



Terms of reference to hire a consultancy firm to conduct identification and profiling, both formal and informal (not registered) micro, small, and medium enterprises (SMEs) in poultry farming in Karongi, Rusizi, and Nyamasheke Districts of Western Province of Rwanda

Project: Egg Value Chain

July, 2026

1. Brief Description of DUHAMIC-ADRI

DUHAMIC -ADRI is a non-profit organization located in Kigali, the capital city of Rwanda, in Kicukiro District, Niboye Sector. Officially operating in Rwanda since 12th July 1985.

Mission: Supporting integrated initiatives for holistic development of rural population in their struggle for self-reliance

Vision: A rural world responsible for its self-socio-economic development

Core Values: Integrity, Professionalism, Transparency

2. Background of the project

Egg Value Chain project is funded by the Global Alliance for Improved Nutrition (GAIN) and it is aligned with its seven-year flagship program, Combating Malnutrition in Rwanda through Sustainable Food Systems (CMRFS) (2025–2031). The project is implemented in partnership with DUHAMIC-ADRI in the district of Karongi, Nyamasheke and Rusizi.

In the above three districts, DUHAMIC-ADRI is working with 18,000 vulnerable households to enhance their access to improved poultry inputs and strengthen their capacity for sustainable egg production. At the grassroots level, the project is working with 720 lead farmers trained by the project to support cascading training on good farming practices to the project participants.

The project activities are being implemented in 15 sectors: 5 sectors of Karongi District (Rugabano, Ruganda, Gashali, Rwankuba, and Bwishyura), 5 sectors of Nyamasheke District (Rangiro, Bushekeri, Karengera, Kirimbi, Kagano), and 5 sectors of Rusizi District (Muganza, Bugarama, Bweyeye, Rwimbogo, Giheke).

The table below shows how the project participants are distributed in the three intervention districts:

District	Number of sectors	Number of project participants/households to be selected	Number of egg-producer groups
Karongi	5	4,000	160
Nyamasheke	5	7,000	280
Rusizi	5	7,000	280
Total	15	18,000	720

The project activities are implemented through an integrated market systems approach tailored to the local realities of the targeted districts.

This approach reinforces localized production, improve feed accessibility through alternative and locally sourced options, and strengthen linkages with reliable market actors. Capacity building are helping to equip poultry farmers households with practical knowledge and skills necessary for sustained productivity under low-resource conditions.

Over the course of 22 months period (March 2026 to December 2027), DUHAMIC-ADRI is committed to work collaboratively with communities, local authorities, and market system actors to address systemic barriers that currently limit egg production, affordability and consumption.

The project has already supported households through the distribution of 54,000 SASSO dual-purpose chicks, enabling increased egg production for both household consumption and income generation, contributing to the reduction of stunting and malnutrition among children and women.

While significant progress has been made in strengthening production at household level, the success and sustainability of the egg value chain depend heavily on effective integration with market actors, including input suppliers (chicks, feed, vaccines), poultry producers (small, medium enterprises), aggregators, traders, and retailers.

Currently, there is limited structured data on both formal and informal SMEs involved in poultry value chain in the targeted districts. Many actors operate informally, making it difficult to understand market dynamics, strengthen supply chains, facilitate financial inclusion and design targeted interventions.

Therefore, there is a critical need to identify, map, and profile at least 200 both formal and informal SMEs in poultry farming and egg marketing systems to enable evidence-based programming.

3. Purpose of the Consultancy

This consultancy aims to identify, map, and profile both formal and informal SMEs in poultry farming and egg value chain in Karongi, Nyamasheke, and Rusizi districts. This will complement the ongoing household-level intervention by providing a market systems perspective, thereby ensuring better linkages among production, inputs, and markets.

4. Objectives

4.1. Overall Objective

To generate a comprehensive database and analysis of at least or above 200 formal and informal MSMEs operating in the poultry value chain in the project area of intervention to strengthen inclusive and sustainable egg value chain development.

