



BUILDING FLOURISHING COMMUNITIES

## TERMS OF REFERENCE (ToRs)

### NATIONAL CONSULTANCY FOR NEEDS ASSESSMENT OF HORTICULTURE VALUE CHAINS AND DEVELOPMENT OF MARKET LINKAGE STRATEGY IN THE CONGO NILE DIVIDE (CND) REGION OF RWANDA

#### About Cordaid

Cordaid is an internationally operating value-based emergency relief and development organization, working in and on fragility. We stand with those who are hardest hit by poverty and conflict. We support them in their struggle to move beyond survival and to fully participate in equitable and resilient societies.

In Rwanda, Cordaid focuses on strengthening food security, climate resilience, and inclusive economic development by collaborating with government institutions, local communities, and private sector actors. Interventions include supporting smallholder farmers through market system development, facilitating access to finance, promoting sustainable agricultural practices, and integrating climate change adaptation strategies into building resilient communities.

Cordaid's vision is a world where people live with dignity and peace and enjoy equal access to resources and opportunities that promote sustainable development.

#### 1. Background and context

Cordaid Rwanda, in partnership with the Rwanda Forestry Authority (RFA) and other implementing partners, is implementing the project "Building Resilience of Vulnerable Communities to Climate Variability in Rwanda's Congo Nile Divide Through Forest and Landscape Restoration (CND Project)". The project is co-financed by the Green Climate Fund (GCF) and the Government of Rwanda through the Ministry of Environment. It aims to addressing climate variability by strengthening the resilience of vulnerable communities in Rwanda's Congo Nile Divide through sustainable forest and landscape restoration, biodiversity conservation, and improved livelihoods. The selected horticulture value chains of interest are avocados, green beans, and chili with a soft touch on macadamia value chain that remain a high-end market and opportunistic for investors looking to increase production.

Cordaid is looking for a national qualified expert or firm to support in the establishment a sustainable, inclusive, and climate-resilient market systems that enable targeted value chains beneficiaries to increase incomes, strengthen economic resilience, and contribute to the long-term environmental objectives of the CND project.

A handwritten signature in blue ink, appearing to be the initials "B" followed by a stylized flourish.

**2. Objectives of the assignment**

The overall objective of the assignment is to:

Conduct a need assessment for selected horticulture value chains for market access linkage and provide capacity building support to the development of farmers cooperatives and enterprises inclusive business models for increasing market access (including but not limited to meeting market standards, linkages with other actors).

**2.2. Specific Objectives**

To deliver on the above the assignment will seek to:

- To assess value chain performance and constraints, analyze market demand and requirements including standards and certifications.
- To develop a market linkage strategy adapted to the CND selected value chains and informed by national policies, strategies, identify relevant value chain actors in the CND zone through a stakeholder mapping and project requirements.
- To develop and deliver good agriculture practices (including Global GAP protocols) modules tailored to identify farmers' needs and selected value chains for market access support.
- To support linkages with the engaged valued chain actors through proposed model.

**3. Scope of work**

The consultant firm or individual consultant will undertake an integrated assignment aimed at strengthening market-oriented and climate-resilient horticulture value chains in the Congo Nile Divide (CND) region. The scope of work will combine value chain diagnostics, market access strategy development, and capacity building of value chain actors, with a strong emphasis on inclusion, environmental sustainability, and alignment with market requirements.

**4. Expected deliverables**

#	Description	Outlines	Proposed timelines
1.	<p><b>The inception report</b></p> <p>The consultant firm or individual consultant will initiate the assignment by reviewing all relevant project documentation, policies, and existing studies related to horticulture value chains, climate resilience, and market</p>	<ul style="list-style-type: none"> <li>• Methodology and analytical framework</li> <li>• Work plan and timelines (up to August 2026)</li> <li>• Tools for data collection and stakeholder engagement</li> </ul>	10 days



	<p>systems in Rwanda and particularly in the CND region.</p> <p>Consultations will be conducted with key stakeholders—including project implementing partners, district authorities, and community structures</p>	<ul style="list-style-type: none"> <li>• Approach to integrating climate resilience, gender, youth, and environmental safeguards</li> </ul>	
2.	<p>Conduct a <b>comprehensive analysis of selected horticulture value chains</b> in the CND region, covering the <u>full spectrum from production to end markets</u>.</p>	<ul style="list-style-type: none"> <li>• Mapping of value chain actors and functions using stakeholder mapping approach</li> <li>• Identification of constraints in productivity, aggregation, processing, and marketing</li> <li>• Assessment of infrastructure and service gaps (e.g., Irrigation technologies, storage facilities, logistics)</li> <li>• Analysis of climate risks affecting production and supply chains</li> </ul>	
3.	<p><b>Market Access Strategy Development for the selected Horticulture value chains.</b> The strategy will be practical, scalable, and aligned with climate resilience and environmental sustainability objectives of the CND project.</p>	<p>The consultant will develop a Market Access Strategy that integrates:</p> <ul style="list-style-type: none"> <li>• Market analysis to identify viable domestic, regional, and export opportunities, including demand trends, pricing, competitiveness, and potential buyers</li> <li>• Assess market requirements and certification standards (e.g., Global G.A.P.) and evaluate the readiness of farmers, cooperatives, and relevant actors</li> <li>• Develop a phased roadmap to support compliance with certification and market standards</li> </ul>	<b>45 days</b>



