REQUEST FOR PROPOSAL

Funded by:
Heifer International

<table>
<thead>
<tr>
<th>RFP Release Date:</th>
<th>June 20, 2022</th>
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</thead>
<tbody>
<tr>
<td>Performance Period:</td>
<td>July 25 to September 30, 2022</td>
</tr>
<tr>
<td>Proposal Submission Deadline:</td>
<td>July 6, 2022</td>
</tr>
<tr>
<td>Question/ Inquiry Submission Deadline:</td>
<td>June 23, 2022</td>
</tr>
</tbody>
</table>
| Electronic submission to the attention of: | sylvanus.abua@heifer.org
david.ogunleye@heifer.org
daniel.dianga@heifer.org
rufus.idris@heifer.org |
| Contact information for inquiries about this RFP: | Sylvanus Abua
sylvanus.abua@heifer.org |

Terms of Reference

I. General Information
This document is being issued to solicit applications from potential firms/consultants to conduct the baseline evaluation for Naija Unlock Signature Program. The Program seeks to collaborate with local value chain actors and smallholder farmers (SHFs) to unlock the country’s potential for food sufficiency and meet local demand while closing the living income gap for one million households in selected value chains by 2030. Naija Unlock targets five value chains (rice, tomato and poultry as primary value chains, while cattle and small ruminants (i.e. goats and sheep) are the secondary value chains in the pipeline. Heifer Nigeria anticipates awarding the baseline of Naija Unlock to three different consultants to assess each of the three primary value chains: Rice, Tomato and Poultry. Heifer will make payments to each of the consultants based on submission and Heifer’s approval of deliverables. The award agreement will include a payment schedule with specific deliverables; all payments require 15 days business days processing after approval of deliverables.

II. Background
Heifer International is a global non-profit working to end hunger and poverty and care for the Earth by using sustainable practices and engaging smallholder farmers in agricultural and animal husbandry development. Heifer was founded on the simple belief that ending hunger begins with giving people the means to feed themselves, generate income and achieve sustainable livelihoods. As a private, non-governmental organization based in Little Rock, Arkansas, Heifer has created lasting change for farming households in over 125 countries across Latin America, Africa, Asia and Eastern Europe for over 70 years. Heifer International partner with institutions and stakeholders at every level to build an ecosystem that fosters scaling of community-based enterprises and generate sustainable and equitable return to the producers and small holder farmers. More information about Heifer is available at: www.heifer.org

Heifer has long been recognized for its drive to end hunger, poverty, and care for the Earth. Heifer's Values-Based Holistic Community Development (VBHCD) model, with its 12 pillars for just and sustainable development, is the foundation of her work. With this strong foundation, Heifer focuses her pro-poor work by creating wealth through viable value chains that harness the social capital of communities to drive market development. It is with this strategy that Heifer International Nigeria (hereinafter Heifer Nigeria) plans to achieve its goal of helping one million families lift themselves out of poverty, have sustainable incomes, and become self-reliant by 2030.

As part of its Signature Program – Naija Unlock - Heifer International Nigeria (hereinafter Heifer Nigeria) is forging partnership with private sector firms, the program will work closely with the Government of Nigeria at both the federal and state levels who are also targeted for resource mobilization for scaling up successful interventions after proof of concept. With a design phase that started in 2021, Naija Unlock has a 10-year lifetime (2021-2030) and will be implemented across four states (Benue, Edo, Nassarawa and Ogun) at the initial stage before scale-up of successful interventions to other locations in the country.

The program will achieve this vision by facilitating collaboration with private sector firms in resolving constraints that smallholder farmers are currently experiencing in target value chains. Naija Unlock targets five value chains (rice, tomato and poultry as primary value chains, while cattle and small ruminants (i.e. goats and sheep) are the secondary value chains in the pipeline.