4.2. Specific Objectives

- Identify and categorize SMEs (formal and informal) involved in poultry production and egg value chain at least 5 per sector.
- Profile SMEs based on capacity, scale, and business models
- Assess market dynamics including supply, demand, and pricing trends
- Analyze constraints and opportunities for SME growth and formalization
- Provide recommendations to strengthen value chain integration and market access

5. Scope of Work

The consultancy will cover the three districts (Karongi, Nyamasheke, Rusizi) and focus on:

5.1. Identification of SMEs

- Poultry farmers operating at micro, small, and medium scale
- Brooders and chick suppliers
- Feed suppliers and processors

- Veterinary service providers
- Egg collectors, aggregators, traders, and retailers
- Informal actors (unregistered producers and traders)

5.2. Profiling of SMEs

Data collection will include:

- Business Information such as the type of enterprise (formal/informal), registration status, ownership structure and years of operation
- Production & operations including Scale of poultry production, type of breeds (including SASSO adoption), input sourcing systems and production capacity and technologies
- Market engagement stating the marketing channels, customer segments, pricing strategies and seasonal variations
- Challenges and Opportunities in this area, including constraints faced by producers in production, marketing, and scaling, barriers to formalization and opportunities for partnership with project-supported farmers

5.3. Value Chain Analysis

- Map the egg value chain flow from production to end markets
- Identify bottlenecks, inefficiencies, and opportunities
- Analyze price dynamics and margins

6. Methodology

The consultant will adopt a mixed-methods approach, including:

- Desk review of project and district data
- Key Informant Interviews (KIIs) with value chain actors
- Household surveys
- Focus Group Discussions (FGDs)
- Direct observation of enterprises
- Market assessments

Digital data collection tools will be used to ensure quality and efficiency.

7. Deliverables

A detailed Inception report outlines the Understanding of the assignment and project objectives; Methodology for identifying and profiling formal and informal SMEs operating in the poultry value chain to strengthen inclusive and sustainable egg value chain development; Sampling strategy and selection criteria; Data collection tools (questionnaires, interview guides, observation checklists); Key indicators for formal and informal SMEs; Work plan and timeline; Risk mitigation strategies. The approved inception report should be submitted within 7 calendar days after signing the contract.

A comprehensive database of formal and informal poultry-related SMEs in Karongi, Nyamasheke, and Rusizi districts, including producers, input suppliers, traders, aggregators, and service providers, with details on their business characteristics and capacities.

Value Chain Analysis Report mapping the poultry and egg value chain, analyzing key actors, market linkages, supply and demand dynamics, pricing trends, bottlenecks, and opportunities for value chain strengthening.

Profitability and Business Models Assessment of the profitability, cost structures, and business models of poultry enterprises, particularly those involved in SASSO chicken production and egg marketing, including recommendations for improving enterprise performance.

Integration Plan for MSMEs and Project Beneficiaries: a practical strategy for linking identified SMEs with the project's 18,000 beneficiary households through improved access to inputs, veterinary services, aggregation, marketing, and other value chain opportunities.

A stakeholder validation workshop: DUHAMIC-ADRI and stakeholders will validate the findings, and the consultant will present preliminary findings, gather feedback from key stakeholders, validate results, and incorporate recommendations into the final report. A brief workshop report and presentation materials will also be submitted.

Final Consultancy Report: the report shall enclose the consolidated findings and actionable recommendations with focus on Executive summary; Methodology; Participant profiling results; Production and management assessment; formal and informal poultry-related SMEs in Karongi, Nyamasheke, and Rusizi districts; Profitability and business model result of SASSO breeds; Adaptability analysis; Market/value chain insights; Key challenges and opportunities; and Recommendations for project implementation.

8. Implementation approach

The consultancy will adopt a participatory market system, value chain, and enterprise profiling approach combining quantitative and qualitative methodologies to identify, map, and profile both formal and informal Micro, Small and Medium Enterprises (MSMEs) operating within the poultry and egg value chain in Karongi, Nyamasheke, and Rusizi districts. The approach will generate reliable baseline data on poultry enterprises, market actors, business models, profitability levels, and value chain dynamics while identifying opportunities to strengthen linkages between SMEs and the 18,000 project-supported households.

