



**REQUEST FOR PROPOSAL**  
**Market Systems Development (MSD) Training and Coaching Services**

**Funded by:**  
**Heifer International**

RFP Release Date:	<b>April 30<sup>th</sup> 2025</b>
Question/ Inquiry Submission Deadline:	<b>May 8<sup>th</sup> 2025</b>
Proposal Submission Deadline:	<b>May 20<sup>th</sup> 2025</b>
Performance Period:	<b>June 1<sup>st</sup>- September 30<sup>th</sup> 2025</b>
Electronic submission to the attention of:	<a href="mailto:procurement-rng@heifer.org">procurement-rng@heifer.org</a>
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**I. General Information**

This document is being issued to solicit applications from individual consultants or firms who have substantial experience in learning evaluation. More specifically, the consultant should have a proven track record in design and delivery of hands-on market systems development training that includes a plan for some virtual coaching sessions as part of the training approach. The bidder is free to seek any clarification on the expected deliverables prior to the preparation and submission of the proposal (please see table above details, including with key timelines).

It should also be noted that Heifer will make payments to each of the contractors based on submission and Heifer’s approval of deliverables. The award agreement will include a payment schedule with specific deliverables; all payments require 15 business days for processing after approval of deliverables.

**II. Background**

Since 1944, Heifer International, a global non-governmental development organization, has empowered more than 52 million people worldwide to end hunger and poverty. Operating in 19 countries across Africa, Asia, and the Americas, including the United States, Heifer supports farmers and food producers in strengthening local economies and building secure livelihoods that provide a living income.

For 50 years, Heifer has worked with rural communities across Africa, equipping farmers and local food producers with the tools and knowledge to achieve sustainable livelihoods. Founded on the belief that ending hunger starts with empowering people to feed themselves and generate income, Heifer remains committed to closing the living income gap. From 2020 to 2030, Heifer aims to bridge this gap for an additional 10 million families globally, with a strategic focus on supporting over 6 million smallholder farming communities across Africa. For more information, please visit: <https://www.heifer.org>.

Heifer International’s approach to ending hunger and poverty while caring for the Earth centers on creating wealth through viable value chains and harnessing the social capital



of communities to drive market development. Its key priorities include increasing farmers' incomes, improving family nutrition, empowering rural women, strengthening community resilience, and enhancing social capital. Heifer supports smallholder farmers (SHFs) worldwide in lifting themselves out of poverty through capacity building, sustainable agricultural practices, dairy value chain development, market linkages for small livestock producers, and improved livestock quality through artificial insemination services.

With over 80 years of experience globally and more than 50 years in Africa, Heifer International is now accelerating efforts to close the Living Income (LI) gap for an additional 10 million households by 2030. This is being achieved through Signature Programs (SPs), which are long-term (up to 10 years), private sector-driven, and market system-led. These programs drive systemic change at scale, foster strong partnerships across public and private sectors, and accelerate sustainable rural market growth, enabling SHFs to achieve a living income faster.

Since 2024, Heifer International has been refining its strategy to align with evolving global development priorities. While its mission remains focused on ending hunger and poverty while caring for the Earth, Heifer is committed to delivering programs that build thriving and resilient SHF households. This mission is guided by four key objectives for food system transformation:

- Implementing sustainable food system principles and practices
- Facilitating inclusive markets through private sector engagement
- Strengthening farmers' organizations, associations, and businesses
- Enhancing the policy and regulatory environment

Heifer International is committed to using the Market Systems Development (MSD) approach to drive systemic changes in market relationships and behaviors within targeted value chains. To enhance the effectiveness of this approach, Heifer Africa plans to build the capacity of its staff, equipping them with practical knowledge and tools to facilitate inclusive, market-led value chain development.

To this end, Heifer International seeks a service provider to design and deliver a capacity-building program for its staff in Kenya and Rwanda. This program will strengthen their ability to conceive, design, implement, monitor, and report on MSD principles while applying key learnings effectively.

### **III. Objectives of the Assignment**

This assignment aims to strengthen the capacity of Heifer International staff across Africa Region in Market Systems Development (MSD) principles, tools, and methodologies. The selected service provider will equip a pool of select Heifer International staff with the knowledge and skills to effectively transfer knowledge to their peers, enable country program teams conceive, design, develop, implement and measure the impact of projects using MSD approach. This capacity building effort will ensure the seamless integration of MSD into both existing and future programs, enhancing Heifer's impact in building sustainable and inclusive agricultural markets.