The goal of Naija Unlock is support 1,000,000 poor, rural smallholder farmers close the sustainable living income gap and lead dignified, self-reliant lives by 2025. The expected impact of achieving this goal is to reduce poverty and hunger in line with the vision of Heifer International. There are five results that are expected to occur:

1. Inclusive (men, women and youth) Farmer owned Agribusinesses (FAOBs) achieve economic sustainability
2. Households have adequate food throughout the year
3. Households closing living income gap
4. Improved environmental sustainability at the entity and farmer levels
5. Improved market systems, bridging demand/supply gaps and benefitting smallholder farmers

The Results Framework at the end of the RFP provides more information about the expected results. A two-pronged approach to achieving these expected results defines the program design and delivery mechanism. Firstly, Naija Unlock will establish and strengthen a farmer-led and farmer-owned agribusinesses and cooperatives, focusing on the triple bottom line of profit, people, and planet. This approach is underpinned by a focus on prioritizing private and public sector investments that empower smallholder farmers by strengthening their social, political, and technical positions while moving towards a Sustainable Living Income. The second approach is to build market systems by ensuring strong
commercial relationships among all actors and influencers in the system at three key levels: micro--farmers and SMEs, meso--cooperatives and support institutions, and macro--policymakers, financiers and development partner projects level, while building adequate competition for supplying key services for value chain development.

Heifer International’s unique approach to ending poverty and hunger is to support target households close the gap between living incomes and their actual incomes. While the living income benchmark has been established and an actual income survey of target households is underway, a baseline assessment is now required before project implementation and results monitoring can begin. To this end, Naija Unlock requires baseline values of key performance indicators for each of the three primary value chains.

III. Country Context
Nigeria is Africa’s most populous country with 200 million people, and approximately 61% of those under age 25 and 53% living in rural areas. The country consists of 36 autonomous states with a federal capital territory and has a multi-ethnic and culturally diverse society, with more than 250 ethnic groups. More than half of Nigeria’s 198 million people are under 18. The annual population growth rate is 2.6 percent, and the population set to double by 2050. Gender inequalities exist to varying degrees across the country.

Nigeria’s economy is the largest in Africa. Since 2015, oil price volatility has encouraged Nigeria’s government to prioritize diversifying export earnings and modify its economic growth strategy. Nigeria ranked 152 out of 189 countries on the Human Development Index (HDI) in 2016. Underemployment rate amongst males in Nigeria stands at 26.3 percent in 2020 compared to 15.4 percent in 2018 while under employment rate for females in Nigeria has risen from 25.9 percent recorded in 2018 to 31 percent in 2020. These percentages are likely to have worsened. Young people in rural areas across Nigeria further suffer economic exclusion due to low asset ownership, limited skills and low access to finance. Although agriculture accounted for 22% of Nigeria’s GDP in 2019, the sector remains underdeveloped: 70% of the rural population are subsistence smallholder farmers and only approximately 46% of arable land is cultivated. It is estimated that 95% of agricultural land is untitled, limiting users from accessing finance or investing in improvements.

Food production has not kept pace with population growth, resulting in rising food imports, declining national food self-sufficiency and poor populations struggling to obtain enough food of acceptable quality. Smallholder farmers, mostly rural dwellers with small plots of land, often fail to produce surpluses and have little access to markets. Post-harvest losses are high, extension services are weak and food value chains are largely undeveloped; the professionalization of the latter is a major priority. The food industry is dominated by a few multinational companies.

Nearly 13 million Nigerians are still affected by hunger, with wide disparities across geopolitical zones and between urban and rural areas. Food insecurity is particularly widespread in the northern Sahel states. Households headed by women in rural communities and urban slums face the greatest food security challenges. Many people have little access to livelihood opportunities or an adequate variety and availability of food and depend completely on assistance. This is especially true for women, due to discriminatory and restrictive sociocultural norms, and for people staying in formal and informal camps. More than 40 percent of children aged 0–59 months are chronically malnourished (stunted), 11 percent are acutely malnourished and 32% are underweight. In the northern states, stunting rates range from 35 to 59%. Only a quarter of infants aged up to 6 months are exclusively breastfed, and 17% of children aged 6–23 months
receive a minimum acceptable diet. Nigeria is also affected by the double burden of malnutrition, particularly in urban centres where overweight and obesity are increasing.

