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Terms of Reference for hiring a consultancy firm to provide targeted technical expertise through training and coaching to empower new women-led FSCs and address their skills needs for business expansion under the SHORA NEZA Project

June 3, 2026

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I. 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

II. Background

Shora Neza is a project of the World Food Programme in partnership with the Mastercard Foundation and implemented by DUHAMIC-ADRI in Rwanda's Southern and Western Provinces. The project aims to create new and strengthen existing employment opportunities for young men and women aged 18-35 years, while considering their different needs, through strengthened, interlinked, and efficient agricultural value chains. The project applies the Farmer Service Center (FSC) model to empower youth agripreneurs to expand businesses, increase incomes, and create new employment opportunities. The activities under this partnership build on WFP's existing initiatives and align with the Foundation's Young Africa Works Strategy. Specifically, the partnership focuses on contributing to the following project outcomes:

Outcome: Young men and women have improved employment conditions along the agriculture value chains.

Intermediate outcome 1: Young men and women generate higher revenues from increased sales of quality crops and services.

Intermediate outcome 2: Enterprises along agricultural value chains have increased business performance.

Intermediate outcome 3: Institutional and system-wide changes promote a favorable environment for youth employment.

The overall performance of the project will converge on the 'number of youths in work, across the agricultural value chains defined by new or improved jobs for youth. Broadly, the program intends to contribute to food systems strengthening to create employment opportunities for young male and female with a focus on the following segments of different value chain including market access for increased smallholder farmer incomes by connecting them to premium public and private markets for sales at national and regional levels, Post-harvest Management (PHM) for improved quality and reduced post-harvest losses through the promotion of a vibrant, youth-led market for post-harvest (PH) equipment and services and access to finance for enhanced linkages to formal financial products and services by project participants.

III. Rationale

Women are increasingly recognized as critical drivers of agricultural value chains, spanning production, processing, aggregation, marketing, and export. However, newly established women-led agribusinesses continue to face persistent skills gaps that limit their potential. Referring to the assessment conducted, the findings highlighted the key limitations in business planning, business management skills, Good Agricultural Practices (GAP), nursery management and tree grafting techniques, livestock management, harvest techniques and post-harvest management, and food science & technology (cereal, fruits, and animal products).

For bridging these mentioned gaps, the agribusiness experts are essential to sustainably empower and strengthen women-led value chain operators by providing customized training and coaching which will foster innovation and resilience, and thus contribute to inclusive agribusiness expansion to increase productivity, income, and job creation.

III. Objective of this assignment

DUHAMIC-ADRI is seeking to recruit a consulting firm to provide technical expertise to empower the new **women-led FSCs (aged 18-35 years)** through trainings and coaching to respond to their skills needs for them to expand their business ventures, increase their income and create more dignified and fulfilling employment opportunities to youth across their communities.

Specific objectives:

The consulting firm will:

1. Develop customized training manuals/modules to respond to the identified knowledge gaps for new women-led FSCs.
2. Develop the business models for new women-led FSCs specific to their business which can be used for loan application or similar opportunities.
3. Facilitate the customized training for the new women-led FSCs to capacitate them in the areas where technical knowledge gaps were identified.

IV. The scope of work

a) Geographical area

The intervention will provide targeted technical expertise to newly established women-led FSCs by addressing identified knowledge and service gaps. It will be implemented across two sites: one selected district in the southern province (Huye) and another in the western province (Karongi), with the aim of capacitating 100 new women-led FSCs from 15 districts, namely Kamonyi, Muhanga, Ruhango, Nyanza, Huye, Gisagara, Nyaruguru, Nyamagabe, Karongi, Rutsiro, Nyabihu, Rubavu, Ngororero, Nyamasheke, and Rusizi.

b) Key tasks for consultancy firm

The successful consultant firm will work with DUHAMIC-ADRI to provide high quality training and coaching services to new women-led FSCs which are made but not limited to the following:

1. Developing the training materials/ manuals on different topics to respond to the identified knowledge gaps for new women-led FSCs to enable them to expand their business ventures.
2. Facilitate the training of new women-led FSC on different topics which meet their skills and knowledge gap to create and sustain their business and create more job opportunities for youth.
3. Provide training and coaching to new women led FSCs to sustain the delivered knowledge towards actionable outcomes.
4. Facilitate the new women led FSCs to design and develop actionable and bankable business models to enable them have access to different financial services opportunities (loans, grants, matching funds, etc) and other project required assets.

c) Area for expertise needed to capacitate new women-led FSCs

i. Business planning and business management skills:

- Introduction to Business Planning: meaning and importance of a business plan, why business planning is necessary for business growth, key components of a good business plan and link between planning, profit, and sustainability.
- Identifying Business Opportunities: How to identify profitable business ideas, understanding market demand, choosing the right business based on local opportunities, risk identification in agribusiness and small enterprises.
- Market Analysis: understanding customers and their needs, identifying competitors, pricing strategies, market linkages and value chain actors.
- Business Goal Setting: setting short-term and long-term goals, defining business objectives, planning for business expansion, monitoring progress against goals.
- Financial Planning: estimating startup and operating costs, budget preparation, cash flow management, profit and loss calculation, importance of savings and reinvestment.
- Record Keeping and Financial Management: importance of keeping business records, types of records (sales, expenses, stock, loans, savings), daily record keeping practice, using records to make business decisions.
- Access to Finance and Loan Management: types of financial institutions, how to prepare for a loan, loan application requirements, responsible borrowing and repayment, managing business loans effectively
- Business Risk Management: identifying business risks, managing losses and unexpected events, diversification of income sources, insurance and savings culture
- Customer Care and Business Growth: importance of good customer relations, communication skills in business, quality products and services, building trust with clients
- Leadership and Business Management Skills: decision making in business, team management, gender inclusion in business, confidence and entrepreneurship mindset

- ▣ Action Planning: Preparing a simple business plan, setting individual business targets, follow-up and coaching plan, monitoring business performance.
- ▣ Develop business models tailored to newly established women-led FSCs to support loan applications and similar funding opportunities, while strengthening their capacity to manage business operations effectively.

ii. Good Agricultural Practices (GAP), PHM and nursery

- ▣ Land preparation & soil management: Proper site selection, soil testing, fertility improvement, and conservation practices.
- ▣ Quality seeds & inputs: Use of certified seeds, improved varieties, and safe, effective use of fertilizers and Agro-chemicals.
- ▣ Planting & crop management: Correct planting time, spacing, irrigation, weeding, and cropping systems like rotation and intercropping.
- ▣ Pest & disease management: Identification and control using Integrated Pest Management (IPM) and safe pesticide practices.
- ▣ Harvesting practices: Timely harvesting, proper methods, and careful handling to avoid crop damage.
- ▣ Post-Harvest handling: Sorting, grading, drying, storage, packaging, and reducing post-harvest losses.
- ▣ Farm record keeping: Tracking activities, costs, yields, and using records for planning and decision-making.
- ▣ Climate-Smart Agriculture: Water conservation, agroforestry, soil protection, and adapting to climate change.
- ▣ Health, Safety & Environment: Safe chemical handling, use of PPE, and protecting soil, water, and food hygiene.
- ▣ Market-Oriented production: Producing for market demand, meeting quality standards, and engaging in collective marketing.
- ▣ Nursery management & seedling production: Nursery establishment, site selection, bed preparation, seed sowing, and seedling care.
- ▣ Tree grafting & nursery business skills: Grafting techniques, management of grafted plants, nursery business planning, and practical training.
- ▣ Practical Training Day: A dedicated day to conduct hands-on practice, including nursery bed preparation, seed sowing, grafting, transplanting, and maintenance activities.

iii. Livestock management

- ▣ Introduction to Livestock Management: Importance of livestock in household income and nutrition, types of livestock commonly raised (cattle, goats, sheep, pigs, poultry, rabbits, etc.), benefits of good livestock management, link between livestock, agriculture, and food security
- ▣ Selection of Livestock Breeds: choosing improved and productive breeds, selecting healthy animals, importance of adapted breeds to local conditions, sources of quality animals
- ▣ Housing and Shelter Management: Importance of proper animal housing, clean, dry, and well-ventilated shelters, protection from rain, sun, and diseases, space requirements for different animals, hygiene and sanitation in animal houses



