Terms of Reference (ToR) for Stock-taking and Learning Evaluation of Heifer International’s interventions in the Dairy Sector in Selected African Countries

1. BACKGROUND

1.1 Heifer International Nigeria Program

Heifer Project International (HPI) 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 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. Since 1944, Heifer has helped 20.7 million households – more than 105 million people – in over 125 countries, through community-based training, appropriate technologies, and agricultural resources, enabling communities to lift themselves out of poverty and hunger on to a path of self-reliance and economic prosperity. More Info on Heifer: www.heifer.org

1.1 Heifer International’s Dairy Sector Strategy

The dairy sector is one of the fastest growing agricultural sub-sectors across Africa and it has the scope to provide a regular source of income for millions of low-income rural households in Africa. Diary industry has a potential role in Africa’s socio-economic development in terms of job creation for the rural poor, food security and nutrition, wealth creation and combating poverty. Africa’s human population and urbanization have also been on the rise; a situation growing demand for food including milk and milk products.

The African continent is endowed with dairy production potentials including a large herd of cattle The African continent contributes to less than 8% of the global milk output and to just 0.2% of the global trade in dairy products (FAO). Despite a sizable cattle population, many African countries rely on milk and dairy imports to meet their domestic needs. While factors such as poor herd management, sub-standard feed availability and small-scale of operations contribute to poor productivity, the lack of rural chilling infrastructure is responsible for most post-harvest losses in the dairy sector. The process of chilling milk produced is an energy-intensive operation and most milk collection centres in sub-Saharan Africa suffer from unreliable electricity or no access to electricity.

Heifer International has been working in the dairy sector in Africa for over 40 years. While there has been pockets of dairy projects across the continent, Heifer’s most prominent flagship program in the continent is the East Africa Dairy Development Program that was implemented in Kenya, Rwanda, Tanzania and Uganda. The program reached over 200,000 farmers to improve the quality and quantity of their milk production and connect them to reliable markets. Intervention strategies have included farmers training to improve the health and yields of their cows, as well as guidance to improve their feed; the creation of a network of milk hubs, where farmers can get their milk tested for quality control, measured out and then chilled before being transported by the hub; establishing linkage between farmers and local banks/credit agencies who support farmers interested in borrowing money to invest in their farms, etc.

2. SCOPE OF THE ASSIGNMENT

The overall objective of this assignment is to produce a knowledge-based document that will provide opportunity for Heifer International to unearth lessons learnt, best practices, challenges, and future opportunities in the dairy sector in Africa. Specifically, this assignment will achieve two broad objectives with associated sub-objectives:

Objective 1: To take stock of Heifer’s implementation approaches and achievements in the dairy sector in Africa from over the last two decades.
Sub-objective 1.1: Document its dairy sector strategy, its implementation across target countries, and quantify the impact in closing farmers living income gap and meeting local demand for milk and milk products.

Sub-objective 1.2: Quantify and document the impact of access to water and feed, technology and innovation, nascent and formal market and their growth potential and the future of the Dairy sector for job creation for youth, including mini/local processing.

Sub-objective 1.3: Document the impact of capacity building using the values-based holistic community development (VBHCD) model and other support programs, particularly their contribution to strengthening the supply side of the market, and how these can be applied to subsequent programming.

**Objective 2: To document best practices, challenges, lessons learned from implementation of the dairy sector strategies over the years and future opportunities.**

Sub-objective 2.1: Establish a relationship between access to water, feed, technology, innovation, nascent and formal market in enhancing the efficiency of the dairy sector in Africa.

Sub-objective 2.2: Assess the role of market actors and farmer producers’ organizations/co-operatives in growing farmer income and sustainability of the VBHCD model.

Sub-objective 2.3: Document the challenges experienced by market actors (including coops, processors and youth and women) during projects’ implementation, including side selling and challenges farmers continue to face in accessing the formal dairy market.

Sub-objective 2.4: Identify lessons learned and insights from program implementation, achievements and challenges experienced over the years.

In the end, the consultant will provide action steps for future direction in dairy programming in Africa.