Nigeria is the 55th most vulnerable country to climate change and 22nd least ready. Overall, climate change is projected to cost 6–30% of Nigeria’s GDP by 2050, translating to $100 billion – $460 billion in losses. Nigeria has enormous growth potential for smallholder agriculture as it is predominantly still an agricultural society. While the reality of rural poverty cannot be understated, many factors create a strong support for commercializing smallholder agriculture through a value chain approach.

IV. Purpose and Objectives
The main purpose of this assessment is to establish a point of reference from which future measurements and perceptions of the Naija Unlock Program outputs and outcome indicators can be calculated.

<table>
<thead>
<tr>
<th>Project coverage</th>
<th>Nigeria: Benue, Edo, Nassarawa and Ogun</th>
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<tbody>
<tr>
<td>Survey Objectives:</td>
<td>Primary objective of the assessment is to determine a point of reference from which future measurements and perceptions of the Naija Unlock project outputs and outcome indicators can be calculated</td>
</tr>
<tr>
<td>Primary methodology</td>
<td>The following methods are proposed:</td>
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<tr>
<td></td>
<td>• Use of survey questionnaire to interview between 766 and 768 farmers depending on the value chain (see sample size below)</td>
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<td></td>
<td>• Key informant interviews with at least 10 entities in each of the three value chains. The entities (including farmers cooperatives, SMEs, input suppliers, service providers, etc) should be selected in each of the states</td>
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<tr>
<td></td>
<td>• Focus group discussions to be held with male and female farmers separately in each of the states. The client is recommending a minimum of six FGD sessions (3 women’s groups and 3 men’s groups) for the baseline evaluation</td>
</tr>
<tr>
<td></td>
<td>• Review of secondary information</td>
</tr>
<tr>
<td>Sample size and</td>
<td>Considering the population of target beneficiaries in the four states, Heifer International has determined the following sample size for each of the value chains. The sample size is based on, 95% confidence level, confidence interval of 5, response distribution of 50% and margin of error of 5%.</td>
</tr>
<tr>
<td>sampling procedure</td>
<td></td>
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<table>
<thead>
<tr>
<th>Value Chain</th>
<th>Sample size</th>
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<tbody>
<tr>
<td>Rice</td>
<td>768</td>
</tr>
<tr>
<td>Tomato</td>
<td>768</td>
</tr>
<tr>
<td>Poultry</td>
<td>766</td>
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</table>

To ensure that the sample is most representative of the beneficiary population, successful candidates should ensure deployment of appropriate sampling procedures that take into consideration the different aspects of variability, included by limited to sex and age categories of participants, location (State/LGAs), scale of operation of the businesses of the entities, value chain activities, etc.

a. **Specific Objectives**
1. Generate the project baseline report that responds to the Terms of Reference (TOR) expectations.
2. Establish and document the status of both the Intermediate and Result level project indicators including a summary table of the baseline indicators values.

b. **Scope of Work**
1. Desk review of project documents for clearer understanding of the project
2. The assessment will adopt and apply Heifer existing questionnaires available on Survey CTO for the global indicators
3. The assessment will design questionnaires for project specific indicators, share with project team for review, finalize and upload into the SurveyCTO system
4. Train enumerators on baseline data collection using electronic tablets.
5. Lead in the quantitative and qualitative data collection the survey using survey questionnaire, which can be complemented with focus group discussion and key informant's interviews when applicable.
6. Clean up data collected in the SurveyCTO and prepare the data for analysis and export to Excel and finally SPSS
7. Analyze data using SPSS or other suitable applications.
8. Develop first draft project baseline report in English, coordinate the input process and produced the final report in English and share with Project team for review.
9. Present the report including base values to the project team for validate and to the country program management team in workshop setting feedback and for approval.
10. Finalize the report based on workshop feedback

c. **Deliverables and timeline**
The baseline study approach should have strong focus on application of participatory approaches and proven methodology that fits well in the context of local communities and stakeholders.

