

HEIFER INTERNATIONAL NIGERIA

Terms of Reference (ToR) for short-term consultancy to conduct a Scoping Study and Value Chain Analysis around Livestock for Heifer's Interventions in Nigeria

1. INTRODUCTION

This ToR is required to provide technical service towards livestock scoping study and value chain analysis for Heifer International in Nigeria. The findings from this study will enable Heifer Nigeria to explore and design a practical, cost effective, and multi-stakeholder adaptation solutions to improve livelihoods of poor and vulnerable communities in target States through: i) Improved livestock market systems that will utilize inclusive, market-based approaches to sustainably intensify livestock production through climate smart practices, strengthen animal health and advisory services, increase access to input and output markets, improve processing and marketing operations, while catalyzing private sector engagement and access to finance; ii) Improved ecological and environmental services and functions, including enhanced climate resilient water and other resource management and supply systems in vulnerable agropastoral communities; iii) Strengthened institutional capacity to reduce risks associated with climate-induced socio-economic losses and livelihood failures in vulnerable agropastoral communities in the target States; and iv) Improved and productive livestock systems to improve food security and nutrition by (potentially) improving consumption of animal source/protein foods, providing income generation opportunities, and fostering mutual relationships among targeted households and communities.

The ToR therefore provides information on the overall objectives of the consultancy, the general methodology, tools and approaches, the expected outputs and the required qualification and experiences of consultants to facilitate livestock scoping study and value chain analysis in Nigeria.

2. BACKGROUND

Heifer International (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 Africa plans to achieve its goal of helping six million families lift themselves out of poverty, have sustainable incomes, and become self-reliant by 2030. Heifer's work in Nigeria is essentially to contribute to achieve this goal.

In 2021, Heifer International commenced its interventions in Nigeria. Heifer Nigeria aim to assist with unlocking Nigeria's potential for food self-sufficiency, working with smallholder farmers and local value chain actors to fill local demand while closing the living income gap for families in selected value chains in the following initially in Ogun, Edo, Nasarawa and Benue States. To achieve this, Heifer Nigeria has designed a Signature Program to improve value chain productivity, bridge market system gaps, improve economic livelihood, food self-sufficiency,

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resilient, and environment. The program will focus on the development of three priority value chains: (i) Poultry value chain; (ii) rice value chain; and (iii) tomato value chain. In addition to these value chains, Heifer Nigeria is expanding its operations into the livestock space with focus on cattle, sheep, and goat. Using these concepts, Heifer will endeavor to close the living income gap of two million smallholder households by the end of 2030. The overall strategy deployed by Heifer will be a combination of strengthening social capital/VBHCD and reinforcing or strengthening inclusive market systems.

3. SCOPE OF THE STUDY

3.1. OVERALL OBJECTIVE OF THE CONSULTANCY

The overall objective of this consultancy is to conduct a comprehensive scoping study and value chain analysis for livestock that will enable Heifer International to implement its interventions and mandate in Nigeria. The outcomes and recommendations from this study should enable Heifer to decide on where to focus resources on in the livestock landscape in Nigeria.

3.2. SPECIFIC OBJECTIVES

The scope of work for the Consultant will include but not limited to the following objectives, in coordination with Heifer Senegal and other Heifer Stakeholders:

- Undertake a situational analysis of relevant ongoing livestock development programs and interventions by donor agencies and federal government in Nigeria with specific focus on Kebbi, Kaduna, Niger, Benue, Cross River, Delta, Ebonyi, Adamawa, Borno, Gombe and Yobe States.
- Carry out an exhaustive stakeholders' mapping and analysis around the livestock space in Nigeria, the axes of which are in line with Heifer's missions. This mapping will include the activities of private sector, bilateral/multilateral agencies, key challenges that stakeholders face, as well as their lessons learned. This mapping and analysis will specifically include end market analysis – mapping niche markets, stakeholder/actors mapping, establishment of livestock value chain environment, establishment of vertical and horizontal linkages in the livestock value chain and the critical interaction
- Collect and analyze all the specific information on livestock (production players, production systems and areas, actual supply or production, factors limiting the quality of production, associated costs, and added value, on all links in the chain: from production to end market for all value chains, etc.) and governance in Nigeria.
- Carry out a detailed constraint and opportunity analysis in the livestock value chain – cattle, sheep, and goat; including the constraints and bottlenecks caused by COVID-19, economic, environmental, and social drivers of the value chain. These constraints and opportunities should include but not limited to the angle of production/productivity, environmental services, institutional capacity with focus on the National Livestock Transformation Plan (NLTP), investment, employment, and value add. The consultant will rank the main constraints and opportunities using appropriate tool to evaluate these constraints and opportunities.
- Through a consultative process and application of appropriate tools of analysis, identify focus areas, the thrust areas of interventions, long term goals, strategic objectives, key result areas for Heifer International. The thrust areas will focus on key value chain opportunities in Nigeria and how this will advance the NLTP: collection and analysis of relevant market information, exploration of potential market channels which, if fully

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exploited, could contribute to the production and market efficiency of the cattle, sheep and goat market systems, identification of the strengths, weaknesses, opportunities, and threats at the level of these value chains, in particular at the level of productive livestock and market systems (SWOT analysis) and proposal of improvement strategies taking into account the associated costs, added value and investment needs in key sectors of these value chains;

