



REQUEST FOR PROPOSAL

RFP AGRA-NB-1397

CONSULTANCY TO CONDUCT VALUE4HER MEMBER SEGMENTATION AND DEVELOP TAILORED GROWTH AND JOB CREATION PATHWAYS

Disclaimer | AGRA reserves the right to determine the structure of the process, number of short-listed participants, the right to withdraw from the proposal process, the right to change this timetable at any time without notice and reserves the right to withdraw this tender at any time, without prior notice and without liability to compensate and/or reimburse any party.

Section 1: Synopsis of the Request for Proposal

a) Solicitation Reference No.	RFP AGRA-NB-1397
b) Title of Consultancy	Consultancy to Conduct VALUE4HER Member Segmentation and Develop Tailored Growth and Job Creation Pathways
c) Eligibility	Open to all eligible consultancy firms
d) Type of Consultant	Consultancy firm
e) Issuing Office & Address	AGRA, Nairobi West End Towers, 4th Floor Muthangari Drive, off Waiyaki Way Nairobi Website: www.agra.org
f) Point of contact for clarifications and questions	AGRA, General Procurement Email: Procurement@agra.org
g) Bid Submission	Electronically via the AGRA Oracle SCM System
h) Solicitation Issue Date	As per Open Date on AGRA Oracle system
i) Deadline for submission of questions and clarifications	21 st October 2025
j) Deadline for Answering questions and clarifications	23 rd October 2025
k) Deadline for Submission of Proposals	As per Close Date on AGRA Oracle system
l) Selection method	Quality and Cost Selection Method (QCBS) Weightage: Technical – 90%; Financial – 10%

1. Introduction

AGRA invites qualified consulting firms to submit proposals to conduct VALUE4HER Member Segmentation and Develop Tailored Growth and Job Creation Pathways. This document outlines the requirements and guidelines for the submission of proposals.

2. Background

AGRA is a not-for-profit organization working with African governments, other donors, NGOs, the private sector, and farmers to improve the productivity and incomes of resource-poor smallholder farmers in Africa. AGRA aims to catalyze an inclusive agricultural transformation in Africa by increasing incomes and improving food security for millions of smallholder farmers in Africa. For more information about AGRA, please visit www.agra.org.

In most African countries, women play a significant role in agriculture, accounting for over 50% of the agricultural labor force, which enables them to produce food while ensuring family nutrition and food security. Women are at the forefront of driving transformation, delivering results, and proving their capabilities in food production, agribusiness, research, and policy. Across the continent, women manage farms, lead farmer organizations, develop innovative solutions, and influence agricultural markets. Studies have shown that when women are given access to resources, they achieve equal or higher productivity than men. In fact, if women farmers had the same access to productive resources as men, their yields could increase by 20–30%, potentially reducing global hunger by 12–17% (FAO, 2023). Women are not passive participants in agri-food systems; they are catalysts for economic growth, sustainability, and resilience. In response to this reality, AGRA revamped its gender and inclusion strategy, to be bold, ambitious, and more intentional in its approaches towards gender and inclusive agriculture transformation. It is in pursuit of this objective that AGRA is investing in the VALUE4HER initiative.

About VALUE4HER and VALUE4HERConnect

VALUE4HER is an ecosystem offering of AGRA that aims to strengthen women's agribusiness enterprises and enhance their voice and advocacy across Africa.

Value4HER was designed to bolster the performance of women entrepreneurs through access to markets and trade, access to finance and investments, tailored online and offline matchmaking activities, learning, networking, and global advocacy aimed at addressing the most critical barriers for women's business growth and market participation in food systems and agriculture. VALUE4HER is built on five pillars that offer women-led agribusinesses a solid foundation from which to grow.

- Women2Women – this pillar allows members to engage like-minded agripreneurs, network, exchange ideas, develop mentorship relationships, find new markets and grow.
- Women2Market – provides market linkages, buyer-seller meets, and access to market and trade information
- Women2KnowHow – provides members access to resources that build their knowledge, enhance their skills and increase their personal and business capacity.
- Women2Finance – provides members with information about agribusiness-focused finance as well as access to partners like banks, investment funds, development finance institutions, impact investors, and so on.
- Women2Technology –this pillar equips women agripreneurs with the knowledge and access to technology that can improve their productivity and efficiency.