### 3.3 ILLUSTRATIVE RESEARCH QUESTIONS

The following questions should guide the data collection and analysis process. As a peculiar evaluation procedure, it should be noted that learning is mainstreamed across the set of evaluation criteria:

<table>
<thead>
<tr>
<th>Theme</th>
<th>Review questions</th>
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| Dairy sector strategy      | • To what extent has the dairy sector strategy, following Heifer’s interventions, remained relevant to addressing systemic constraints in Africa’s dairy sector?  
• What is the continuing relevance (if applicable) of the dairy sector strategy vis-à-vis emerging systemic constraints farmers and MSMEs face in the dairy sector? |
| Implementation approaches  | • How has implementation of the dairy sector strategy contributed to attainment of sustainable living income and improved nutrition by smallholder farmers?  
• What incentives were in place to ensure partners continue the implementation beyond the planned lifetime of each project/program?  
• To what extent were the socioeconomic status and quality milk production of farmers sustained through long-time employment, income generating activities, training and social capital?  
• What is the impact of the Passing on the Gift approach Heifer promoted in these countries over the last 20 years |
| Impact                     | • To what extent is the Passing on the Gift Model still being implemented post-funding period?  
• To what extent did the project/program achieve the desired goals and objectives and how can these achievements be attributed to Heifer and partners’ efforts? |
• What were the roles of key stakeholders, particularly public and private sector partners in driving scale?
• What is the contribution of Heifer’s Passing on the Gift model in expanding the scale of operation and reaching more dairy farmers at least cost?

Cost efficiency
• To what extent do the benefits derived by smallholder farmers justify the costs and value-for-money in comparison to similar projects?
• How cost-efficient was the program’s delivery approach?
• What is the value for money of Heifer and partners’ investment in the diary sector in Africa?
• What is the role of partnership in reaching more farmers at least cost?

Lessons learned
• What were the key lessons related to ensuring coherence with the priorities of national and sub-regional governments of target countries in the design and implementation of dairy sector program strategies in Africa?
• What insights and lessons about cost-efficiency were learned that should shape design and implementation of dairy projects in future by Heifer?
• What has been learned about any shortcoming in meeting the set targets of farmers closing the living income gap?
• What did Heifer and partners learn about maximizing impact at least cost?
• What key lessons did Heifer and partners learn about ensuring that technologies introduced, the knowledge transfer and financial support fit in with existing needs, culture, traditions, and skillset for sustainability?

3.4 METHODOLOGY AND SCOPE OF WORK

A semi-inhouse and participatory approach to evaluation will be adopted for the exercise. The team will comprise a consultant and staff of Heifer International from the Africa Regional Office and respective Country Offices who will form the evaluation team for the exercise. The evaluation team will take into consideration the objectives of each of the projects/programs implemented, the status of each project/program and any previous reviews and evaluations. The evaluation is expected to span a maximum of two months, which can be intermittent considering other responsibilities of Heifer staff joining the team. It is expected that about 70% of the data collection will be from secondary sources, particularly project documents.

The assignment will be implemented in three phases as identified below:

Phase I – Discovery and design: This will include inception meeting and initial desk review to gain a thorough understanding of the respective projects/programs, Heifer’s philosophy and the client’s expectations and needs. However, considering the semi-inhouse approach, the consultant will have opportunity to continue to interact with Heifer staff throughout the assignment.

Phase II – Data collection and analysis: Building on the understanding established with the client during the first phase, the team will then move to the second stage of assembling all the relevant data. Most of the work will be completed virtually, although a few members of the team will undertake fieldwork to observe work on the ground and interact with key stakeholders and staff that were involved in the project/program implementation. At completion of the data collection, the team will begin to analyze and interpret the data and draw conclusions.

Phase III – Reporting and feedback to the client: The final stage will involve preparation of a synthesis report and a feedback meeting to the leadership of Heifer International at the Africa Regional level. Apart from compilation of a report from the exercise, it is expected that the team will provide a PowerPoint presentation focusing on the methodology and key findings. A final report of maximum of 40 pages (excluding annexes) will be provided at the end of the reporting period. This should include a two/three
page executive summary will be provided with the final report and a two-page infographic that document sharing key findings of the learning evaluation targeted at external audience.