		<ul style="list-style-type: none"> <li>• Identify and propose market linkage mechanisms, including partnerships with private sector actors such as buyers, aggregators, and exporters</li> <li>• Recommend strategies to strengthen coordination across value chain actors and improve logistics, aggregation, and market access</li> <li>• Analyze financing needs across the value chain and propose linkages with financial institutions, including opportunities for blended finance</li> </ul>	
3.	<p><b>Capacity Building of Value Chain Actors</b></p> <p>The consultant will design and operationalize a comprehensive capacity building framework targeting farmers, cooperatives, and enterprises within the selected value chains</p> <p>The capacity building approach will include recommendations for ongoing coaching, technical backstopping, and follow-up mechanisms to ensure sustained adoption of practices and business growth.</p>	<p>Design and implement a comprehensive capacity building framework for farmers, cooperatives, and enterprises, including the development and standardized Good Agricultural Practices (GAP) training modules and delivery through a Training of Trainers (ToT) approach to enable an outreach of 900 farmers.</p> <p>Provide targeted, market-driven training to at least selected high-potential cooperatives and enterprises, including advanced support on certification Global G.A.P protocols, and strengthen systems required for compliance such as record keeping, traceability, and internal control mechanisms</p>	20
4.	<p><b>Final Reporting</b></p> <p>The consultant will consolidate all findings and outputs into a comprehensive final report,</p>	<p>The final report shall be comprised of</p> <ul style="list-style-type: none"> <li>• market access strategy</li> <li>• capacity building framework</li> <li>• certification roadmap</li> <li>• actionable recommendations for implementation</li> </ul>	15 days



**5. Duration and timeline**

The consultancy contract will last for 60 working days from May 2026 to September 2026.

A detailed timeline will be agreed upon during contract negotiations.

**6. Reporting and supervision**

The Consultant will report to the Project Coordinator, and will work closely with the project technical team, including district-level project officers, to ensure effective activity planning, implementation, monitoring and reporting.

**7. Required qualifications, and experience**

The consultancy firm will provide, or the consultant will be an expert with the following profile:

Profile / Qualifications	Key duties and responsibilities
<ul style="list-style-type: none"> <li>• Advanced degree (master’s or PhD) in Agronomy, Horticulture, Agricultural Systems, Agricultural Extension, Food Safety, Environmental Science, Agricultural Economics, or related fields with a bachelor's degree in Agronomy, Horticulture, Agricultural Systems, Agricultural Extension or Economics.</li> <li>• At least 10 years of professional experience in the horticulture value chain, agricultural certification systems, and sustainable agriculture.</li> <li>• Demonstrated expertise in Global G.A.P. certification, including audit preparation, compliance systems, Internal Control Systems (ICS), and farm-level implementation.</li> <li>• Strong knowledge of international standards such as HACCP, ISO 22000:2018, and related food safety frameworks is an added advantage.</li> <li>• Proven experience in value chain analysis (<i>avocado, green beans, chili and other short-term horticulture value</i></li> </ul>	<ul style="list-style-type: none"> <li>• Lead and coordinate the assignment, develop methodology and work plan, with CORDAID field-based staff to ensure quality assurance, and liaise with the beneficiaries and stakeholders.</li> <li>• Assess avocado, macadamia, and vegetable value chains; analyze production systems, market requirements, and constraints; develop crop-specific guidelines and recommendations in the CND region.</li> <li>• Integrate climate-resilient and sustainable practices, including soil and water conservation, agroforestry, and biodiversity protection; align with Forest and Land Restoration objectives.</li> <li>• Develop contextualized training modules and manuals in good agriculture practices that integrate compliance tools, checklists, and traceability systems; support</li> </ul>