- Feeding and Nutrition: Types of animal feeds (grass, fodder, concentrates, crop residues), balanced feeding for growth and production, feeding schedule and quantities, water requirements, fodder production and storage
- Animal Health Management: Common livestock diseases, vaccination schedule, deworming practices, hygiene and disease prevention, when to call a veterinarian
- Breeding and Reproduction Management: Importance of proper breeding, heat detection and mating time, artificial insemination (AI) basics, care of pregnant animals, care of newborn animals
- Livestock Record Keeping: recording births, deaths, and sales, tracking feed and treatment costs, monitoring production (milk, eggs, meat, etc.), using records for decision making
- Manure Management and Farm Integration: Use of manure for crop production, compost preparation, environmental protection, integration of livestock and crop farming
- Post-Production Handling: Milk handling and hygiene, egg collection and storage, meat hygiene, quality control for market
- Marketing and Business Management: Selling livestock products: Understanding market demand, pricing and profit calculation, working with FSCs, cooperatives, and buyers
- Climate-Smart Livestock Practices: Water management, improved feeding techniques, disease prevention during climate stress, use of improved breeds, pasture management
- Safety and Animal Welfare: Safe handling of animals, animal welfare practices, clean environment for animals, protection from injuries and stress
- Practical Demonstration: Feeding practices, housing setup, vaccination and treatment, record keeping practice, manure preparation.

iv. **Food science & technology (cereal, fruits, and animal products).**

- Introduction to Food Science and Technology: Meaning of food science and food processing, importance of value addition in agriculture, benefits of food processing for income and market access, food safety and quality standards, reducing post-harvest losses through processing
- Basic Principles of Food Hygiene and Safety: Clean handling of food products, personal hygiene during processing, clean equipment and working area, safe water use, avoiding contamination, food storage safety
- Processing of Cereal Crops (Maize, Rice, Wheat, Sorghum, etc.): Cleaning and sorting grains, drying techniques, milling and grinding, storage methods for cereals, protection against pests and moisture, packaging for market
- Processing of Fruits: Selection of good quality fruits, cleaning and preparation, fruit drying techniques, juice making, jam and fruit processing basics, storage and preservation methods
- Processing of Animal Products: Safe milk handling and storage, Basic milk processing (yogurt, fermented milk, butter), meat hygiene and handling, egg handling and storage, basic poultry product processing, food safety for animal products

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- Food Preservation Techniques: Drying, smoking, fermentation, cooling and refrigeration, use of preservatives (where appropriate), proper packaging
- Quality Control and Standards: Importance of quality for market access, identifying spoiled products, maintaining freshness, basic standards for selling food products, labeling and packaging basics
- Value Addition and Small Agribusiness Development: Importance of value addition, simple processing businesses for farmers, cost and profit estimation, market demand for processed products, working with FSCs and cooperatives
- Storage and Transportation of Food Products: Proper storage conditions, protection from pests and moisture, use of clean containers, safe transportation to market
- Environmental and Health Considerations: Waste management during processing, safe disposal of by-products, clean working environment, safe use of equipment
- Practical Demonstration: Grain drying and storage, Fruit processing practice, Milk handling practice, Packaging practice, Hygiene demonstration.

d) Planned training sessions and training locations

#	Module's name	# of training sessions	# of days per session	Total days to be covered by consultant	# trainees	Host district	Training schedule in week
1	Business planning, business management skills	2	3	3	50	Huye	W3 (15-19) June 2026
				3	50	Karongi	W4 (22-26) June 2026
2	Good Agricultural Practices (GAP), CA and PHM and Nursery	2	4	4	28	Huye	W2 (13-17) July 2026
				4	18	Karongi	W3 (20-24) July 2026
3	Livestock management	2	2	2	19	Huye	W2 (13-17) July 2026
				2	22	Karongi	W3 (20-24) July 2026
4	Food science & technology (Cereal, Fruits, and Animal Products).	1	2	2	11	Karongi	W4 (27-31) August 2026
Total		7		20			

e) Duration of the training

The consultancy will deliver structured capacity-building training sessions aimed at strengthening the technical and business skills of project participants across the two sites mentioned above. A total of seven training sessions will be conducted over a period of three months, from June to August 2026, according to a schedule to be agreed upon during contract signing.