- Propose inclusive market-based strategy for increasing the resilience of households, communities, and livestock systems to the multivariate shocks that the livestock sector faces. The shocks include but not limited to climate change and extreme weather events, conflict and violence, the ongoing secondary effects of the COVID-19 pandemic, and weak governance and systems. The proposed strategy should also include what interventions could be used strengthen the resilience of livestock systems of livestock keeping households by protecting livestock as household assets.
- Propose monitoring and evaluating strategies (including the theory of change, result framework, key performance indicators, etc. based on the proposed interventions) and mechanisms to ensure the effective implementation of the proposed intervention.
- Propose a strategy for engaging women and youth into the livestock market supportive of increased income and job creation.

4. 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 Scoping Study and Value Chain Analysis Report submitted
2. In-depth desk review of the livestock (cattle, sheep, and goat) value chain in Nigeria conducted
3. A validated value chain mapping tool and analysis based on the priority needs of the livestock (cattle, sheep, and goat) value chain available
4. Report on the process including stakeholder consultations and workshops
5. A detailed reports that covers all the objectives of this assignment as outline above (Section 3.2) submitted
6. Presentation of findings to Heifer Stakeholders
7. Production of presentation materials to be used for marketing of Heifer's Sahel efforts

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

5. STUDY PERFORMANCE PROCEDURES

The conduct of the mission will be carried out under the supervisions of the Regional Director for Business Development, West Africa, and Country Director of Heifer International Nigeria. The Heifer program team will provide guidance, coordination, and monitoring of the consultant's work. The consultant will submit a detailed methodology and an inception report accompanied

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by a detailed schedule containing the work phases, execution deadlines for this assignment for review and approval. The draft timelines for the consultancy are presented below.

Timelines for the consultancy

Table 1. Key tasks, expected outputs and related timeframe for submission of the outputs

S/N	Task	Expected Output	Number of Days	Timeframe for Submission
1	Submit an inception report that will include a draft methodology for the assignment	Draft methodology and inception report	5 days	June 2022
2	Conduct a comprehensive scoping study and value chain analysis for livestock	Draft report	20 days	June 2022
3	Submit draft report of findings to Heifer International		10 days	July 2022
3	Review and submit final report to Heifer International	Final consultancy report which will include deliverables 2-7 above	5 days	July 2022
Total Number of Days			40 days	

6. DURATION

The duration of the consultant's mission including the production of the methodological note and the tools, the fieldwork, the production of the report of the consultancy as well as the validation of the deliverables is estimated at 40 days from the date of signature of the contract.

7. EXPECTED ROLES OF HEIFER INTERNATIONAL

- Finalize and sign the contract with the consultant.
- Supervise consultant(s).
- 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.
- Meet all logistical costs for the consultative and validation workshops;
- 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.

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8. EXPERTISE

Heifer is looking for a consulting firm with key technical staff who have substantial experience in value chain analysis and landscape analysis of the livestock sector experience in Nigeria. More specifically, the lead consultant should have a proven track record or collecting data and preparing value chain reports and designing interventions. 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 economics, development economics, socioeconomics, agricultural economics, 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 value chain analysis and project designs) in the development of sector strategy documents, sector studies, or in the conduct of similar missions.
- Have a good knowledge of the institutional environment in Nigeria, as well as a good understanding of the problems of the livestock sector 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 the value chain approach.
- Good communication and facilitation.
- Excellent analytical and writing skills.
- Good understanding of the market system, social and ethnic issues arising from livestock space in Nigeria
- Have excellent written and verbal communication skills in French and English.
- Have a perfect mastery of the tools relating to Results-Based Management (RBM) and the planning process.
- 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.

9. APPLICATION PROCESS

Consulting Firm Submission Requirements: All interested firms will submit their organization's profile with the following information:

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Technical Proposal (not to exceed 10 pages)

General information (not to exceed 2 pages)

- Organization overview highlighting related assignments completed with client name, contact person and mobile number
- Capacity statement

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 theme of the study. 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.

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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.

The technical and financial proposals should be submitted by June 14, 2022 to the Regional Business Development Director for West Africa through email to Charles.Iyangbe@heifer.org with a copy to the Country Director, Nigeria at Rufus.Idris@heifer.org. Please quote "Scoping Study and Value Chain Analysis" on the subject line.

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

Timeline for Application –

No.	Deliverables/Tasks	Implementation dates
1	Clarifying Questions submitted to Heifer	June 3, 2022
2	Clarifying Questions Answered by Email from Heifer	June 6, 2022
3	Last submission date of proposal	June 14, 2022
4	Shortlist decided, notified and revisions requested as needed	June 17, 2022
5	Signing of Contract	June 24, 2022

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6	Final report due	August 15, 2022
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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

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

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 ToR, or to procure or to 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.

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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 HPI’s 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 HPI 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) HPI specially ordered or commissioned the Work Product, (b) the Work Product is a “work made for hire” under United States copyright laws, and (c) HPI 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 HPI 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 HPI 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 HPI may use the Work Product.

10. 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.