



Terms Of Reference (ToR) for Consultancy Services

Assignment Title: Conduct value chain Analysis and baseline evaluation for the project "Improving Smallholder farmers' food security, climate resilience, and livelihoods through Conservation Agriculture Plus (CA+)"

The project's Implementing Agencies: Food for the Hungry (FH) Rwanda, in partnership with the Africa Evangelistic Enterprise (AEE Rwanda)

Project location: Ngororero, Nyamasheke, and Gisagara districts

Project Funded by: World Food Program (WFP)

Implementation period: August 2025 – December 2027



1. About FH Association

Food for the Hungry (FH) Rwanda is a Christian humanitarian organization walking alongside the most vulnerable communities, equipping them with the agency and resources they need to flourish. Rooted in faith, community, and partnership, we embody FH's global vision of seeing every person flourish as God intended.

Guided by the Resilience and Flourishing through System Transformation (RFST) model, FH Rwanda addresses the structural, attitudinal, and relational causes of poverty. We integrate Asset Creation (agriculture value chain and business development), Productive Learning (Education), and Mental & Physical Well-being, with Social & Behavior Change (SBC), cutting across all areas to enable sustainable transformation.

2. Project background

Agriculture is the backbone of Rwanda's economy, providing employment for over two thirds of households and accounting for more than a quarter of the national GDP. Nevertheless, food insecurity remains a critical issue, and smallholder farmers—the majority of agricultural producers—face persistent challenges that threaten their livelihoods and the country's broader food system, including low agricultural productivity, post-harvest losses, and limited market access. The climate crisis has exacerbated vulnerabilities in Rwanda's agricultural sector, with erratic rainfall, prolonged droughts, and land degradation leading to declining crop yields, increased soil infertility, and heightened economic fragility among smallholder farmers. These risks are most pronounced in districts such as Ngororero, and Nyamasheke, which have steep slopes, deforestation, and frequent heavy rainfall.

Gisagara District, located in Rwanda's Southern Province, is home to Mugombwa Refugee Camp, which hosts approximately 11,500 Congolese refugees. The presence of refugees places additional pressure on the district's already constrained agricultural land. Erratic rainfall patterns, prolonged dry spells, and rising temperatures are disrupting the agricultural calendar and contributing to declining soil fertility. These conditions are particularly destabilizing for smallholder farmers who rely on rain-fed farming systems and have limited access to climate-smart irrigation technologies.

Additionally, structural inequalities disproportionately affect women and youth, who experience barriers in accessing land, credit, agricultural inputs, and extension services. Women constitute over 50% of Rwanda's agricultural workforce, yet own less land, have lower access to financial services, spare more time for unpaid care work and receive fewer agricultural extension services compared to men. Youth represent 65% of Rwanda's population but only 26.6% of the total farming population; they are often discouraged from engaging in agriculture due to low profitability, limited land ownership, limited technology in agriculture, lack of a clear market plan



for agricultural products and restricted access to financing opportunities. Without deliberate efforts to empower marginalized groups, enhance productivity, and strengthen market systems, the future of Rwanda's food security and rural development remains at risk.

Despite women's substantial contribution to agriculture, prevailing social norms and gender stereotypes limit their control over assets and decision-making. Therefore, the project adopts a gender-transformative approach, going beyond equal participation to address underlying power imbalances and social norms, including engaging men as change agents.

Direct food assistance from the World Food Programme (WFP) and other actors plays a crucial role in ensuring access to food and addressing structural inequalities, and it remains a lifeline for vulnerable households, particularly in high-risk districts such as Ngororero. Food assistance programs that integrate market-based solutions and climate-resilient approaches such as conservation agriculture (CA) build longer-term resilience by protecting agricultural assets, improving food production despite environmental shocks and improving livelihoods. Likewise, when food assistance is provided with deliberate strategies to ensure equity and inclusion, it can advance and accelerate the transformation of harmful gender and social norms more broadly.

