

Name of Signature Program:	Naija Unlock
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REQUEST FOR PROPOSAL

RFP Release Date:	8th June 2023
Question/ Inquiry Submission Deadline:	19th June 2023
Proposal Submission Deadline:	20th June 2023
Performance Period:	26th June to 25th August 2023
Electronic submission to the attention of:	procurement-NG@heifer.org Tajuddeen.Abubakar@heifer.org
Contact information for inquiries about this RFP:	Tajuddeen.Abubakar@heifer.org

Terms of Reference

I. General Information

This document is being issued to solicit applications from either an individual consultant or a consulting firm with key technical staff who have substantial experience in conducting organizational performance improvement needs assessment (OPINA) for Naija Unlock Cooperative Groups and Farmer Producer Organisations (FPOs) in three (3) different locations - 1.) Lagos and Ogun, 2.) Benue and Nasarawa, and 3.) Edo States of Nigeria. This task is aimed at improving the capacity and enhancing the performance of smallholder cooperatives and partner Farmer Producer Organisations (FPOs) and is structured in two phases: (i) An organizational performance improvement needs assessment, and (ii) the implementation of a mutually agreed upon performance improvement plan, based on the recommendations emanating from the initial assessment.

The bidder is free to seek any clarification on the methodology or expected deliverables prior to preparation and submission of the proposal. While Heifer understands that completing this assignment will require the experience of an individual or a single firm with all the requisite expertise, the successful candidate or firm can sub-contract components of the assignment to appropriate qualified firms. However, Heifer Nigeria should be duly informed of the plan from the onset, and this should be clearly stated in the bid as appropriate. It should also be noted that Heifer Nigeria will make payments to the contractor based on submission and Heifer’s approval of deliverables. The award agreement will include a payment schedule with specific deliverables; all payments require 15 business days for processing after approval of deliverables.

II. Background

About Heifer International

Heifer International is a global non-profit organization on a mission to end hunger and poverty in a sustainable way. Since 1944, Heifer International through its work in 21 countries (in Africa, Asia, and the Americas) has



supported more than 39 million people around the world to end hunger and poverty in a sustainable way, and millions more now on a pathway to sustainable living incomes. Working with rural communities across Africa for 48 years, Heifer International supports farmers and local food producers to strengthen local economies and build secure livelihoods that provide a living income. Heifer's foundation was built on the belief that ending hunger begins with giving people the means to feed themselves, generate income and achieve sustainable livelihoods for their households. Heifer's global vision for 2020 - 2030 is to close the living income gap for additional 10 million families. This vision is a focused approach for the African continent to support at least 6 million smallholder farmers in Africa reach sustainable living income. As a part of this commitment, Heifer has expanded its presence in Africa to include Nigeria, with a goal of supporting at least two million households to achieve sustainable living income, through (a) strategic private and public sector partnerships, (b) unlocking demand and market opportunities, (c) investing in priority value chains, and (d) leveraging innovation and emerging agricultural technologies to reach transformational scale. More information about Heifer is available at: www.heifer.org

Heifer Nigeria Country Program

Heifer International established its Nigeria Country Program in 2021, and its Signature Program for Nigeria, named "Naija Unlock", was designed, and launched. Naija Unlock program's aim is to support the unlocking of the potentials in Nigeria's agricultural sector to achieve food self-sufficiency by working with smallholder farmers and local value chain actors to increase their productivity to meet local demand for food and raw material, while closing the living income gap for families in the rice, tomato, and poultry value chains, with plans to add cattle, and small ruminant value chains. Naija Unlock, is an evidence-based Signature Program designed to close the living income gap of smallholder farmers at scale with a permanence of impact. The goal is to assist more than one million households achieve sustainable living income by 2025, and scale to two million households by 2030, through strategic private and public sector partnerships to (a) build social capital of smallholder farmers, (b) unlock farmers access to innovative financing, (c) unlock demand and market opportunities, (d) increase farmers access to mechanization and emerging agricultural innovations, and (e) increase farmers knowledge and adoption of climate smart agricultural practices. Naija Unlock program activities are being implemented currently in five (5) states in Nigeria (Ogun, Edo, Nasarawa, Benue, and Lagos States) with plans to scale to other states with potentials to make impact at transformational scale.

Organizational Performance Improvement Needs Assessment (OPINA)

Heifer Nigeria is supporting smallholder farmers in Nigeria to achieve sustainable living income through social capital development, linkage to premium markets, access to innovative finance and mechanization, climate smart agriculture, and by promoting innovative solutions that reduce their postharvest losses and/or add value to their produce along the value chain. This request for proposal (RFP) is intended to analyze the current gaps that exists in these FPOs (Farmers Cooperatives) which often pose great challenge to organizational development and militates against their ability to be amenable to innovations, access finance, or become drivers of desirable changes. To this end, Heifer Nigeria is seeking the services of consultants or consulting firms to conduct the needs assessment of FPOs/Farmers Cooperatives in one of the above-mentioned program implementation areas and make recommendations of performance improvement plans.

