

REQUEST FOR PROPOSAL

ESTABLISHMENT AND OPERATION OF A COMMUNITY-BASED POULTRY FARM IN VOLCANOES NATIONAL PARK LANDSCAPE

SECTION 1: REQUEST FOR PROPOSAL LETTER

African Wildlife Foundation (AWF)

In Partnership with Rwanda Development Board (RDB)

RFP Reference Number: AWF/RDB/VNP/2025/001

Date: June 13, 2025

INVITATION TO TENDER

The African Wildlife Foundation (AWF), in partnership with the Rwanda Development Board (RDB), cordially invites qualified contractors to submit proposals for the **"Establishment and Operation of a Community-Based Poultry Farm in Volcanoes National Park Landscape"**.

PROJECT OVERVIEW

This transformative initiative forms part of the comprehensive Volcanoes National Park Landscape Conservation and Development Program, demonstrating that conservation and community development can be mutually reinforcing while creating sustainable livelihoods and protecting critical biodiversity.

Project Scope:

- Establishment of a modern dual-purpose poultry farm
- Meat production system with SASSO T451 chickens
- Egg production system with ISA Brown hens
- Integrated processing and cold storage facility
- Community training and capacity building programs
- Creation of 15-20 direct employment opportunities

Total Project Budget: 70,000,000 Rwandan Francs (Seventy Million Rwandan Francs)

KEY PROJECT OBJECTIVES

1. **Community Livelihood Diversification:** Provide sustainable income opportunities for communities surrounding Volcanoes National Park
2. **Food Security Enhancement:** Increase local availability of high-quality protein sources
3. **Agricultural Value Chain Strengthening:** Demonstrate integrated production-to-market approaches

4. **Employment Creation:** Generate direct and indirect employment opportunities
5. **Skills Development:** Build local capacity in modern agricultural techniques and business management

SUBMISSION REQUIREMENTS

Interested contractors are required to submit comprehensive proposals addressing all deliverables outlined in the Terms of Reference. Proposals must demonstrate:


- Technical expertise in modern poultry production systems
- Experience in integrated agricultural value chain development
- Proven track record in community-based agricultural projects
- Financial capacity to execute projects of similar scale
- Commitment to environmental sustainability and community development

IMPORTANT DATES

- **RFP Issue Date:** June 16, 2025
- **Pre-Bid Meeting:** June 27, 2025 at 10:00 AM
- **Deadline for Clarifications:** July 4, 2025 at 5:00 PM
- **Proposal Submission Deadline:** July 18, 2025 at 3:00 PM

We look forward to receiving innovative and competitive proposals that will contribute to the sustainable development of the Volcanoes National Park landscape while advancing conservation objectives.

Sincerely,


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Patrick NSABIMANA

Country Coordinator

African Wildlife Foundation - Rwanda


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SECTION 2: INSTRUCTIONS TO BIDDERS

2.1.1 Eligible Bidders	<ul style="list-style-type: none"> • This tender is open to qualified contractors with demonstrated experience in agricultural infrastructure development and poultry production systems • Joint ventures and consortiums are permitted provided clear partnership agreements are submitted • All bidders must be legally registered to conduct business in Rwanda • International bidders must partner with local Rwandan entities
2.1.2 Pre-Qualification Requirements	<p>Bidders must demonstrate:</p> <ul style="list-style-type: none"> • Minimum 5 years experience in poultry farm development and operations • Previous completion of at least 2 projects • Valid business registration and tax compliance certificates • ISO 9001:2015 or equivalent quality management certification (preferred)
2.2.1 Proposal Format	<ul style="list-style-type: none"> • Language: English versions required •
2.2.2 Proposal Structure	<p>Technical Proposal:</p> <ol style="list-style-type: none"> 1. Executive Summary (maximum 3 pages) 2. Understanding of Project Requirements 3. Proposed Technical Approach and Methodology 4. Project Implementation Plan and Timeline 5. Team Composition and Key Personnel CVs 6. Company Profile and Relevant Experience 7. Quality Assurance and Risk Management Plan