As a response to these challenges, Rwanda's Strategic Plan for Agriculture Transformation (PSTA 5) highlights the urgent need for climate-smart agriculture, improved market linkages, and resilience-building interventions to ensure sustainable food production and economic stability. Drawing on the experience and expertise of FH and our local partner, the African Evangelistic Enterprise (AEE Rwanda), this project will address these needs by scaling up Conservation Agriculture Plus (CA+), integrating sustainable soil management, climate-smart farming, and market linkages to benefit 12,000 farmers across Ngororero, Nyamasheke, and Gisagara districts. CA+ integrates minimum tillage, permanent soil cover, and crop diversification, ensuring that agricultural systems are more sustainable, resource-efficient, and less vulnerable to climate-related shocks. Evidence from past WFP-supported CA+ implementations in Kayanza, Karongi, Rutsiro, Nyamagabe, and Nyaruguru demonstrates that climate-smart agricultural practices lead to both soil stabilization and increased yields. Beyond improving food production, CA+ supports market-oriented farming, helping smallholders transition from subsistence to commercial agriculture. By strengthening post-harvest handling systems, creating linkages with structured markets such as school feeding programs, and facilitating access to climate information and financial services, CA+ offers a holistic strategy to increase productivity and economic opportunities for farmers.

The project responds to these challenges through **Conservation Agriculture Plus (CA+)**—minimum tillage, permanent soil cover, and crop diversification—integrated with nutrition mainstreaming, market linkages (especially to the National School Feeding Program), and



financial inclusion. It targets **12,000 smallholders** (50% women, 50% youth, plus Persons with Disabilities (PWD) and refugee households).

This ToR ensures that the value chain analysis and baseline evaluation establish a robust evidence base for project implementation and adherence to:

- **WFP Gender Policy (2022):** promoting gender-transformative approaches, equitable access, and meaningful participation.
- **WFP Nutrition Policy (2025–2029):** mainstreaming nutrition-sensitive agriculture, dietary diversity, and MIYCAN practices.
- **Safeguarding Principles:** inclusion, Do No Harm, prevention of sexual exploitation and abuse (PSEA), child protection, and safe participation of vulnerable groups.

3. Project Goal and Objectives

The overall goal of the project is to improve food security, nutrition, climate resilience, and livelihoods for smallholder farmers through the adoption of CA+. This will integrate sustainable soil management, climate-smart farming, and market linkages to benefit **12,000 smallholder farmers**, with an emphasis on women-headed households, youth, Persons with Disabilities (PWD), as well as refugee households (from Mugombwa Refugee camp) across **Ngororero, Nyamasheke, and Gisagara districts** in Rwanda.

The specific objectives are:

- To improve food security, nutrition, and livelihoods for smallholder farmers, with an emphasis on youth and young women.
- To increase youth production, productivity, and income through the adoption of conservation agriculture and the establishment of climate-smart agriculture (CSA) businesses.
- To increase environmental sustainability and climate resilience.

4. Objectives of the assignment

4.1 Overall Objective: To provide a comprehensive understanding of the pre-intervention situation in the project areas and establish a robust baseline to measure project impact on food security, nutrition, gender equality, and climate resilience.



4.2. Specific Objectives:

4.2.1 Baseline Survey

This baseline is meant to:

- Establish benchmark values for all project indicators as defined in the project's logical framework.
- Assess food security (months of adequate household food provisioning), nutrition (dietary diversity score, minimum acceptable diet for children under 5 years), gender dynamics (decision-making, gender attitudes), and CA+ adoption rates.
- Generate sex-, age-, and disability-disaggregated data on access to and control over resources.
- Identify barriers and enablers for women and youth participation, including socio-cultural, economic, and institutional factors.