III. Description of Expected Professional Services

a. Purpose

The purpose is to collect baseline information and identify gaps in operations of these Cooperatives and Farmer Producer Organizations (FPO) which has hindered their growth and development and rendered them incapable of sustaining the gains introduced by development organisations and other relevant partners. The feedbacks of this assessment will be used to design appropriate solutions and support that best suit them, for improved organizational capacity, increased credit worthiness to access to innovative finance, improved performance and productivity to attract new and sustainable markets, as well as increasing the sustainability of the cooperatives and FPOs.

b. Objectives:

The objectives of the organizational performance improvement need assessment (OPINA) are to jointly:

- Identify specific, realistic, and priority performance improvement needs of the Farmers Producer Organizations (FPO)/Farmers Cooperatives.
- Determine the optimal approach in terms of the activities and resources (e.g., human, financial, time) needed to address the identified needs and achieve the performance improvement objectives.
- Develop a monitoring and evaluation matrix to measure progress towards mutually agreed upon goals.

c. Scope:

In terms of scope, the OPINA will cover key domains of effectiveness, efficiency, competitiveness, and sustainability. It will also analyse the organization’s internal management systems including financial planning, bye laws and constitution review, group dynamics, monitoring and controls, leadership & succession planning, business operations, supply chain, partner selection and efficiency, target market(s), decision making, planning processes, advocacy, and external risks.

The scope of work above is broken down to key activities and timeline set against them, with the total number of days required to deliver each:

S/N	Description of activities	No of days	Associated Deliverables
1	Development of assessment tools and field plans	4	Finalized tools and itinerary for field work
2	Joint review of assessment tools (Questionnaire, SWOT, FGD, KII guide etc) and sampling size and method with Heifer Nigeria team	2	
3	Training of enumerators and other field staff for data collection and engagement with FPOs	2	
4	Survey and data collection- interviews and Focus Group Discussions (FGD) with Farmers Producer Organizations/Farmer Cooperative leaders/management committees and other stakeholders.	10	

5	Data entry, cleaning, and analysis	5	
6	Assessment results and report writing.	3	
	Presentation (slides) of preliminary results/report to Heifer team	1	
7	Review of preliminary report by Heifer team	3	
8	Submission of final report to Heifer team	6	
	Total	36 Days	

IV. Documents for Assessment

<ul style="list-style-type: none"> Registration documents: certificate of registration, constitution, memorandum and articles of association, and by-laws; 	<ul style="list-style-type: none"> Accounting Books and Records-general ledger, income and expenditure ledger, cashbook, petty cash book, payment voucher, receipt booklets etc
<ul style="list-style-type: none"> Minutes of meetings of Executive Council/Committee 	<ul style="list-style-type: none"> Annual budgets and plans
<ul style="list-style-type: none"> Minutes of Annual general meeting 	<ul style="list-style-type: none"> Strategic Plan/Business Plans
<ul style="list-style-type: none"> Other documents requested by the OPINA consultants 	<ul style="list-style-type: none"> Operating Policies and Procedures
	<ul style="list-style-type: none"> Fixed asset register
	<ul style="list-style-type: none"> Production/Marketing and Sales Plan
	<ul style="list-style-type: none"> Loan and/or grant agreements

(Note, all information received will be treated as proprietary and will always remain confidential.)

d. Deliverables:

The expected deliverables of this study are as follows:

- An Inception Report with clear proposed methodology, detailed activity work plan, time scale, and validation plan for the delivery of the consultative workshop, as well as an outline for the organisational performance improvement needs assessment (OPINA) Scoping Study and Analysis Report submitted.
- In depth review of the organisational performance improvement needs assessment (OPINA), providing evidence of credible.
- Report on the process including stakeholder consultations and workshops.
- A detailed final report that covers all the objectives of this assignment and detailed review, analysis, and recommendation for overarching key performance improvement plans for FPO.
- Detailed cost breakdown for adoption of these recommendations and possible financing model.
- Slide Deck version of findings and final report.
- Presentation of findings to Heifer Stakeholders.

Notable: All deliverables shall be submitted in softcopy in editable format.

V. Expected Roles of Heifer Nigeria

- Finalize and sign the contract with the consultant.
- Participate in project inception meeting with consultant.
- Review and validate all the deliverables and collection tools that will be proposed by the consultant,
- Ensure that all payments are done as stated in the contract.
- Recommend key informant who will participate in the consultative workshop.

VI. Expertise

Heifer Nigeria is looking for either an individual consultant or a consulting firm with key technical staff who have substantial experience in needs assessment analysis of farmer cooperative groups and organizations in Nigeria. More specifically, the consultant or lead consultant should have a proven track record in collecting data and preparing organizational performance improvement needs assessment. The consultant should have expertise in analytical skills and report writing skills in English.