	<p>8. Environmental and Social Impact Mitigation</p> <p>9. Community Engagement Strategy</p>
	<p>Financial Proposal:</p> <ol style="list-style-type: none"> 1. Detailed Cost Breakdown by Deliverable 2. Financial Statements (last 3 years)
2.2.3 Required Documentation	<ul style="list-style-type: none"> • Valid business registration certificate • Valid Tax clearance certificate • VAT registration certificate • Professional certificates of key staff • References from previous clients (minimum 2) • Audited financial statements (last 3 years)
2.3.1 Submission Method	<ul style="list-style-type: none"> • Submission : electronic at Rwprocurement@awf.org
	<ul style="list-style-type: none"> • Submission Deadline: July 18, 2025 at 3:00 PM (Rwanda Time)
2.3.2 Late Submissions	<ul style="list-style-type: none"> • Proposals received after the deadline will not be considered under any circumstances. •
2.3.3 Proposal Validity	<ul style="list-style-type: none"> • Proposals must remain valid for 90 days from the submission deadline.
2.6.1 Cost of Bidding	<ul style="list-style-type: none"> • All costs associated with proposal preparation and submission are borne by the bidder. •
2.6.2 Confidentiality	<p>All information provided in proposals will be treated as confidential.</p> <ul style="list-style-type: none"> •
2.6.3 Right to Reject	<ul style="list-style-type: none"> • AWF and RDB reserve the right to reject any or all proposals without providing reasons.
2.6.4 Compliance	<ul style="list-style-type: none"> • All work must comply with Rwandan laws, regulations, and international best practices.

SECTION 3: TERMS OF REFERENCE

3.1 PROJECT BACKGROUND AND CONTEXT

3.1.1 Conservation and Development Framework

The Volcanoes National Park Landscape Conservation and Development Program represents a pioneering approach to integrated conservation and community development. Located in northern Rwanda, this landscape encompasses critical mountain gorilla habitat and surrounding communities whose livelihoods are intrinsically linked to conservation success.

The program recognizes that effective biodiversity conservation requires thriving communities with diversified economic opportunities that reduce dependence on natural resource extraction while creating positive incentives for environmental stewardship.

3.1.2 Agricultural Development Context

Rwanda's agricultural transformation emphasizes commercialization, value addition, and productivity enhancement. The poultry sector presents compelling opportunities given growing protein demand and accessibility to smallholder farmers.

Current consumption patterns show significant potential:

- Rwanda per capita consumption: 0.2kg chicken meat, 0.63kg eggs annually
- African averages: 6.73kg chicken meat, 2.5kg eggs annually
- Regional cross-border market premiums of 60-100% above domestic prices

3.2 PROJECT OBJECTIVES

3.2.1 Primary Objectives

- 1. Establish Modern Dual-Purpose Poultry Operation**
 - Implement meat production system with SASSO T451 chickens
 - Develop egg production system with ISA Brown hens
 - Construct integrated processing and cold storage facilities
- 2. Create Sustainable Community Livelihoods**
 - Generate 15-20 direct employment opportunities
 - Develop indirect employment through value chain participation
 - Establish income diversification for surrounding communities
- 3. Enhance Local Food Security**
 - Increase availability of high-quality protein sources

- Improve household nutrition outcomes
- Support government nutrition programs

4. Strengthen Agricultural Value Chains

- Demonstrate integrated production-to-market approaches
- Develop processing capacity for value addition
- Create market linkages for sustainable sales

5. Build Local Capacity

- Transfer modern agricultural technologies
- Develop business management skills
- Create model for replication across Rwanda

3.3 SCOPE OF WORK

The contractor shall be responsible for comprehensive establishment and initial operation of the community-based poultry farm through four distinct phases:

PHASE 1: PLANNING AND DESIGN (Months 1-3)

Deliverable 1.1: Comprehensive Business Plan and Feasibility Study

- Conduct detailed market analysis for egg and meat products
- Develop 5-year financial projections with sensitivity analysis
- Create operational strategies for dual-purpose production
- Design risk management frameworks specific to regional context
- Prepare investment recovery and profitability models
- Include environmental impact assessment
- Develop community benefit sharing mechanisms

Deliverable 1.2: Site Preparation and Infrastructure Design

- Complete topographical and soil analysis of designated site
- Develop architectural designs for all farm facilities
- Create layouts optimized for biosecurity and operational efficiency
- Design infrastructure for environmental sustainability
- Prepare construction specifications and material requirements

- Develop utility connection plans (water, electricity, waste management)
- Submit all designs for regulatory approvals