4.2.2 Value chain Analysis

- Map priority value chains (maize, beans, vegetables, plus context-specific crops) from input to end-markets, with special focus on **school feeding programs** and institutional buyers.
- To analyze the performance of the value chains, identifying key constraints, bottlenecks (e.g., post-harvest losses), and opportunities for improvement, value addition and commercialization.
- To identify market opportunities, consumer demands, and quality standards required by institutional buyers, such as schools.
- To analyze the roles and relationships among value chain actors, with a focus on how smallholder farmers (particularly women and youth) are integrated.
- Recommend pre-requisites and enabling conditions (e.g., access to finance, childcare, land tenure, market information) for equitable participation.

5. Scope of Work

The consultancy will be responsible for the design, execution, and reporting of a comprehensive baseline survey and value chain analysis across all targeted districts and beneficiary groups specified in the project proposal. The key tasks include:

- Desk review of project documents, including the proposal and M&E framework, and any existing relevant studies or reports.
- Developing a detailed survey methodology, including sampling strategy, data collection tools, and a data analysis plan.
- Conduct field interviews using digital data collection tools.



- Gathering data to establish initial values for the project's key indicators, including but not limited to:
 - Months of food insecurity experienced by households.
 - Dietary diversity score (DDS) and Minimum Acceptable Diet (MAD) for children aged 6–23 months.
 - Income from agricultural activities for smallholder farmers, youth, and young women.
 - Access to and control over resources (land, inputs, finance) for young women and youth.
 - Adoption rates of conservation agriculture practices (e.g., minimum tillage, mulching, crop rotation, etc.).
 - Yield per hectare among smallholder farmers with disaggregation by gender and youth farmers using CA+ practices.
 - Household joint decision-making on income use.
 - Prevalence of harmful gender norms (based on a gender attitude scale).
 - Gender attitudes, decision-making, workload sharing, and safeguarding risks.
- Prepare and submit a comprehensive baseline report (**as a separate sectional part within the baseline and value chain analysis Report**) with Key Findings (disaggregated by sex, age, disability, and location), contextual data analysis against project indicators and targets, and recommendations.

In line with the value chain analysis, the consultant will generate evidence-based insights to inform interventions that enhance agricultural productivity, food security, Market access, and inclusiveness within the target Districts. The consultancy firm will therefore plan and conduct a Value Chain Analysis, focusing on but not limited to:

- Identification of key commendable crops, in addition to Maize and beans, to prioritize in each District of the project implementation, given the nutritional, market, and Conservation Agriculture Plus aspects in the target Districts
- The availability, quality, distribution systems, certification, and adoption levels of improved seeds; identify challenges and opportunities for strengthening seed systems.
- Accessibility, affordability, and usage patterns of fertilizers; analyze distribution networks and constraints faced by farmers.
- supply and use of pesticides, herbicides, and other agricultural inputs relevant to key identified crops production.
- The provision of mechanization services and equipment, including access, affordability, and sustainability of service provision models.
- Cost structures (production cost, aggregation costs, margins, profitability, economic viability, etc.), financing options, and affordability constraints for smallholder farmers.



- The qualitative and quantitative importance of the value chain (organization, target markets, volume of flows and financial transactions, ability to meet demand, etc.) in the target districts. This will include identification and characterization (qualitative and quantitative) of flows and actors (producers, traders, intermediaries, transporters, value addition companies), collection points, and markets.
- Analysis of prices and volumes traded upstream, downstream, and at each stage of the supply chain.
- The role of small farmers and especially women and youth farmers, at each stage of the considered supply chains, as well as the identification of the strengths and weaknesses, potentials, and risks of each supply chain, and of opportunities to interlink with different value chains.
- Analysis of the impact of each value chain on food security and food security parameters (such as availability, stability of supply, and access).
- Identification of weakest linkages and bottlenecks in the supply chains and opportunities to make it more productive (e.g., through improved flow of knowledge, access to markets etc.).
- Prepare Value Chain Analysis report (as a separate sectional part within the baseline and value chain analysis Report)

6. Methodology

The consultant will propose a robust methodology that includes:

- Sampling framework (stratified random sampling recommended).
- Data collection methods (structured household questionnaires, FGDs, KIIs, participatory approaches).
- Data management plan (quality assurance, confidentiality, ethics).
- Data analysis plan (use of statistical software for quantitative analysis and thematic coding for qualitative data).