The table below provides a summary of tasks and deliverables that should be completed as part of this assignment:

<table>
<thead>
<tr>
<th>Phase 1: Discovery and design (July 2023)</th>
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<tbody>
<tr>
<td>1. Review existing literature and project documents, preparation of inception report</td>
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<td>2. Preliminary planning meeting of the mission team members</td>
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<td>3. Introduction to the assignment and finalisation of methodologies</td>
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<td>4. Submit Inception Report which will include a) summary findings from the literature review, b) a final list of well-formulated and agreed evaluation questions, and c) a revised and agreed work plan for the evaluation.</td>
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<th>Phase 2: Data collection and analysis (August 2023)</th>
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<td>5. Further and in-depth desk review, field trip to target countries</td>
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<td>6. Discussions/meetings with country program teams and representatives from all key stakeholders including farmers and community members</td>
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<td>7. Meetings with relevant representatives from national and sub-regional government, private sector partners and other similar service providers</td>
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<td>8. Field visits to milk collection centers and other appropriate locations</td>
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<th>Phase 3: Report Finalization (August/early September 2023)</th>
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<td>9. Debriefing meeting/workshop to share the findings of the evaluation and received inputs</td>
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<td>10. Drafting of the report for review</td>
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<td>11. Heifer International provides feedback in writing to the team</td>
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<td>12. Integrate Heifer's feedback on draft evaluation report</td>
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<td>13. Finalise report &amp; submit to Heifer International</td>
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<td>14. Sign off/approval of the final report</td>
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3. DELIVERABLES
The main expected results of this study are as follows:

1. 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 final report submitted
2. In-depth desk review of the project achievements, challenges and lessons documented over the years
3. Dataset and transcript of interviews during the exercise
4. A detailed report that covers all the objectives of this assignment as outlined above (Section 3.1 and 3.2) and the evaluation questions (Section 3.3)
5. PowerPoint presentation of findings to Heifer International
6. A 2-page infographic document sharing key findings of the evaluation targeted at external audience.
7. Final report (with necessary visuals and infographics) incorporating feedback and comments from Heifer International
8. A learning paper documenting insights from Heifer’s implementation of the dairy sector strategy over the past two decades

It should be noted that all deliverables shall be submitted in softcopy in editable format.

4. DURATION
The duration of the consultant's mission including the production of the data collection tools, the fieldwork, the production of the report of the consultancy as well as the validation of the deliverables is estimated at 40 days spanning a two-month calendar period from the date of signature of the contract.

5. EXPECTED ROLES OF HEIFER INTERNATIONAL
- Finalize and sign the contract with the 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; and
- Provide transport, communication, and other logistics necessary for the assignment as will be agreed.

6. EXPERTISE
Heifer International is looking for an individual consultant that can collaborate with a team of experienced Heifer staff to undertake the assignment in a participatory manner. The candidate should have substantial experience in program review and evaluation in at least one African country where Heifer has been implementing dairy projects (i.e., Kenya, Uganda, Rwanda, Senegal). More specifically, the consultant or lead consultant should have a proven track record in program evaluation that requires collecting data directly from stakeholders. The consultant should have expertise in analytical skills and report writing skills in English.

(a) Academic Qualifications
At least a master’s degree in a relevant field in agriculture, impact evaluation, agricultural economics, the social sciences or any other equivalent qualifications from a recognized university.

(b) Experience
- Have a proven professional experience of at least 15 years (with at least 10 years professional experience in program evaluation) in the development sector or in conducting similar missions.
- 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 the value chain approach.
- Good communication and facilitation.
- Excellent analytical and writing skills.
- Have excellent written and verbal communication skills in English.
- Evidence of having undertaken similar assignments; and
- Ability to work efficiently and deliver on committed outputs under the assignment within agreed timelines and deadlines.

7. APPLICATION PROCESS
All interested candidates will submit their curriculum vitae alongside the following information:

Technical Proposal (not to exceed 10 pages)
General information (not to exceed 2 pages)
- Overview that highlights related assignments completed with client name, contact person and mobile number
- Capacity statement relevant to the required assignment
Technical Approach (not exceeding 8 pages)
- 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.
• 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
• A clear and comprehensive work plan (draft), outlining the major activities, people responsible and time schedule.
• Organizational capacity statement, including past experiences and activities related to the objectives of the assignment. Reference information must include the location, award numbers, and brief description of work performed.
• At least three references of other clients for which similar assignments were undertaken with contact information for each.