The methodology will be guided by the following principles:

- Comprehensive coverage of formal and informal poultry value chain actors.
- Evidence-based market systems analysis.
- Participatory stakeholder engagement.
- Gender and youth-sensitive data collection.
- Use of digital data collection tools for quality assurance.
- Action-oriented recommendations to strengthen sustainable egg value chain development

Enterprise Profiling of Formal and Informal MSMEs

Objectives

To generate detailed profiles of identified enterprises and understand their operational capacities, business models, and market engagement.

Data Collection Methods

Enterprise Survey Interviews

Structured interviews will be conducted with enterprise owners or representatives.

Information to be Collected

Business Characteristics

- Enterprise name.
- Ownership category.
- Gender and age of owner.
- Registration status either registered or not or in process
- Years of operation.
- Number of employees.
- Legal structure.

Production and Operations

- Poultry production capacity.
- Number of laying birds.
- Breed types (SASSO, ISA Brown, TETRA, local breeds, others).
- Poultry farming model (extensive, semi-intensive, intensive).
- Input sourcing arrangements.

Market Engagement

- Customer categories.
- Marketing channels.
- Distribution systems.
- Seasonal trends.
- Prices and sales volumes.

Financial Performance

- Sources of income.
- Cost structures.
- Access to finance.
- Credit utilization.
- Investment capacity.

Challenges and Opportunities

- Production constraints.
- Market barriers.
- Access to quality inputs.

9. Data analysis and reporting of findings

Analysis and reporting of data for project participant profile

All quantitative and qualitative data collected from poultry-related SMEs, market actors, KIIs, FGDs, and market assessments will be cleaned, validated, and analyzed to generate reliable evidence for project implementation. Quantitative data will be analyzed using statistical software to produce descriptive statistics, enterprise classifications, profitability indicators, and market trend analysis, while qualitative data will be analyzed thematically to identify key challenges, opportunities, and stakeholder perspectives.

The analysis will focus on the characteristics of formal and informal SMEs, including their legal status, ownership structure, years of operation, production capacity, poultry breeds reared, production systems, market engagement, and financial performance. Special attention will be given to assessing the profitability and adaptability of SASSO chicken breeds through analysis of production costs, egg production levels, revenues, mortality rates, and farmer perceptions.

The consultancy will also conduct a comprehensive poultry and egg value chain analysis to map key actors, assess supply and demand dynamics, identify market bottlenecks, evaluate pricing trends and margins, and highlight opportunities for strengthening market systems. Data will further be used to analyze business constraints, opportunities for enterprise growth and formalization, and the potential for partnership between SMEs and the project's 18,000 beneficiary households.

Findings will be consolidated into a comprehensive SME database, Value Chain Analysis Report, Profitability and Business Models Assessment Report, and an MSME Integration Plan outlining practical strategies for linking project beneficiaries with input suppliers, veterinary service providers, aggregators, traders, and other market actors. The results will be presented at a stakeholder validation workshop, and stakeholder feedback will be incorporated into the Final Consultancy Report, which will provide actionable recommendations to strengthen the sustainability, inclusiveness, and competitiveness of the poultry and egg value chain in the districts of Karongi, Nyamasheke, and Rusizi.

10. Composition of the Consultancy Team and Required Profiles

To effectively undertake the identification and profiling of both formal and informal (unregistered) Micro, Small, and Medium Enterprises (MSMEs) engaged in poultry farming, the assignment will be implemented by a qualified consulting firm with a multidisciplinary team of experienced professionals. The team combines expertise in food systems, socio-economic research, poultry production, agricultural markets, gender and social inclusion, and statistics to deliver a comprehensive, high-quality assessment. The proposed consultancy team shall comprise the following key experts:

10.1. Team Leader / Principal Consultant (One Required)

Qualifications

- Master's degree in Human Nutrition, Food Science and Technology, Rural Development, Agribusiness, and Agricultural Economics.
- Additional professional training in project management, monitoring and evaluation, or research methods is an added advantage.

Experience

- Minimum of 10 years of progressively responsible experience in conducting project evaluations, baseline studies, socio-economic assessments, household profiling, or livelihoods research.

- Demonstrated experience leading multidisciplinary consultancy assignments and managing large-scale field surveys.
- Proven experience in designing and implementing mixed-methods research involving both quantitative and qualitative approaches.
- Previous experience in livestock, agriculture, food systems, or poultry value chain projects is highly desirable.
- Demonstrated experience supervising large teams of enumerators and coordinating field operations across multiple districts.
- Strong experience in stakeholder engagement, quality assurance, and technical report writing.