7. Deliverables

- Inception Report (including methodology, tools, and workplan), along with data collection tools for FH Rwanda and AEE Rwanda review and approval.
- Draft value chain analysis and baseline evaluation report, including an indicator matrix with baseline values, along with a clean dataset (quantitative and qualitative).
- Final value chain analysis and baseline evaluation report incorporating feedback, including an indicator matrix with baseline values.

8. Duration and Timeline

The baseline survey is a critical part of the project's inception phase. The consultancy is expected to take **45 calendar days**, starting from the contract signing.



9. Required qualifications of the consultancy firm

The consultancy firm must be legally registered in Rwanda and demonstrate **at least 7 years of experience** in designing and conducting baseline surveys, value chain analyses, and evaluations for agricultural, nutrition, and resilience projects. The firm must provide evidence of completing at least five **similar assignments** in the last five years, preferably with international agencies (WFP, FAO, USAID, IFAD, EU, etc.) and/or international NGOs.

The firm must deploy a multidisciplinary team with the following minimum composition and qualifications:

9.1. Team Leader / Lead Consultant

- Master's degree or higher in Agricultural Economics, Rural Development, Agribusiness, or related field.
- Minimum **10 years** of experience in leading baseline surveys and value chain studies.
- Demonstrated expertise in Conservation Agriculture (CA+), climate resilience, and food systems.
- Proven record of managing multi-disciplinary teams and delivering donor-funded evaluations.
- Strong report-writing and communication skills in English (Kinyarwanda proficiency an asset).

9.2. Agricultural Economist / Value Chain Analysis Expert

- Master's degree in Agricultural Economics, Agribusiness, or related field.
- At least 7 years of experience in value chain analysis, market systems, and cost-benefit assessments.
- Demonstrated knowledge of Rwanda's agricultural market systems and institutional buyers (e.g., school feeding).

9.3. Nutrition & Gender expert

- Master's degree in nutrition, Public Health, Gender Studies, or Social Sciences.
- Minimum 5 years of experience in nutrition-sensitive agriculture, MIYCAN, and gender-transformative programming.
- Familiarity with WFP Gender Policy and Nutrition Policy 2025–2029.
- Experience conducting gender analysis and youth livelihoods assessments.



9.4. Monitoring, Evaluation & Research expert

- Master's degree in Statistics, Economics, Development Studies, or related field.
- At least **5 years** of experience in quantitative and qualitative research methods.
- Proficiency in statistical packages (**SPSS, STATA**) and qualitative analysis software (NVivo, ATLAS,...).
- Experience in baseline indicator measurement for food security (FCS, DDS, MAD, MAHFP).

10. Management and coordination

The consultant will work under the supervision of FH Rwanda's MERL Team and the Project Lead in close collaboration with the program delivery management teams within FH Association Rwanda and AEE Rwanda.

11. Application process

Interested consultants/firms should submit:

- Technical proposal (understanding of ToR, methodology, work plan, Team Composition, and CVs of the proposed consultants).
- Financial proposal (detailed budget in RWF).
- Evidence of similar assignments completed (with references).

Interested consultant firms should submit their well typed, appropriately bound **technical proposal** presented in **One Original and Two copies** and **financial proposal** presented in **One Original and two copies** in sealed envelopes to the above-mentioned address no later than **19th September 2025** at 10:30am local hour. Late bids will be rejected and returned unopened.

The bids will be opened the same day at 11:00 am in the presence of the bidders or their representatives who choose to attend in the meeting room of FH Association Rwanda.

FH Rwanda reserves the right to reject any bid deemed inappropriate.

Done at Kigali on 8th September 2025

Country Director
FH ASSOCIATION RWANDA