V. Expected deliverables.

- (a) Inception report with work plan, methodologies
- (b) Training materials/modules in both languages (English and Kinyarwanda) to successfully implement the assignment to be approved by DUHAMIC-ADRI,
- (c) Reporting and documentation, the company will:
 - Provide reports on the training and coaching services conducted, not later than one (1) day after the completion of each training session.
 - Produce a high-quality final training report summarizing methodologies, lessons learned, participant evaluations, and recommendations for all sessions covered.
 - Attendance records including disaggregated data (gender, disability, refugees).
 - Submit photographic documentation of facilitated training sessions.
- (d) Final training report including:
 - Summary of sessions conducted
 - Evaluation of participants’ learning (pre-test and post-test)
 - Challenges and recommendations
 - Summary of practical demonstrations
 - Follow-up guidance and action plans for youth.

VI. Bid data Sheet

Client	DUHAMIC-ADRI
Need	Hiring a Consultancy firm to provide targeted technical expertise through training and coaching to empower new women-led FSCs and address their skills needs for business expansion under the SHORA NEZA Project
Training Location	Huye and Karongi Districts
Timeline	20 working days
Assignment	Training facilitation on Business planning and business management skills, Good Agricultural Practices (GAP), PHM and nursery, Livestock management, Food science & technology (Cereal, Fruits, and Animal Products).
Administrative Compliance	Administrative Documents (Mandatory) <ul style="list-style-type: none"> • Company registration certificate issued by RDB related to the assignment • A Valid Tax Clearance Certificate from RRA • A Valid RSSB compliance certificate • Proof of using EBM Invoice (EBM usage certificate / An invoice submitted in the past to other clients) • A signed commitment letter confirming the bidder’s ability to conduct the 7 training sessions to be facilitated on non-consecutive 20 days over a three-month period, from June to August 2026

Language	The language of the bid is: English
Company experience	The consulting firm must demonstrate a minimum of three (3) years of proven professional experience in agribusiness and capacity building. The firm must provide at least three (3) references for conducting similar assignments, supported by certificates of good completion and their corresponding contracts.
Schedule	Seven (7) training sessions will be facilitated on non-consecutive days over a three-months period, from June to August 2026, depending on the thematic differences of the training topics.
Qualification and Experience of Proposed trainers	<ul style="list-style-type: none"> • At least 4 professional trainers with demonstrated knowledge in: <ul style="list-style-type: none"> ➤ Business planning, business management skills ➤ Good Agricultural Practices (GAP), PHM and nursery management ➤ Livestock management ➤ Food science & technology (cereal, fruits, and animal products). • Experience in conducting large-scale rural training programs. • Demonstrated ability to design youth-friendly (18-35 years) training modules and approaches

VII. Proposal evaluation steps

EVALUATION	<p>The evaluation of the technical bids will take place in two stages: Criteria, sub-criteria, and point system for the evaluation of full technical proposals are:</p> <p>Step I: PRELIMINARY ANALYSIS (ADMINISTRATIVE COMPLIANCE) The Procurement committee will first review the technical envelope and determine if all required documents have been submitted, they are consistent, valid and duly signed. Absence, non-compliance or the validity of a threshold document classified as "administrative" will automatically reject the offer. Any offer rejected at the end of this stage will be excluded from further evaluation.</p> <p>Step II: TECHNICAL PROPOSAL EVALUATION To be admissible, the technical proposals should have received a score of at least 70% of points.</p> <p>Step III: FINANCIAL PROPOSAL EVALUATION Eligible firms from the technical evaluation analysis will be invited for the opening and analysis of financial proposals, whereas the financial proposals of non-eligible firms will be returned unopened.</p>
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VIII. Scoring computation