#### IV. Scope of work

The Terms of Reference (ToR) for this assignment are designed to be flexible and, therefore, do not fully predefine the scope and approach. This allows for co-creation with the successful service provider on how to most effectively support the capacity building of staff on MSD in agriculture projects.

The service provider's main tasks will include the following:

<p><b>1.1.1. Pre-workshop tasks</b></p> <p><b>1. Conduct needs assessment, define capacity building objectives and applicable methods:</b></p> <p>a) Conduct a needs assessment to identify knowledge and capacity gaps among targeted staff about the desired MSD approach.</p> <p>b) Review project documents to understand current program practices and customize the training curriculum—including case studies, simulations, and group exercises—to align with Heifer's program context.</p> <p>c) Develop a capacity-building strategy outlining key findings from the needs assessment, proposed strategies to address identified gaps, and critical considerations for effective implementation.</p> <p>d) Create a detailed capacity-building plan with clear timelines for each activity, tailored to both Rwanda and Kenya</p> <p><b>2. Design a train-the-trainer hands-on training course:</b></p> <p>The course should cover key MSD concepts, including but not limited to the following: MSD intervention design, facilitation skills for master trainers, Monitoring, Evaluation and Learning- MEL for MSD, result measurement, facilitation skills and tools to be used during the design and the implementation of interventions, etc.</p>
<p><b>1.1.2. Workshop proper tasks</b></p> <p><b>Deliver the training in a face-to-face setting.</b></p> <p>a) Provide guidelines for selecting an appropriate venue and managing logistics for in-person training (venue and logistics to be arranged by the client).</p> <p>b) Facilitate in-person training of trainers sessions for 36 Heifer International staff selected from across the Africa Region.</p> <p>c) Enhance learning through practical exercises, role plays, and real-life case studies.</p> <p>d) Guide participants in the hands-on design of a mini-MSD project as part of the training.</p> <p>e) Develop a plan to guide trained master trainers transfer the newly acquired knowledge and skills to their peers in a sustainable manner</p>
<p><b>1.1.3. Post-Workshop tasks</b></p> <p><b>A. Provide coaching to the champions to continue supporting the team to effectively integrate MSD in project/interventions design and delivery.</b></p> <p>a. Provide ongoing coaching and mentoring support for four months to ensure the effective application of MSD principles.</p> <p>b. Deliver practical, contextualized coaching and mentoring to targeted staff in each country, using at least one existing project as a case study.</p> <p>c. Assist staff in designing MSD-driven interventions within their programmatic areas.</p> <p>d. Offer advisory support on integrating MSD principles into existing projects.</p> <p><b>B. Evaluation and Reporting:</b></p> <p>a. Conduct post-training and coaching assessments to evaluate participants' knowledge and skill development.</p>

- b. Collaborate with Heifer International staff to develop an action plan for continued learning and effective implementation of MSD principles.
- c. Submit a final report summarizing training outcomes, challenges encountered, key recommendations, and proposed next steps.

## V. Required Experience

It is expected that the successful candidate will have the following experiences at the minimum:

- Proven experience in designing a range of learning tools (illustrations, case studies, test questions, discussion points etc.) and delivering MSD training and coaching.
- Strong understanding of MSD frameworks and implementation in developing economies with a focus on Agriculture
- Experience working with and training staff in the development sector and different organizations, including NGOs and the private sector, particularly in agricultural and livestock sectors.
- Experience in managing a holistic capacity building program beyond traditional training approach.
- Experience in Agricultural program implementation in Africa will be desirable.
- Excellent facilitation and communication skills.
- Ability to provide practical, context-specific guidance to Heifer International staff
- Evidence of quality management processes and experience to deliver a high-quality output on schedule and with value for money considerations.