Financial Proposal (in USD)
• Itemized budget
• Narrative explanations of line items

Annexes
• Documents in favor of the previous relevant studies.
• Organization’s/Firm’s Certificate, PIN and VAT registration
• A summary of previous similar assignments undertaken within the last 3 years.

Interested 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 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.

Timelines for Application –
The technical and financial proposals should be submitted by 30th June, 2023 to the Senior Management, Performance Monitoring, Evaluation and Learning, Signature Programs at PROCUREMENT-RNG@HEIFER.ORG with a copy to ignatius.nmakwe@heifer.org Please quote “Stock-taking and Learning Evaluation of Dairy Programs” in the subject line.

Heifer retains the right to terminate this RFP or modify the requirements upon notification to the Offerors.
Selection criteria
The consultancy can only be done by a firm, the firm that get the highest points as per the herein below criteria will be awarded the contract. The criteria will be based on technical capacity of the consultants (80%) and financial viability (20%). Please see table below.

Selection Criteria Table

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<thead>
<tr>
<th>No.</th>
<th>Criteria</th>
<th>Score (%)</th>
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<tbody>
<tr>
<td>1</td>
<td>Accuracy and relevance of the proposed technical approach and methodology</td>
<td>25</td>
</tr>
<tr>
<td>2</td>
<td>Completeness of proposal according to the TOR (general information, activity plan, budget, team expertise, etc.)</td>
<td>25</td>
</tr>
<tr>
<td>3</td>
<td>Proposed team: expertise and competencies to address project components</td>
<td>15</td>
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<tr>
<td>4</td>
<td>Relevance and capability/skill to implement/manage the assignment</td>
<td>15</td>
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<tr>
<td>5</td>
<td>Budget justification and costs realism</td>
<td>20</td>
</tr>
</tbody>
</table>

Validity of Proposals
Proposals submitted shall remain open for acceptance for fifteen (15) days from the last date specified for receipt of the proposal. This includes, but is not limited to, pricing, terms and conditions, and service levels. If your organization is selected, all information in this document and the negotiation process are contractually binding.

Limitations
This call 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 to contract for services or supplies. Heifer Project International 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.

Intellectual Property
**Section 1. Ownership Generally:** Subject to Section 2 below, 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 HPI. Upon request, Contractor shall sign all documents and take all actions necessary to confirm or perfect Heifer Project International exclusive ownership of the Work Product.

**Section 2. 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. With regard to any of Contractor’s Prior-Owned IP included in the Work Product, Contractor shall retain ownership, and hereby grants Heifer Project International 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.

**Section 3. Work Made for Hire:** To the extent copyright laws apply to the Work Product, the Parties agree that (a) Heifer Project International specially ordered or commissioned the Work Product, (b) the Work Product is a “work made for hire” under United States copyright laws, and (c) Heifer Project International shall be deemed the author thereof and shall own all right, title, and interest therein. To the extent such rights, in whole or in part, do not vest in Heifer Project International as a “work made for hire”, Contractor hereby irrevocably grants, assigns, and transfers to HPI, exclusively and in perpetuity, all of Contractor’s rights of any kind or nature, now known or hereafter devised, in, to, and in connection...
with the Work Product, and Heifer Project International shall solely and exclusively own any and all rights therein, and in the elements thereof, including but not limited to any and all allied, ancillary, subsidiary, incidental, and adaptation rights. Contractor hereby waives all rights known as “moral rights”, and any similar rights, which Contractor may have in connection with the Work Product. The description of Services and/or Goods provided in this Agreement shall in no way limit the way Heifer Project International may use the Work Product.

8. PAYMENTS
The consultant will be paid professional fees as compensation for his/her technical/professional expertise and time invested in the delivery of the expected outputs. This will be discussed and agreed amicably for a win-win for both the consultant and Heifer International.