NB: It should be noted that the HH survey data collection will be done using Survey CTO – Heifer Standard data collection software, hence the consulting team should be aware of the system and if not will be brought up to speed with the Heifer Nigeria team.

a. **Preliminary findings from field work** be shared with Heifer along with stakeholders and representatives of participants in a meeting to be organized by Heifer International Nigeria and interested Heifer HQ Program staff would join remotely.
b. **Draft report** – The report and all other outputs of the survey should be prepared in English; the draft is to be shared with Heifer. The report should be concise and within 60 pages excluding annexes and Executive Summary.
c. **Final report** – finalized based on feedback provided in final draft.
d. Final version of quantitative data sets in SPSS, CSV and/or Excel format, scripts, geodata, if applicable, in standard format and qualitative transcripts.
e. Final baseline indicator data for population into the project IPTT
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<tr>
<th>Sn</th>
<th>Activity</th>
<th>Responsible</th>
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<tbody>
<tr>
<td>1</td>
<td>Develop Sample Size calculator</td>
<td>Sylvanus</td>
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<tr>
<td>2</td>
<td>Use the name of CFs to configure collection tools</td>
<td>Consultant</td>
</tr>
<tr>
<td>3</td>
<td>Build tools &amp; integrate HQ feedbacks in SurveyCTO</td>
<td>Consultant</td>
</tr>
<tr>
<td>4</td>
<td>Upload tools in SurveyCTO</td>
<td>Consultant</td>
</tr>
<tr>
<td>5</td>
<td>Train enumerators on baseline tools</td>
<td>Consultant</td>
</tr>
<tr>
<td>6</td>
<td>Collect field data</td>
<td>Consultant</td>
</tr>
<tr>
<td>7</td>
<td>Clean and analyze data</td>
<td>Consultant</td>
</tr>
<tr>
<td>8</td>
<td>Provide first report</td>
<td>Consultant</td>
</tr>
<tr>
<td>9</td>
<td>Provide final report</td>
<td>Consultant</td>
</tr>
<tr>
<td>10</td>
<td>Presentation of report and target setting</td>
<td>Consultant</td>
</tr>
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d. Relationship and Responsibilities

Heifer will assign the MEL Manager and Program Director to coordinate the implementation of this activity. The consultant will keep Heifer informed of their progress. During implementation, the contractor may seek and receive additional advice or guidance from the above-mentioned staff.

The assignment may require travel to and possible staying in the target project region. Use of Heifer office space may be available. Other than office space, all other resources needed (transport, hotel reservations, data collectors, etc.) should be arranged by the evaluation team.

V. Required expertise, skills and knowledge are as follows:

- The team that will be involved in the baseline evaluation should have to have a minimum of master’s degree in agricultural economics/economics, statistics, social science, computer science or other related discipline.
- Minimum 10 years of work experience in conducting sound and thorough technical evaluations of similar projects
- Evidence of success in completing similar studies
- Strong qualitative research and analytical skills
- Proven record of excellent management, leadership, decision-making and interpersonal skills
- Proven strong, clear technical writing and oral presentation skills in English
- Proven ability to prepare high-quality technical reports on time

VI. Proposal submission requirements

All the interested bidders will submit their proposals with the following information:

1. Technical Proposal [not to exceed 10 pages]

a. General Information [not to exceed 2 pages]