Deliverable 1.3: Environmental and Biosecurity Assessment

- Conduct comprehensive environmental impact evaluation
- Develop environmental management and monitoring plan
- Design biosecurity protocols for disease prevention
- Create standard operating procedures for farm hygiene
- Establish waste management and disposal systems
- Develop contingency plans for disease outbreaks
- Ensure compliance with national and international standards

Deliverable 1.4: Community Training Program Design

- Develop curriculum for modern poultry production techniques
- Create training modules for processing and value addition
- Prepare materials for technology transfer activities
- Establish mentorship and ongoing support systems
- Include gender-inclusive training approaches
- Develop certification programs for trained participants

Deliverable 1.5: Market Analysis and Distribution Strategy

- Conduct detailed market research for target segments
- Develop product positioning and pricing strategies
- Create distribution channel partnerships
- Design marketing and promotional campaigns
- Develop contracts with institutional buyers

PHASE 2: CONSTRUCTION AND SETUP (Months 4-8)

Deliverable 2.1: Poultry Housing Construction and Equipment Installation

- Construct broiler houses for SASSO T451 chickens
- Build layer houses for ISA Brown hens
- Install climate control and ventilation systems

- Implement automated feeding and watering systems
- Establish lighting and environmental monitoring equipment
- Create quarantine and isolation facilities
- Install safety and security systems

Deliverable 2.2: Processing Facility Construction and Equipment Procurement

- Construct slaughter and processing facility
- Install commercial-grade processing equipment
- Establish cold storage and refrigeration systems
- Implement packaging and labeling equipment
- Install hygiene and sanitation systems
- Obtain all necessary health and safety certifications

Deliverable 2.3: Feed Storage and Management System Setup

- Construct feed storage Room with climate control
- Establish supplier partnerships for feed ingredients

Deliverable 2.4: Water and Power Infrastructure Installation

- Install reliable water supply and treatment systems
- Establish backup power generation capacity

Deliverable 2.5: Biosecurity System Implementation

- Install perimeter fencing and access controls
- Implement visitor and vehicle disinfection systems
- Establish pest and rodent control measures
- Create disease monitoring and reporting systems
- Install waste treatment and disposal facilities
- Implement record keeping and traceability systems
- Train staff on biosecurity protocols

PHASE 3: OPERATIONS LAUNCH (Months 9-12)

Deliverable 3.1: Stock Procurement and Initial Flock Establishment

- Source and transport SASSO T451 day-old chicks

- Procure and introduce ISA Brown point-of-lay hens
- Implement flock health monitoring programs
- Establish vaccination and medication protocols

Deliverable 3.2: Staff Recruitment and Intensive Training

- Recruit farm manager and technical staff
- Select and train community members for various roles
- Conduct intensive practical training programs

Deliverable 3.3: Production Protocol Implementation

- Implement feeding programs optimized for each breed
- Establish health monitoring and veterinary care protocols

PHASE 4: FULL PRODUCTION ACHIEVEMENT (Months 13-15)

Deliverable 4.1: Full Production Capacity Achievement

- Demonstrate consistent production at target levels
- Maintain quality standards across all operations
- Achieve projected financial performance indicators
- Document lessons learned and best practices
- Transfer complete operational responsibility to local management
- Establish ongoing technical support systems
- Prepare comprehensive project completion report

3.4 PERFORMANCE INDICATORS AND TARGETS

3.4.1 Production Targets

- **Egg Production:** 2000 eggs per day at full capacity
- **Meat Production:** 300 birds processed per week
- **Feed Conversion Ratio:** Maximum 2.5:1 for broilers, 2.0:1 for layers
- **Mortality Rate:** Maximum 5% for broilers, 7% for layers annually
- **Production Efficiency:** Minimum 85% of genetic potential

3.5 CONTRACT DURATION AND PAYMENT TERMS

3.5.1 Contract Duration

- Total project duration: 15 months from contract signing
- Construction phase: 8 months
- Operations establishment: 7 months
- Warranty period: 12 months post-completion
- Technical support: 24 months with declining intensity

3.8.2 Payment Schedule

- **Contract Signing:** 10% of total contract value
- **Design Completion:** 15% upon approval of all designs
- **Construction Milestones:** 50% distributed across construction phases
- **Operations Launch:** 15% upon successful production start
- **Full Production:** 10% upon achieving all performance targets