<p><i>chains</i>), post-harvest handling, and market systems development.</p> <ul style="list-style-type: none"> <li>• Solid experience in climate-smart agriculture and environmental management practices.</li> <li>• Experience in farmer training, extension services, and development of training materials.</li> <li>• Strong background in socio-economic analysis, gender mainstreaming, and stakeholder engagement.</li> <li>• Proven ability to work with smallholder farmers, cooperatives, and agribusiness actors.</li> <li>• Excellent analytical, reporting, and communication skills.</li> <li>• He/She <i>MUST</i> be fluent in English and Kinyarwanda.</li> <li>• Experience in GCF or other donor-funded projects is an added advantage.</li> </ul>	<p>certification, roadmap and audit preparation.</p> <ul style="list-style-type: none"> <li>• Conduct Training of Trainers (ToT) to support identified farmers and cooperatives in adopting Global GAP requirements</li> <li>• Develop Global GAP capacity building plan</li> <li>• Conduct socio-economic and gender analysis; integrate inclusive and gender-responsive approaches; promote participation of women and youth.</li> <li>• Conduct consultations, workshops, and ensure partnerships with local authorities, cooperatives, the private sector, and certification bodies.</li> <li>• Develop monitoring tools and indicators and document lessons learned and best practices.</li> <li>• Prepare inception, progress, and final reports with clear recommendations and participate in validation meetings with project partners.</li> </ul>
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**8. Selection criteria**

Proposals will be evaluated based on the following criteria:

**Tender Evaluation Criteria and Scoring Framework**

<b>Evaluation Criteria</b>	<b>Description</b>	<b>Maximum Score (%)</b>
<b>Technical Proposal (80%)</b>		



<b>Understanding of the Assignment</b>	Demonstrated understanding of the CND context, objectives, and integration of market access, GAP training, certification, and inclusion aspects	<b>10%</b>
<b>Methodology and Approach</b>	Clarity, relevance, and practicality of the proposed approach, including value chain analysis, market access strategy, and capacity building (GAP and ToT)	<b>30%</b>
<b>Relevant Experience of Firm</b>	Proven experience in horticulture value chains, market systems development, certification standards (e.g., GLOBALG.A.P.), and similar assignments	<b>20%</b>
<b>Key Personnel</b>	Qualifications and expertise of proposed team, including technical competencies in agronomy, market systems, and certification	<b>15%</b>
<b>Work Plan and Feasibility</b>	Realistic and coherent work plan aligned with timelines and deliverables	<b>5%</b>
<b>Subtotal Technical Score</b>		<b>80%</b>
<b>Financial Proposal (20%)</b>	<b>Cost competitiveness based on the lowest evaluated responsive bid.</b>	<b>20%</b>
<b>Total Score</b>		<b>100%</b>

<b>Criteria</b>	<b>Weight</b>
Technical expertise and relevant experience	30%
Methodology and approach	30%
Proof of previous similar consultancies	10%
Understanding of the local context	20%
Financial proposal	10%

### 9. Submission guidelines

Interested consultants are invited to submit the following documents:

1. **Administrative documents:** Registration certificates and tax clearances.
2. **Technical proposal:** The proposed the technical proposal, relevant document demonstrating relevant assignments completed, qualification documents,)
3. **Financial Proposal:**



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Note: Cordaid will cover logistics directly linked to beneficiaries' engagement in capacity building sessions and linkages. This will be included for planning purposes and review of the proposed strategies efficiency

Applications should be submitted via email to [rwandaprourement@cordaid.org](mailto:rwandaprourement@cordaid.org) by **30<sup>th</sup> April 2026**. Please use the subject line: ***"Consultancy for Needs Assessment of Horticulture Value Chains"***

**Note:** Only shortlisted candidates will be contacted for further process.

### **10. Ethical Considerations**

The consultant must comply with Cordaid's safeguarding, code of conduct, integrity, anti-corruption, anti-money laundering, child protection, environmental responsibility, and data protection policies throughout the assignment.

### **10. Confidentiality and Proprietary Rights**

All deliverables, including the developed solutions, will become the property of Cordaid and its partners. The service provider must maintain strict confidentiality regarding any proprietary or sensitive information obtained during the assignment.

### **11. Right to cancel the procurement processes**

Cordaid reserves the right to withdraw or cease the tender for this consultancy at any time prior to the signing of a contract. This decision may be made at Cordaid's discretion and without obligation to provide reasons for such withdrawal. All interested parties will be promptly notified if the advertisement is cancelled.

### **12. Additional information**

For further information regarding the opportunity, please contact [rwandaprourement@cordaid.org](mailto:rwandaprourement@cordaid.org)

Done in Kigali, on 16/04/2026

Approved by:

  
**Patrick BIRASA**  
Country Manager

A circular blue ink stamp with the text "BUILDING FLOURISHING COMMUNITIES" around the perimeter. In the center, the word "Cordaid" is written in a large, bold font, with "RWANDA" written in a smaller font below it.