and brief description of work performed.
* At least three references of other clients for which similar assignments were undertaken with contact information for each.

**3.2 Financial Proposal (in USD)**

• Proposed a daily pay for this assignment

* 1. **Annexes**

• Maximum of 5-page CV

• Documents in favor of the previous relevant studies.

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

Interested consultants legally eligible to implement this assignment in Senegal are requested to submit a proposal including 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.

The proposal (duly signed) from the consultants should comprise technical and financial proposal. The Proposal will be accepted soft copy through email and mentioning subject line; “Value Chains analysis” to [heifersenegal@heifer.org](mailto:heifersenegal@heifer.org) and copy [Fatou.Kane@heifer.org](mailto:Fatou.Kane@heifer.org), no later than January 17, 2022. Proposals received after the submission deadline will not be considered. Applicants 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.

**3.5 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.

**3.6 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.

**4.0 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 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.

**4.1 Applicable Regulations**

Applicants must be legally permitted to operate within Senegal and comply with local applicable legislation, including but not limited to labor law, financial requirements, taxes, covid-19 protocols, etc. Interested consultants are asked to send their letter of interest and proposal to the national office of Heifer Senegal in the ZAC Nord Rond-Point district, In front of the Mosque, Mame Diarra Fall building in Thies or by e-mail: [heifersenegal@heifer.org](mailto:heifersenegal@heifer.org) and copy [Fatou.Kane@heifer.org](mailto:Fatou.Kane@heifer.org) no later than February 3 2022 before 5:00 p.m.

1. https://www.banquemondiale.org/fr/country/senegal/overview [↑](#footnote-ref-1)