Key Competencies

- Excellent leadership and project management skills.
- Strong analytical and problem-solving abilities.
- Excellent report writing and presentation skills.
- Fluency in English and Kinyarwanda.
- Ability to work under tight deadlines while maintaining high-quality standards.

10.2. Socio-Economic Specialist (One Required)

Qualifications

- Master's degree in development studies, Economics, Sociology, Social Sciences, Rural Development, Public Policy, or a related discipline.

Experience

- Minimum of 5 years of experience in socio-economic profiling, vulnerability assessments, poverty analysis, household surveys, or livelihoods research.
- Demonstrated experience conducting community-based studies in rural settings.
- Experience in designing socio-economic survey instruments and analyzing household data.
- Familiarity with participatory research methods and community engagement approaches.

Key Competencies

- Strong quantitative and qualitative analytical skills.
- Experience in household profiling and beneficiary targeting.
- Ability to synthesize socio-economic findings into practical recommendations.
- Excellent report writing skills.

10.3. Animal Production Specialist (One Required)

Qualifications

- Master's degree in Animal Production, Animal Science, Veterinary Medicine, Livestock Production, or a related discipline.

Experience

- Minimum of 5–7 years of practical experience in poultry production systems and livestock development.
- Demonstrated experience working with smallholder poultry production systems.

- Strong technical knowledge of poultry nutrition, housing, disease management, biosecurity, breeding systems, and flock management.
- Experience working with SASSO or other improved dual-purpose chicken breeds is highly desirable.
- Experience conducting livestock assessments or poultry value chain studies.

Key Competencies

- Strong technical expertise in poultry production.
- Ability to assess productivity, profitability, and adaptability of poultry systems.
- Knowledge of poultry extension approaches and farmer capacity development.
- Strong analytical and reporting skills.

10.4. Market and Value Chain Specialist (One Required)

Qualifications

- Bachelor's degree in Agribusiness, Agricultural Economics, Agricultural Marketing, Rural Development, Value Chain Development, Economics, or a related field.

Experience

- Minimum of 5 years of experience conducting agricultural market assessments, value chain analyses, or agribusiness studies.
- Strong understanding of poultry input markets, feed systems, hatcheries, veterinary service delivery, egg marketing, and rural market dynamics.
- Experience analyzing pricing mechanisms, demand and supply trends, competitiveness, and market constraints.
- Familiarity with market systems development (MSD) approaches will be an added advantage.

Key Competencies

- Strong analytical skills in value chain mapping and market systems analysis.
- Experience conducting profitability and market opportunity assessments.
- Ability to identify value chain bottlenecks and recommend upgrading strategies.
- Excellent report writing and presentation skills.

10.5. Gender and Social Inclusion Specialist (One Required)

Qualifications

- Master's degree in Gender and Development, Gender Studies, Social Development, Sociology, Community Development, or a related discipline.

Experience

- Minimum of 10 years of professional experience integrating gender equality and social inclusion (GESI) into development programs and research.
- Demonstrated experience conducting gender analyses, vulnerability assessments, and social inclusion studies.
- Experience working with rural communities, women's economic empowerment initiatives, youth programs, and vulnerable populations.
- Familiarity with gender-sensitive research methodologies and participatory approaches.

Key Competencies

- Strong understanding of gender equality, social inclusion, and safeguarding principles.
- Ability to assess barriers affecting women, youth, and vulnerable groups in agricultural value chains.
- Experience mainstreaming gender considerations into project design and implementation.
- Excellent facilitation and analytical skills.

10.6. Statistician and Data Management Specialist (One Required)

Qualifications

- Master's degree in Applied Statistics, Biostatistics, and Data Science.

Experience

- Minimum of 5 years of experience in survey design, sampling methodologies, statistical analysis, and database management.
- Demonstrated experience managing large-scale household survey datasets.
- Proficiency in statistical software such as SPSS, STATA, R, or Python.
- Experience programming digital data collection platforms such as KoboToolbox, ODK, SurveyCTO, or CommCare.
- Experience in data quality assurance, data cleaning, validation, and visualization.