## VI. Deliverables

The following key deliverables are expected:

- a) **Report of training needs assessment:** Brief report identifying MSD training needs of Heifer International staff.
- b) **Training strategy:** A detailed strategy that responds to the identified training needs and context. This should include but not be limited to outline of the training approach, methodology, and key objectives for the MSD training program.
- c) **Customized training modules and materials:** Tailored training content, including modules and materials (including slide deck), designed specifically for Heifer International's needs and context.
- d) **Training sessions delivered:** Facilitation of in-person training sessions for Heifer International staff who will serve as master trainers thereafter.
- e) **Country-specific coaching and mentoring reports:** Reports on virtual coaching and mentoring support provided to staff in each country, with actionable recommendations for continued development.
- f) **Final report:** A comprehensive report summarizing the training, coaching, mentoring, and key outcomes, including recommendations for further MSD integration within Heifer International's programs.

## VII. Tentative timeline

The Offeror will submit a proposed methodology and work plan for completing the work, with a tentative duration of at least one year. The face-to-face training sessions for all countries are expected to be completed by July 2026, while the follow up mentoring and coaching virtual sessions should be completed by September 2026.

## VIII. Budget

The Offeror will propose the budget for the entire assignment with a breakdown per each deliverable in USD.

## IX. Invitation to submit a proposal

Heifer International Africa Regional Office invites qualified service providers to submit a proposal outlining their approach to executing this assignment effectively. The proposal should include the following:

- **Interpretation of Tasks:** Provide your understanding of the tasks outlined in the Terms of Reference (ToRs). Include a brief description of your interpretation of the role of the service provider/trainer, the approach you intend to use, and any potential risks or challenges you anticipate during the execution of the assignment.
- **Timeline and Feasibility:** Describe how you plan to fulfill the services within the proposed timeline, confirming your ability to meet the outlined deadlines.
- **Experience and Expertise:** Detail your experience with similar assignments and highlight the technical expertise of your team to successfully deliver the assignment.
- **Detailed Budget:** Include a comprehensive budget for the entire assignment, covering professional fees and any reimbursable expenses.
- **Team and Task Allocation:** Confirm your team members and provide an indication of how tasks will be shared among them. Include CVs of the key consultants responsible for delivering the assignment.
- **Countries of Operation:** Specify the countries where your team has a presence and where the services will be delivered.

## X. Assessment Criteria

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

Proposals will be evaluated according to the following criteria:

Criteria	Specifications	Max Score
Accuracy and relevance of the proposed technical approach and methodology	Provision of detailed technical approach	10
	Understanding and defined deliverables (aligned with Heifer Objectives)	10
	Provision of proposed quality control measures for all phases	5
<b>Sub-total score</b>		<b>25</b>
Completeness of proposal according to the RFP (general information, activity plan, budget, team expertise, etc.)	Provision of background and general info of the firm	2
	Provision of info on eligibility and relevant experience	3
	Addressed the assignment objectives	2
	Identification of appropriate deliverables	4
	Originality of the proposal	3
	Provision of detail of all proposed consultants	5
	Provision of clear strategy, a reasonable workplan with activities, responsibilities, and timeline	5
	Provision of risk management strategy	3
Provision of detailed professional references	3	
<b>Sub-total score</b>		<b>30</b>
Relevance and capability/skill to	Expertise of proposed consultants in conducting Training need assessments (5 Years and above)	5

implement/manage the assignment	Over 5 years of experience conducting MSD training to staff involved in the agri-value chain	10
	Adequate experience conducting coaching staff to implement MSD interventions	5
	Experience with similar assignments for international development organizations in Africa	5
<b>Sub-total score</b>		25
<b>Total 1</b>	<b>Total score (Technical proposals)</b>	<b>80</b>
<b>Total 2</b>	<b>Total score (Financial proposal)</b>	<b>20</b>
<b>Grand total</b>	<b>Total score (Technical and Financial proposals)</b>	<b>100</b>

### **XI. Validity of Proposals**

Proposals submitted shall remain open for acceptance for 60 days from the last date specified for receipt of the proposal. This includes, but is not limited to pricing, terms and conditions, service levels, and all other information. If your organization is selected, all information in this document and the negotiation process are contractually binding.

### **XII. Limitations**

This Request for Proposal 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 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 in response to the RFP.

### **XIII. Intellectual Property**

a. Ownership Generally. 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, the Contractor shall sign all documents and take any actions necessary to confirm or perfect Heifer’s exclusive ownership of the Work Product.

b. Prior-Owned Intellectual Property. Any intellectual property owned by a Party before 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, the Contractor shall retain ownership and hereby grants Heifer a permanent, nonexclusive, 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.