VALUE4HER is powered by VALUE4HERConnect, Africa's first Women in Agribusiness Digital Marketplace, offering integrated business solutions to women companies, to enable them to build visibility, business networks, and collective capital across the continent while facilitating easier connections with buyers, financiers, and other service providers. The VALUE4HER Initiative currently hosts a community of over **14,000 members across more than 42 African countries**, operating at various stages of maturity, across multiple agricultural value-chain roles (input supply, primary production, aggregation, processing, logistics/distribution, and wholesale/retail), and with diverse growth ambitions. This heterogeneity requires structured segmentation so AGRA and its partners can tailor support and

interventions ranging from finance and BDS to market linkages and technology, according to each segment's realities and potential.

To ensure tailored and impactful support, AGRA seeks to develop a robust member segmentation framework for women agripreneurs on VALUE4HER platform, anchored in internationally relevant characteristics (enterprise size, turnover, formality, value-chain role, market orientation, growth orientation, and asset intensity) and paired with the development of growth and job creation pathways that reflect the ambitions of women-owned agricultural enterprises across Africa. A preliminary exercise began in early 2025. This assignment will build on the foundations of this previous work.

3. Objectives of the Assignment

The consultancy aims to **design and implement a robust member segmentation framework** for VALUE4HER members and develop **tailored growth and job creation pathways** that respond to the distinct needs, capacities, and ambitions of women-led agribusinesses. The assignment will:

1. Segment women agribusinesses using internationally recognized criteria (size, turnover, formality, value-chain role, market orientation, growth stage, asset intensity, socio-economic impact – if any).
2. Develop tailored **growth and job creation pathways per segment**, with actionable interventions in finance, markets, technology, and BDS.
3. Produce a verified **member database** with profiles, enabling targeted support and stronger visibility for women-led agribusinesses.
4. Conduct a **landscape mapping** of service providers and partners and propose a **referral and linkage model** to connect members to services systematically.
5. Provide **evidence-based recommendations** to guide AGRA's programming and strengthen partnerships for women's economic empowerment in agriculture.

The outcome will enable VALUE4HER to offer differentiated, high-impact visibility for women in agribusiness, helping them build collective capital and networks across the continent while facilitating connections with buyers, financiers, and other business development service providers.

4. Scope of Work

The consultant will be responsible for:

1. Framework & Design

- Develop a segmentation framework using internationally relevant characteristics.
- Align framework with AGRA's gender and inclusiveness strategy and VALUE4HER objectives.

2. Data collection & analysis

- Design and administer a segmentation survey (online and offline, as feasible to gather relevant data on demographics, interests, satisfaction levels, and preferences).
- Apply mixed-method data collection (surveys, interviews, focus groups).
- Conduct statistical analysis to generate segments and growth pathways.

3. Segmentation & growth pathways o Define clear criteria for segmentation.

- Develop member profiles/personas for each segment (outlining strategies for increased engagement, retention, and contribution)
- Design tailored growth pathways with recommended interventions (finance, BDS, markets, technology, enabling environment).

4. Landscape mapping & partnerships

- Map gender-focused partners (financial institutions, BDS, market actors, networks).
- Identify gaps and opportunities in existing support ecosystems.
- Propose a structured referral/linkage model for connecting members to services/partners.

5. Recommendations & knowledge sharing

- Prepare recommendations for implementation of segmentation and growth pathways.
- Produce practical tools (segmentation tool, dashboards, growth pathway templates).
- Facilitate a validation workshop with AGRA and partners.

During the assignment, the consultant will be expected to collaborate with AGRA staff, and other external stakeholders to validate segmentation criteria and refine growth pathways for each segment. Ensuring the confidentiality and anonymity of survey respondents is a non-negotiable and adhering to ethical research standards throughout the process. The consultant should endeavor to seek consent from all Value4HER members for AGRA to use its data in programming and seeking partners' support for their businesses.

5. Deliverables and Expected Outputs

The consultancy will be expected to deliver the following outputs according to the indicative timeline outlined in the contract.