Criteria	Criteria description	Weight / 100
Administrative documents	<ul style="list-style-type: none"> • Company registration certificate issued by RDB related to the assignment • A Valid tax Clearance certificate from RRA • A Valid RSSB compliance certificate • Proof of using EBM Invoice (EBM usage certificate/An invoice submitted in the past to other clients) • A signed commitment letter confirming the bidder's ability to conduct the 7 training sessions to be facilitated on non-consecutive 20 days over a three-month period, from June to August 2026 	Eliminatory
Company Profile	<ul style="list-style-type: none"> • A detailed company profile including the company background, a summary of similar assignments completed (Project name, client/organization, and period of execution), (5 marks) • Company organizational structure (1.5marks) • Physical address (1.5marks) 	8
Proposed trainers	<p>Qualifications and experience of the 4 trainers, including their CVs and notarized degrees (at least a bachelor's degree in the 4 main training areas mentioned), as well as their written commitment confirming their availability for this assignment.</p> <p>Scoring: CV:3marks, Degree:3marks Commitment of Availability: 2 marks</p> <p>Each applicant must clearly present the proposed team with their corresponding expertise and position in an aligned manner to facilitate evaluation.</p> <p>Full qualifications and expertise are detailed on point IX.</p>	32
Company Experience	<p>Three (3) references (certificate of good completion) for conducting similar assignments supported by their corresponding contracts.</p> <p>Scoring:</p> <p>Each similar assignment will be awarded 10 marks, allocated as follows:</p> <ul style="list-style-type: none"> • Contract: 5 marks • Good completion certificate: 5 marks 	30
Total technical evaluation marks		70
Financial Proposal	<p>A Detailed financial proposal, including:</p> <ul style="list-style-type: none"> • Overall training facilitation fees per day with detailed calculations on for example: <ul style="list-style-type: none"> ➢ Preparation of training materials of 4 thematic areas, ➢ Any additional administrative and logistic costs 	30
TOTAL		100

IX. Qualification & experience of proposed team

1. **Business planning, business management skills** :(Bachelor's Degree in Business management, Agribusiness, Agriculture economics, economics, finance, entrepreneurship with at least 5 years' experience) (1 personnel required)
2. **Good Agricultural Practices (GAP), PHM and nursery management** (Bachelor's Degree in Crop production, Crop science and related with at least 5 years' experience) (1 personnel required)
3. **Livestock management:** (Bachelor's Degree in Animal production, Animal science, Veterinary medicines or related with at least 5 years' experience) (1 personnel required)
4. **Food science & technology (cereal, fruits, and animal products):** (Bachelor's Degree in Food Science and Technology with at least 5 years' experience).

Note: The consultant firm is not allowed to change the proposed team member without prior approval from DUHAMIC-ADRI and deviation will lead to the termination of the contract

X. Submission Requirements

Interested companies should submit:

1. Administrative documents
2. Technical Proposal detailing:
 - Company profile
 - Company Experience (similar assignment conducted)
 - Composition of the training team (Degrees and CVs & commitment of availability of proposed trainers)

3.A detailed financial Proposal (in Rwandan Francs with all taxes inclusive)

11. Duration of Assignment

The assignment will be conducted over 20 non-consecutive working days and will comprise a total of 7 training sessions facilitated on non-consecutive days over a three-month period, from June to August 2026.

12. Proposal Submission

All interested consultant firms shall submit their proposals (**Technical and Financial**) in **one sealed outer envelope**, which must contain **two separate inner envelopes**:

- One marked "**Technical Proposal**"
- One marked "**Financial Proposal**"

Both envelopes must be clearly titled: "**Provision of targeted technical expertise, to provide targeted technical expertise through training and coaching to empower New Women-Led FSCs and the company name**".

- Submissions shall be made in **hard copy only** and must be delivered **not later than Thursday June 11,2026 at 11:00 AM**.
- 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.

13.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.

14. 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.

Done at Kigali on June 3, 2026

Prepared by:

Clet IYAMENYE NIBEHO
Project Coordinator

Reviewed by:

HABIMANA Theogene
Programs Manager

Approved by

MUHIGIRWA Benjamin
Executive Secretary