(a) Academic Qualifications of key consultant(s)

At least a master's degree in a relevant field in cooperative management, agriculture, agricultural economics, agribusiness, or any other equivalent qualifications from a recognized university.

(b) Experience

- Have a proven professional experience of at least ten (10) years (with at least five years professional experience in working with groups and associations of smallholder farmers).
- Have a good knowledge of the institutional environment in Nigeria, as well as a good understanding of the operational dynamics of Farmers Cooperatives in Nigeria.

- Application/use of innovative and effective tools for stakeholder’s engagement in the collection of required information and feedback.
- Strong presentation skills
- Knowledge and experience on conducting needs assessment and evaluation reports.
- Good communication and facilitation.
- Excellent analytical and writing skills.
- Have excellent written and verbal communication skills in English.
- Excellent analytical, facilitation and communication skills for effective stakeholder engagements/workshops.
- Evidence of having undertaken similar assignments; and
- Ability to work efficiently and deliver on committed outputs under the assignment within agreed timelines and deadlines.
- Eligible to work in Nigeria.

VII. Application Process

Individual or Consulting Firm Submission Requirements: All interested individuals or firms will submit their organization’s profile with the following information:

Technical Proposal (not to exceed 10 pages)

- **General information (not to exceed 2 pages)**
 - o Organization or highly experienced individuals overview highlighting related assignments completed with client name, contact person and mobile number.
 - o Capacity statement
 - o Legal registration to work within Nigeria.
- **Technical Approach (not exceeding 8 pages)**
 - o A detailed methodology on how the assignment will be conducted, including data collection methods and systems/technology to use, field procedures, quality control, practices and data analysis.
 - o List and briefly describe the team and its proposed personnel, indicating what role each proposed individual will have; CVs of team members to be provided in an attachment. Lead Consultant’s (who will lead the assignment) Maximum 3-page CV highlighting related assignment completed, role in the completed assignment. Other Team members’ (who will be involved in the assignment) 2 paragraph short CV highlighting related assignment completed and role.
 - o A clear and comprehensive work plan (draft), outlining the major activities, people responsible and time schedule.
 - o Organizational or individual capacity statement, including past experiences and activities related to the theme of the study. Reference information must include the location, award numbers, and brief description of work performed.
 - o At least three references of other clients for which similar assignments were undertaken with contact information for each.
- **Financial Proposal (in Naira)**
 - o Itemized budget

- o Narrative explanations of line items
- **Annexes**
 - o Documents in favour of the previous relevant studies.
 - o Organization's/Firm's Certificate, PIN and VAT registration
 - o A summary of previous similar assignments undertaken within the last 3 years.

Interested individuals or firms legally eligible to implement this assignment in the Nigeria are requested to submit a proposal. Please include the name of the person in your organization who will be involved in negotiating the contract as well as your telephone and email contact information. Submissions must be in English and typed single-spaced using Times New Roman font size 12, with a complete set of appendices/attachments as applicable. All pages must be numbered and include the SOW reference number in the cover page, and name of the organization at the bottom of each page.

The successful consulting firm will be required to produce the following documents before entering into an Independent Contractor Agreement (ICA) with Heifer:

- Certificate of Incorporation or Business Registration Certificate.
- A Partnership Deed if you are running a partnership business.
- Audited financial statements for the last 3 years.
- Valid CR12 Certificate
- KRA online PIN Certificate.
- Tax Compliance Certificate.
- Physical location including town, building, room number and postal address.
- Directors' / Partners' personal guarantee.
- Trade reference and clientele list including their respective contacts.

The technical and financial proposals should be submitted by 20th June, 2023 to Heifer, Please quote “ Heifer Nigeria **Farmers Organisational Performance Improvement Needs Assessment (OPINA)**” in the subject line and include the State(s) of interest.

Heifer retains the right to terminate this RFP or modify the requirements upon notification to the Offerors.

VIII. 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:

Proposal evaluation focus	Percentage
Accuracy and relevance of the proposed technical approach and methodology	20%
Completeness of proposal according to the RFP (general information, activity plan, risk assessment and mitigation plan, budget, team expertise, etc.)	20%
Proposed team: expertise and competencies to address project components	20%
Relevance and capability/skill to implement/manage the assignment	20%
Budget justification and costs realism	20%

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.

IX. 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.

X. Award Process and Contract Mechanism

No.	Activity	Due date
1.	Proposal reception	20 th June, 2023
2.	Processing and selection	11 th July, 2023
3.	Notification of award	12 th July, 2023
4.	Award agreement negotiation	14 th July, 2023
5.	Signing award	17 th July, 2023

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.

XI. 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 in response to the RFP.



XII. 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 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, nonexclusive, 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.