Timeline	Deliverable / Output	Description / Expected Output	Key Performance Indicators (KPIs)
Month 1	Inception report s work plan	• Detailed work plan with methodology, segmentation framework outline, and stakeholder engagement plan. • Refined survey instruments and data collection tools. • AGRA approval of final inception package.	- Inception report approved by AGRA. - Survey tools validated and pretested.
Month 2	Member segmentation survey conducted	• Deployment of survey (online/offline). • Data collection completed among at least 60–70% of active VALUE4HER members. • Mid-month progress brief with AGRA.	- ≥70% response rate from active members. - Data quality checks completed.
Month 3	Data analysis report s preliminary segmentation framework	• Statistical analysis completed. • Draft segmentation clusters identified. • Interim presentation of key findings to AGRA. • Validation with AGRA technical team.	- Segmentation framework draft validated. - AGRA feedback integrated.

Timeline	Deliverable / Output	Description / Expected Output	Key Performance Indicators (KPIs)
Month 4	Member profiles tailored growth pathways	• Detailed member personas developed per segment (4–6 segments). • Growth pathway templates produced (finance, BDS, markets, technology, enabling environment). • Integration plan with VALUE4HERConnect.	- ≥4 validated member segments. - Growth and job creation pathway templates approved.
Month 5	Landscape mapping s partnership linkage model	• Mapping of ≥30–50 gender-responsive partners and service providers (finance, BDS, market, tech). • Development of referral and linkage mechanism. • Validation workshop convened with AGRA and partners.	- Partner database completed. - Referral model tested in workshop.
Month 6	Final segmentation reports implementation toolkit	• Final report with validated segmentation, growth pathways, and partnership linkage model. • Segmentation tool/dashboard for AGRA's ongoing use. • PowerPoint presentation for stakeholder dissemination. • Capacity-building session for AGRA staff on using tools.	- Final report approved by AGRA. - Toolkit C database handed over. - Training completed.

Summary of Deliverables

1. Inception Package – Methodology, tools, work plan, and validation meeting report.
2. Member segmentation survey C dataset – Raw and cleaned data, summary brief.
3. Interim segmentation report – Preliminary analysis and draft clusters.
4. Member profiles C growth and job creation pathways – Personas, growth strategies, job creation pathways, segment narratives.

5. Landscape mapping report – Gender-responsive service provider directory.
6. Referral/Linkage model – Practical mechanism linking members to services.
7. Final report C implementation toolkit – Full documentation, tools, dashboard, presentation.
8. Validation C capacity building workshop – Facilitated session with AGRA and key partners.

6. Expected Outcomes

By the end of the 6-month consultancy, the following outcomes will have been achieved:

- a. A comprehensive, robust and validated segmentation framework is designed and adopted by AGRA to categorize at least 14,000+ VALUE4HER members across 42 African countries, using internationally recognized criteria (size, formality, value-chain role, market orientation, growth stage, asset intensity).
- b. A verified, digital VALUE4HER Member database is completed, capturing 100% of active members with segmented profiles and business data (location, enterprise type, turnover, markets served, growth orientation).
- c. At least 4–6 distinct growth pathways (e.g. Micro, growth-ready, export-oriented, innovation-led) are created, each with customized interventions in finance, BDS, market access, technology, and enabling environment.
- d. A landscape mapping of at least 30–50 gender-responsive partners and service providers is completed, aligned with VALUE4HERConnect pillars (Finance, Market Access, Technology, BDS, Networks).
- e. A practical referral and linkage mechanism is designed to systematically connect segmented members with tailored services and partners through VALUE4HERConnect or AGRA's programmatic channels.
- f. AGRA's VALUE4HER team equipped with segmentation toolkits, dashboards, and guidance notes, enabling routine use of data for decision-making, investment targeting, and partnership design.
- g. A final report provides actionable recommendations for AGRA and partners on how to leverage segmentation insights to drive gender-transformative

programming, investment prioritization, and scaling of women's agribusinesses.

