

<b>Name of Signature Program:</b>	Naija Unlock
<b>Agresso Work order:</b>	NG1001
<b>Country:</b>	Nigeria
<b>RFP No.</b>	20260116

## **REQUEST FOR PROPOSAL**

**Funded by:**  
**Heifer International**

RFP Release Date:	<b>January 16<sup>th</sup> 2026</b>
Question/ Inquiry Submission Deadline:	<b>February 6<sup>th</sup> 2026</b>
Proposal Submission Deadline:	<b>February 13<sup>th</sup> 2026</b>
Performance Period:	<b>April 1<sup>st</sup> – June 30<sup>th</sup> 2026</b>
Electronic submission to the attention of:	<a href="mailto:Procurement-ng@heifer.org">Procurement-ng@heifer.org</a>
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### **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 implementing midterm evaluations, annual outcome monitoring surveys or similar studies/assessments. More specifically, the consultant or lead consultant should have proven track record in conducting surveys/assessments/evaluations (baseline, midline, and/or endline) in agricultural projects/programs across geopolitical zones in Nigeria? The bidder is free to seek any clarification on the expected deliverables prior to the preparation and submission of the proposal (please see the table above details, including key timelines).

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 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 will make payments to each of the contractors 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 (Heifer) is a global non-profit working with communities to end hunger and poverty while caring for the Earth by using sustainable practices and partnering smallholder farmers in agricultural development. Since 1944, Heifer International, through its work in 19 countries (in Africa, Asia, and the Americas) has, directly and indirectly, supported a total of 52.6 million households towards ending hunger and poverty in a sustainable way.

Working with rural communities across Africa for the past 50 years, Heifer International supports farmers and local food producers to strengthen local economies and build secured livelihoods that supports the small holder farmers to close the living income gap through access to Values Based Holistic Community Development (VBHCD) training, appropriate technologies, and agricultural resources, which enable



communities to lift themselves out of poverty and hunger on to a path of self-reliance and economic prosperity. Heifer's foundation was built on the belief that ending hunger and poverty begins with giving people the means to feed themselves, generate income and achieve sustainable livelihoods for their households.

Heifer's global goal for 2020 - 2030 is to collaborate with 30 million smallholder farming households to help them thrive and increase their resilience through transformed and regenerative farmer-led food system in Africa, the Americas and Asia. As part of this commitment, Heifer in 2021, expanded its presence in Africa to include Nigeria, with a goal of supporting at least two million farming households to achieve the stated goal 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](http://www.heifer.org)

### Heifer International Nigeria Country Program

Heifer International established its Nigeria Country Program in 2021, and its Signature Program for Nigeria, named "Naija Unlock", was designed thereafter, and launched. Naija Unlock program's aim is to support the unlocking of the potential 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, poultry, dairy and small ruminant value chains.

Heifer partners with communities to achieve five key outcomes aligning with its priorities.

**Food Security & Nutrition** - Heifer trains and supports smallholder farmers to enable them to diversify farm production and increase productivity to boost nutrition and to provide for food year-around, filling what used to be lean dietary months.

**Income and Asset Building**—Heifer International works with farmers to ensure they have the tools and resources to grow more and better crops and raise more and better animals, to develop and connect them to competitive value chains.

**Environment** - Heifer promotes the use of Climate Smart Agricultural (CSA) practices in all its operational areas in Nigeria. To stabilize output and income, Heifer works with smallholder farmers in the management of natural resources and train them to increase efficiency in the use of these resources and inputs for production.

**Women's Empowerment** - Women are encouraged to take leadership roles and positions, enabling them to gain greater access to project resources and benefits. Women are also trained to initiate savings and credit activities to generate internal resources for economic and other social activities in their communities. Literacy classes are also provided to women to help empower them to gain necessary education and life skills.

**Social Capital** - Heifer's Values-Based Holistic Community Development (VBHCD) model is a package of practices that creates social capital and builds an enabling environment for sustainable development work. Heifer Nigeria also provides a series of training in Entrepreneurship skills, Group Formation techniques, Cooperative Awareness methods, Record Keeping skills, Finance Welfare (Savings and Credits) know how, and Heifer 12 Cornerstones skills.

### Overview of Naija Unlock Signature Program

NALJA UNLOCK is an evidence-based signature program designed with the objective of 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 with permanence of impact. The program goal is to support two million smallholder farmers (50% female and 30% youth) to achieve a sustainable living income and lead dignified and self-reliant lives by 2030.

The program currently focuses on the rice, tomato, poultry, cattle (dairy), and may expand to small ruminants (goat and sheep). Heifer, in partnership with Sebore Farms conducted an intervention (as a pilot

that may be scaled up in the future) in the dairy sector under the cattle (livestock) value chain but this intervention will not be considered under this evaluation.

The program works through strategic private and public sector partnerships to (a) build the 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 directly in five (5) states in Nigeria (Edo, Nasarawa, Benue, Lagos and Ogun States). However, Naija Unlock is also implementing program activities through working with strategic private sector partners in twelve additional states (Sokoto, Kano, Jigawa, Kebbi, Kaduna, Niger, Kogi, Plateau, Bauchi, Adamawa, Ondo and Delta) that have the potential for impact at a transformational scale. Two (2) of these states (Kaduna and Kano) will be considered in this evaluation. In essence, Naija Unlock is being implemented in seventeen (17) states, but this survey will cover seven (7) only as listed.