Key Competencies

- Strong statistical and quantitative analytical skills.
- Expertise in database management and quality control.
- Ability to produce high-quality statistical outputs, tables, and visualizations.
- Excellent documentation and reporting skills.

Note: The consulting firm is not allowed to change the proposed team member without prior approval from DUHAMIC-ADRI, and any deviation will result in termination of the contract.

11. Period for assignment

The consultant is expected to carry out the assignment in 30 calendar days. This timeframe includes inception activities, tool development, enumerator training, field data collection, data cleaning and analysis, and submission of the final report

12. Proposal Preparation

12.1. Technical Proposal:

The applicant is required to prepare a comprehensive technical proposal that clearly explains the general approach to conducting the survey and demonstrates a strong understanding of the assignment. The proposal should describe the methodology to be used, including data collection methods, analysis tools, and strategies for addressing potential challenges during implementation. It should also outline measures to ensure high-quality data, which is critical to the survey's success. The technical proposal must detail the firm's staffing plan, organizational structure, and a realistic activity timeline, along with plans for piloting data collection tools and training enumerators. In addition, the applicant should summarize their relevant qualifications and experience, providing at least three completion certificates from similar

assignments, and include any additional technical or administrative information that could strengthen the proposal.

12.2. Financial Proposal:

The Financial Proposal should present a clear and detailed budget breakdown aligned with the proposed activities and timeline. It must include a narrative that justifies the costs and explains the rationale for the budgeted activities. The proposal should describe the fieldwork model, specifying the team size, composition, transportation arrangements, and the key assumptions that guide the financial projections. The budget must outline unit costs and quantities for each activity to ensure transparency and facilitate evaluation.

12.3. Evaluation Criteria

Applications will be assessed based on cost reasonableness (30%) and technical competence (70%).

The evaluation of bids will take place in two stages as follows:

Stage 1: Technical proposal evaluation

The technical evaluation will be conducted in two steps:

Step A. Preliminary analysis (Administrative compliance)

The Procurement committee will first review the technical envelope to determine whether all required administrative documents have been submitted, are consistent, valid, and duly signed. The absence, non-compliance, or invalidity of any document classified as an administrative threshold requirement will automatically result in the rejection of the offer. Any bid rejected at this step will be excluded from further evaluation.

Step B. Technical proposal evaluation

Bids that pass the administrative compliance check will proceed to technical assessment. To be considered eligible for the financial evaluation, a technical proposal must achieve a minimum score of 70%. The technical proposal will be evaluated out of 70 marks and only financial proposals from bidders whose technical proposals meet this minimum threshold will be opened. The financial proposals of all other bidders will be returned unopened.

Stage 2: Financial proposal evaluation

The financial proposal will be evaluated out of 30 marks, bidders whose technical proposals meet the minimum eligibility threshold will be invited to the opening and evaluation of financial proposals. The financial proposals of non-eligible bidders will remain unopened and returned to the respective firms.

Both stages give a total combined score of 100 marks.

11.4 Scoring computation

Criteria	Criteria description	Marks 100
Administrative documents	• Copy of the incorporation certificate issued by RDB • VAT Registration certificate • Valid Tax clearance certificate from the Rwanda Revenue Authority • clearance certificate from the Rwanda Social Security Board (RSSB) • Valid Current Standing Certificate issued by RDB • A proof of using EBM • Certificate of Registration as a Data Controller • Certificate of Registration as a Data Processor	Eliminatory
Methodology & workplan	• A detailed understanding of the Terms of Reference • A detailed methodology including data collection methods, analysis tools, strategies for addressing potential challenges during implementation, and Measures for ensuring high-quality data • A detailed 30-day work plan indicating the timing of each activity to be implemented.	30
Proposed team composition	• Qualifications and experience of the six (6) Key experts, including their CVs and degrees • Commitment of exclusive availability for this assignment from each team member during the assignment period. Personnel who are not employees of the applicant firm must provide a signed commitment of availability.	20
Company experience	• Minimum of 10 years' experience in research and capacity building. • At least 3 certificates of satisfactory completion for similar assignments conducted within the past 5 years, supported by corresponding contracts. • Successfully implemented at least 3 research or capacity-building contracts, each valued at 17,000,000 Rwf or more. • Demonstrated experience in carrying out at least 3 similar assignments in the targeted districts of intervention.	20
Total technical evaluation marks		70
Financial Proposal	A detailed financial proposal	30
TOTAL		100

13. Submission of Bid

All interested consultancy firms with relevant experience that meet the above eligibility criteria are invited to submit their proposals in one sealed outer envelope. The outer envelope shall contain two separate sealed inner envelopes:

- One marked **"Technical Proposal"**
- One marked **"Financial Proposal"** detailing the professional fees, reimbursable costs, and VAT.