7. Responsibilities of AGRA

To ensure the consultant can deliver on this assignment:

- a. AGRA will clearly communicate the scope, objectives, and expectations of the project to the consultants. This includes providing all necessary background information and resources.
- b. AGRA will ensure there is mutual agreement between the organization and the consultants regarding the deliverables to be produced and the timelines for completing each phase of the project.
- c. AGRA will provide the necessary resources for the consultants to carry out their work effectively. This may include access to relevant data, databases, tools, and facilities.
- d. AGRA will provide support and guidance to the consultants throughout the project. This may involve clarifying questions, providing feedback, and resolving any issues that arise during the course of the project.
- e. AGRA will be responsible for ensuring that the work delivered by the consultants meets the required quality standards. This may involve reviewing interim deliverables, conducting quality checks, and providing feedback for improvement.
- f. AGRA will ensure that the consultant is paid promptly for the services provided as per the terms agreed upon in the contract.
- g. After the completion of the project, AGRA will provide feedback to the consultants on their performance and the quality of their work. This can help in building a constructive relationship for future collaborations.
- h. AGRA will ensure that the consultants comply with all relevant regulations and ethical guidelines while carrying out their work.
- i. AGRA will ensure regular communication between the contracting organization and the consultants is essential to keep track of progress, address any issues that may arise, and ensure alignment with project objectives.

- j. AGRA will monitor and evaluate the implementation of tailored solutions to ensure effectiveness and impact.

8. Duration of the assignment

The consultancy will be conducted over **six (6) months** from signing of contract.

9. Reporting, Communication and Coordination

The Consultant shall report to Lead – Gender Integration in coordination with the Specialist – Women’s Advocacy and Empowerment. The coordination and meetings with the consultants and partners will be led by the Specialist – Women’s Advocacy and Empowerment

10. Qualifications and Experience

i. Consultancy firm

- Experience in delivering assignments related to agricultural value chains, women’s economic empowerment, market systems development, or agribusiness development in Africa.
- Proven expertise in segmentation analysis, growth pathway design, and SME capacity strengthening, preferably within the agrifood sector.
- Show evidence of developing growth or business development pathways for SMEs, particularly those led by women or youth.
- Have prior experience working with regional or continental initiatives, development partners, or organizations supporting women-led enterprises or inclusive agribusiness.
- Possess the capacity to conduct fieldwork and stakeholder consultations across multiple countries in sub-Saharan Africa.

ii. Project team

a. Team Leader – Gender agribusiness segmentation specialist

- Advanced degree in Agricultural Economics, Gender Studies, Rural Development, or related field.
- Minimum 10 years’ experience in agribusiness, SME development, and gender-focused initiatives.
- Proven expertise in segmentation analysis, growth pathway design, and SME capacity strengthening.

- Good knowledge and experience in agri-entrepreneurship, including familiarity with the challenges, opportunities, and trends in the agricultural sector.
- Proven track record in leading consultancy projects related to gender-focused initiatives, preferably in the agriculture or rural development context.
- Strong understanding of agribusiness, capacity assessments and women entrepreneurship coupled with analytical skills to interpret survey data, conduct segmentation analysis, and identify patterns and trends relevant to the project objectives.
- Experience in developing tailored solutions and interventions based on segmentation analysis, ensuring that recommendations are practical, relevant, and impactful for women agripreneurs.
- Excellent written and verbal communication skills to effectively convey findings, recommendations, and insights to various stakeholders, including through reports, presentations, and workshops.
- Strong stakeholder engagement skills and ability to lead multi-disciplinary teams.

b. Data Analytics Specialist

- Academic background and practical experience in statistics, econometrics, or data science.
- Proven experience with survey design, advanced statistical analysis, and market segmentation techniques.
- Ability to translate data insights into practical growth and job creation pathways.
- Strong understanding of gender issues in agriculture and a commitment to gender mainstreaming, with the ability to integrate gender perspectives into all aspects of programming interventions.
- Previous experience in applying gender-lens in value chain analysis, including the ability to identify key levers, binding constraints, and opportunities for intervention within agricultural value chains.
- Demonstrated proficiency in market segmentation methodologies, including demographic, psychographic, behavioral, and geographic segmentation techniques.

c. Landscape Mapping Partnership Expert

- Strong experience in agribusiness ecosystems, value chain analysis, and gender-responsive policy/market environments.
- Ability to analyze survey data and other relevant information to identify patterns, trends, and opportunities for tailored solutions.
- Track record in building partnerships with financial institutions, BDS providers, market actors, and technology providers.
- Skilled in developing referral/linkage models and partnership frameworks.
- Strong understanding of gender issues in agriculture and a commitment to gender mainstreaming, with the ability to integrate gender perspectives into all aspects of programming interventions.
- Excellent written and verbal communication skills to effectively convey findings, recommendations, and insights to various stakeholders, including through reports, presentations, and workshops.