- Organization overview
- Capacity statement
- Website
- Attachments:
  - Legal registration to work within Nigeria
  - Evidence of satisfactory records of performance, integrity, and business ethics.
  - Evidence of adequate management and financial capacity to manage the award.
b. Technical Approach [not to exceed 10 pages]:

- A detailed methodology of how the assignment will be conducted, including a qualitative sampling strategy, data collection methods, field procedures, quality control practices and data analysis.
- List and briefly describe the team and its proposed personnel, indicating what role each proposed individual will have and the qualifying skill set for the position. Curriculum Vitae (CV) of key personnel to be provided in attachment.
- A clear and comprehensive work plan, outlining the major activities, parties responsible and time schedule.
- Organizational capacity statement, including past experiences and activities related to the theme of the study, and experience. Reference information must include the location, award numbers, and brief description of work performed.

2. Financial Proposal

Proposed budget must be submitted separately. The proposed budget should have sufficient detail to allow the evaluation of costs proposed. It should at least contain:

- Itemized budget
- Narrative explanations of line items
- Heifer reserves the right to request further information supporting detailed costs and prices.

Registered organizations interested in implementing this assignment are requested to submit a proposal to sylvanus.abua@heifer.org by copying rufus.idris@heifer.org, david.ogunleye@heifer.org and daniel.dianga@heifer.org.

Submission must be in English and typed single-spaced on standard type white paper. All pages must be numbers, including the Request for Proposal (RFP) reference number and name of the organization at the bottom of each page.

3. Late submissions and verification

Proposals received after the submission deadline will not be considered. Offerors are responsible for ensuring that their proposals are submitted according to the instructions stated herein. Heifer retains the right to terminate this RFP or modify the requirements upon notification to the Offerors.

VII. Selection Criteria

Submitted proposals must clearly demonstrate alignment with the SoW outlined above and with the appropriate level of details. Heifer’s goal is to ultimately sign on with the Offeror whose proposal best follows the instructions in this RFP, includes the strong evaluation team, and is most cost effective. Proposals will be evaluated according to the following criteria:

<table>
<thead>
<tr>
<th>Proposal evaluation focus</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accuracy and relevance of the proposed technical approach and methodology</td>
<td>20%</td>
</tr>
<tr>
<td>Completeness of proposal according to the RFP (general information, activity plan, budget, team expertise, etc.)</td>
<td>20%</td>
</tr>
<tr>
<td>Proposed team: expertise and competencies to address project components</td>
<td>20%</td>
</tr>
<tr>
<td>Relevance and capability/skill to implement/manage the assignment</td>
<td>20%</td>
</tr>
<tr>
<td>Budget justification and costs realism</td>
<td>20%</td>
</tr>
</tbody>
</table>
The selection committee will evaluate the technical proposal based upon the criteria listed above and they will evaluate the financial proposal based on cost reasonableness and cost-effectiveness in the budget.

**VII. Validity of Proposals**

Proposals submitted shall remain open for acceptance for 14 days from the last date specified for receipt of the proposal. This includes, but is not limited to, pricing, terms and conditions, service levels, and all other information. If your organization is selected, all information in this document and the negotiation process are contractually binding.

**VIII. Award Process and Contract Mechanism**

<table>
<thead>
<tr>
<th>No.</th>
<th>Activity</th>
<th>Due date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Proposal reception</td>
<td>July 6, 2022</td>
</tr>
<tr>
<td>2.</td>
<td>Selection Committee review</td>
<td>July 17, 2022</td>
</tr>
<tr>
<td>3.</td>
<td>Notification of award</td>
<td>July 20, 2022</td>
</tr>
<tr>
<td>4.</td>
<td>Award agreement negotiation</td>
<td>July 25, 2022</td>
</tr>
<tr>
<td>5.</td>
<td>Signing award</td>
<td>July 30, 2022</td>
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</table>

Heifer will issue a fixed award agreement based on the submission and Heifer’s acceptance of deliverables. Once an award is issued, it will include the payment schedule with the deliverables specified above.