Both envelopes must be clearly titled: **"Hiring a consultancy firm to conduct identification and profiling, both formal and informal (not registered) micro, small, and medium enterprises (SMEs) in poultry farming in Karongi, Rusizi, and Nyamasheke Districts of Western Province of Rwanda and the company name"**.

- Submissions shall be made in hard copy only and must be delivered no later than the deadline specified in the tender notice.
- On the submission date, there will be no public opening of the technical proposals. DUHAMIC-ADRI will receive submissions for analysis.
- Results of the technical evaluation will be communicated via email. Only bidders who score at least 70% in the technical evaluation will be shortlisted and invited to the financial proposal opening session.
- The financial proposals of non-shortlisted bidders will remain unopened. Such bidders will be invited to collect their financial proposals.
- The date and time of the financial proposal opening will be communicated by email to the shortlisted bidders.

14. Safeguarding clause

Safeguarding and protection from Sexual Exploitation and Abuse (PSEA) is everyone's responsibility who works directly or indirectly with DUHAMIC-ADRI services delivery and operations. All DUHAMIC-ADRI staff and affiliates, including volunteers and Suppliers; sub-Suppliers' staff and implementing partners are required to adhere to DUHAMIC-ADRI's full safeguarding and protection policy procedures and the separate Code of Conduct that always values principles of PSEA.

DUHAMIC-ADRI has a zero tolerance to Sexual Exploitation and any other form of abuse. Child and vulnerable abuse, exploitation, harassment, discrimination, and human trafficking are strongly prohibited behaviours. All implementing partners/suppliers who are contracting with DUHAMIC-ADRI must adhere to DUHAMIC-ADRI's full safeguarding and protection policy in addition to the code of conduct.

By applying to this tender, the supplier, is committed to denounce and to report any safeguarding issues or fraud face to face or at the reporting email for safeguarding issues at "feedback@duhamic.org.rw", Toll Free: 8470 and telephone number: 0788305329 without delays.

By Applying to this tender as a consultancy company, I understand that DUHAMIC-ADRI has the rights to ensure 100% compliance with safeguarding and protection policies via spot checks or any other form of control mechanisms. If my business isn't compliant, DUHAMIC-ADRI will take appropriate

measures or immediately stop the contract of financial support depending on the nature and severity of the safeguarding incident detected.

15. Data protection and confidentiality

The successful bidder shall comply with all applicable data protection and privacy laws in force in the Republic of Rwanda, including Law No. 058/2021 relating to the protection of personal data and privacy. Any personal data, confidential information, or organizational records accessed during contract execution shall be used solely for the purposes of performing the contract, kept strictly confidential, and protected against unauthorized access, disclosure, loss, or misuse. Such data shall not be shared with third parties without prior written authorization from DUHAMIC-ADRI, and any actual or suspected data breach shall be reported immediately.

Note:

- Prior to contracting, DUHAMIC-ADRI reserves the right to conduct a vetting process to the successful bidders to ensure compliance with anti-terrorism and other regulatory requirements.
- DUHAMIC-ADRI reserves the right to conduct due diligence on all references (Certificates of good completion) submitted by the bidder. If any reference is found to be unauthentic, the bidder shall be immediately disqualified. The same applies to all administrative documents, including but not limited to valid Tax Clearance and RSSB Clearance certificates.
- Bidders who are blacklisted by RPPA are not eligible to participate in this tender. DUHAMIC-ADRI reserves the right to reject such bids.
- Women, youth and persons-with-disabilities-led companies that meet the required conditions and qualifications are encouraged to apply.

Done at Kigali on July 22, 2026

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