d. Digital Platform Innovation Advisor (Optional)

- Experience in digital agriculture platforms, data systems, and women's entrepreneurship
- tech adoption.
- Ability to align segmentation outputs with the VALUE4HERConnect digital marketplace for sustained engagement.
- Capacity to engage with diverse stakeholders, including women agripreneurs, agricultural associations, government agencies, and other relevant partners, to gather insights and validate segmentation findings.

11. Evaluation Criteria

a) Mandatory Requirements:-

- i) Company profile.
- ii) Trading license or Certificate of incorporation or Certificate of Registration
- iii) Valid Tax Compliance certificate (Applicable to firms originating from Kenya, Rwanda, Ghana, Tanzania, Malawi and Mozambique).
- iv) CVs of Key personnel.

b) Technical Evaluation Criteria Summary

Interested firms shall be evaluated against the following technical evaluation criteria:

a. Organizational Experience in Similar Services (30%)

As outlined in section 10(i) above.

b. Proposed Approach, Methodology and Work Plan (30%)

- i. Demonstrated Understanding of the assignment
- ii. Technical approach, methodology and work plan showing ability to produce high-quality deliverables

c. Qualifications and Experience of Key Personnel (40%)

- i) As outlined in section 10(ii) above.

Note:

- Firm(s) with a minimum score of 75% shall be considered for financial negotiations.
- Weightage: Technical proposal (90%), financial proposal (10%)

12. Copyright

All materials / documents arising out of this consultancy work shall remain the property of AGRA.

13. Proposal Submission Requirements

a. Technical Proposal (see template in annex 1)

- Technical submission letter
- Detailed reference list indicating the scope and magnitude of similar assignments carried out
- Approach and methodology to deliver on the scope of work
- CVs of key personnel
- Staffing schedule
- Proposed work plan.

b. Financial Proposal (see template in annex 2)

- Financial submission letter
- Detailed cost breakdown (including fees, taxes, etc.)
- Proposed Payment schedule based on deliverables or milestones

14. Payments

a. Invoices

The consultant shall submit invoices to AGRA as per guidance provided in the contract. Payments are made upon AGRA's approval of deliverables, which must incorporate AGRA's comments.

b. Reimbursable costs

Reimbursable expenses must be invoiced with valid receipts. They will be paid upon submission of complete and satisfactory documentation.

15. Proposal Submission Instructions

- i. Bidders shall use the bid submission forms that have been provided under Annex 1 & 2.
- ii. The proposals **SHALL** be submitted via oracle system by the deadline indicated on the **oracle system**.
- iii. The Proposals shall be prepared in **English**.
- iv. Late submissions will not be accepted, as the system is configured to automatically reject proposals after the deadline. To avoid any issues, especially for new users, bidders are strongly encouraged to submit proposals at least one day before the deadline.
- v. AGRA assures bidders that proposals cannot be accessed before the deadline provided by the system.
- vi. **VALIDITY** of the proposal shall be for a period of **90 days** from the date of bid closure.
- vii. The detailed financial proposal shall be uploaded under the lines section in oracle.
- viii. The financial proposal shall include all taxes. If the financial proposal is silent on taxes, AGRA shall assume that these are inclusive.
- ix. Prices must be quoted in USD (\$) currency. Contracting will be in USD and bidders are encouraged to have a USD bank account.
- x. Please note that the oracle system will seal the financial proposals until the technical evaluation is completed.
- xi. All communications regarding the RFP should be directed to procurement@agra.org

16. Contract template

Please refer to Annex 4 for the contract template.

17. Annexes

Annex 1: [FIRM- TECHNICAL PROPOSAL SUBMISSION FORM.docx](#)

Annex 2: [FIRM- FINANCIAL PROPOSAL SUBMISSION FORM.docx](#)

Annex 3: AGRA Partner code of conduct: [LINK](#)

Annex 4- Contract template: [KE Consultancy Agreement \(Company\) .pdf](#)