**IX. Limitations**

This Request for Proposal does not represent a commitment to award a contract, to pay any costs incurred in the preparation of a response to this RFP, or to procure or contract for services or supplies. Heifer reserves the right to fund any or none of the applications submitted and reserves the right to accept or reject in its entirety and absolute discretion any proposal received as a result of the RFP.

**X. Intellectual Property**

a. **Ownership Generally.**

Any intellectual property (including but not limited to copyrights, trademarks, service marks, and patents), intellectual property rights, deliverables, manuals, works, ideas, discoveries, inventions, products, writings, photographs, videos, drawings, lists, data, strategies, materials, processes, procedures, systems, programs, devices, operations, or information developed in whole or in part by or on behalf of Contractor or its employees or agents in connection with the Services and/or Goods (collectively, the “Work Product”) shall be the exclusive property of Heifer International. Upon request, the Contractor shall sign all documents and take any and all actions necessary to confirm or perfect Heifer’s exclusive ownership of the Work Product.

b. **Prior-Owned Intellectual Property.**

Any intellectual property owned by a Party prior to the Effective Date (“Prior-Owned IP”) shall remain that Party’s sole and exclusive property. Regarding any of Contractor’s Prior-Owned IP included in the Work Product, the Contractor shall retain ownership, and hereby grants Heifer a permanent, non-exclusive, royalty-free, worldwide, irrevocable right and license to use, copy, reproduce, publicly display,
edit, revise, perform, and distribute said intellectual property, in any format or any medium, as part of the Work Product.

Annexes

**Generic Results Framework for Naija Unlock**

Naija Unlock RF.docx
XI. Naija Unlock Program Key Performance Indicators

❖ Global Indicators:
1. Number of households reaching a Sustainable Living Income
2. Number of households on the pathway to a sustainable living income
3. Number of Heifer-assisted FOABs achieving economic sustainability
4. Number of Heifer-assisted FOABs on the pathway to achieving economic sustainability
5. Number of Months of Adequate Household Food Provisioning (MAHFP) - GI-03-SDG2
6. Net returns in USD at entity level; Actual income at household level (BTM 06)
7. Number of hectares of land restored from prior degradation (GI - 012 - SDG 13)
8. Ratio of products and services delivered to quantity of consumer demand
9. KG of target resource wasted or lost at the FPO level
10. Average value addition in USD as a result of Heifer activities
11. Proportion of women participants in Heifer Program target value chains
12. Women in Leadership Positions (BTM 3.2)
13. Average number of meals consumed per household per day
14. Value of commodity produced, marketed or processed (GI 09 SDG 8)
15. Number of households adopting climate smart agriculture practices and technologies (CSA) - GI - 11 - SDG13
16. Value of commodity produced, marketed or processed (GI 09 SDG 8)
17. FPO Business Plan are updated and complete (BTM 2.1)
18. Number of households participating in Heifer Programs
19. Number of SHFs with access to insurance services that seek to mitigate the impact of climate change
20. Number of Formal Partnerships Formed as a Result of Heifer Activities (BTM 1.3)
21. Number of climate smart agriculture practices integrated with Heifer program initiatives
22. Extent of consistency in delivery of the quantity of products or services requested (BTM 2.3)
23. Number of elements of integrated waste management adopted at the entity level (BTM 07-SDG8)

❖ Project Specific Indicator
1. Yield of target commodities
2. Number of households adopting new income generating activities
3. Proportion of participants reporting increased knowledge about dietary diversity and good diets

❖ Heifer Impact Capital Indicators:
1. Number of entities/individuals accessing financial products and services (disaggregated by gender)
2. Number of entities/FAOBs accessing financial products and services
3. Proportion of needed capital accessible at the FPO level
4. Value in USD of new public sector commitments and investment leveraged (GI-14-SDG17)
5. Value in USD of new private sector commitments and investment leveraged (GI-15-SDG17)