The program supports smallholder farmers with increasing their access to market at a premium price, access to innovative finance, building smallholder social capital through VBHCD training, climate-smart agriculture (Access to Crop insurance services, daily weather forecast advisory, weekly climate-smart agricultural extension messages, cultivation of fodder for feed to increase milk production, artificial insemination for dairy breed improvement and System for Rice Intensification) to build smallholder farmers' resilience. The program is also providing farmers with access to mechanization services, and cold storage services for farm produce preservation to prevent post-harvest losses, Good Agricultural Practices (GAP) and extension services training, community agro vet entrepreneurial training, among others.

The program uses the market system approach in the design and implementation of its projects, therefore works with the market actors to address the underlying causes of poor performance in the agricultural sector where the smallholder farmers are working to create lasting changes that have a large-scale impact. The program has a high potential for growth and scale-up based on various market actors that Heifer Nigeria is working with.

### **III. Objectives of the Assignment**

Heifer Nigeria seeks to hire an individual or consulting firm to conduct a midterm evaluation for the Naija Unlock signature program through which the findings will assess progress towards the objectives of the signature program using key performance indicators as at the end of FY '26 (June 2026) and covers from the beginning of the program in 2021. The objectives also include the following:

1. to take stock of the project's implementation of activities and the context in which Heifer Nigeria is operating in, through a critical and objective approach.
2. to assess whether targeted participants are benefiting from Heifer's assistance as expected and determine if the project is on track to meet its performance targets, stated goals, and objectives.
3. to review project-level results framework and assumptions, document lessons learned to date (including both successes and challenges to implementation), and, if necessary, discuss necessary modifications or midcourse corrections.
4. to assess the relevance of interventions, provide an early indication of the effectiveness of interventions, and identify sustainability efforts to date and beyond the project life.
5. to assess the extent to which crosscutting areas such as gender, youth were integrated at project design and implementation.

The primary objective of the midterm evaluation is as stated above (nos 1 - 5) and to

- Measure and evaluate how well the project is meeting its planned outputs, outcomes, and milestones.
- Identify Strengths and Weaknesses by highlighting what is working well and what challenges or bottlenecks are hindering success.
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While establishing the status of the indicators is the secondary objective. The output of the midterm evaluation will directly inform the project's creation of a detailed Management Response Plan, which will guide the achievements of all anticipated results.

The midterm evaluation will also provide information to be used in subsequent assessments of how efficiently the project activities are being implemented and the eventual results of the project activities for ensuring accountability to partners and other stakeholders but also how the project interventions are impacting the lives of beneficiaries.

Naija Unlock will want to use this opportunity to measure the status of all the program indicators to establish the status of the Global indicators as well as the project specific indicators (PSIs). Therefore, the evaluation will look at the eighteen (18) Heifer's Global indicators and the project specific indicators both at the state and project levels, as described in the table below: Heifer International's Global indicators, details and calculation methods will be shared with the selected consultant.

S/N	GI Indicator
	<b>Heifer Household Transformation Model (HHTM)</b>
1	Number of Months of Adequate Household Food Provisioning (MAHFP) - GI-03-SDG2 (HHTM)
2	Women making Household decisions jointly (HHTM)
3	Actual income at household level (HHTM)
4	Number of households adopting climate smart agriculture practices and technologies (CSA) - GI - 11 - SDG13 (HHTM)
5	Personal Transformation Index (HHTM)
	Heifer Business/Enterprise Transformation Model (BTM/ETM)
6	Number of elements of integrated waste management adopted at the entity level (BTM 07-SDG8)
7	BTM-01 Proportion of Active Members in Farmer Producer Organizations
8	Net Returns in Relevant Currency at the Entity Level- BTM-06-SDG
9	BTM-05 (GI-05) Percentage of Leadership Positions at the Organization Level Occupied by Women
	<b>Project Specific Indicators</b>
10	Yield of target commodities
11	Number of households adopting new income generating activities
12	Proportion of participants reporting increased knowledge about dietary diversity and good diets
13	<b>Value of commodity produced, marketed, or processed (GI 09 SDG 8)</b>
14	Average number of meals consumed per household per day
15	Average value addition in USD as a result of Heifer activities
16	Household dietary diversity score
17	Number of entities/FOABs accessing financial products and services
18	Proportion of needed capital accessible at the FPO level

#### **IV. Existing project documents for additional background information**

The following are available documents in addition to any other document which will be used during the evaluation for reference:

1. Project documents (detailed signature program design documents)
2. Program theory of Change
3. Program semi-annual, and annual reports
4. Program baseline reports
5. Group and participant profiles
6. Heifer International's Global Indicators and corresponding questionnaire
7. Heifer International's performance Indicators Reference Sheet (PIRS)
8. FY '24 and FY '25 GIM survey reports
9. Any additional resources deemed necessary by the consultant team which should be used as reference that are not project specific.

#### **V. Scope of Work**

The midterm evaluation will focus on the following key areas:

1. **Project Progress Review:**
  - Evaluate the implementation status of activities planned for the first half of the project.
  - Assess the extent to which project outputs have been achieved (e.g., training programs conducted, innovative technologies promoted and adopted, etc.), using performance monitoring data and outcome/standard and project specific indicators.
2. **Impact Assessment:**
  - Measure progress across key outcome/standard and project specific indicators such as yield of commodities, actual income of farmers/farming households taking into consideration the effects of Nigeria's Naira exchange rates and changes in inflation, adoption of sustainable practices, etc.
  - Assess the level of participation and engagement of farmers/farming households/FPOs in project activities.
3. **Stakeholder Feedback:**
  - Assess the satisfaction of key stakeholders, including farmers, farmer cooperatives, project partners, and government representatives.
  - Collect feedback on the relevance and effectiveness of capacity-building efforts, market linkages, and extension services.
4. **Contextual Changes:**
  - Analyze any external factors (e.g., economic changes, climate conditions, policy shifts) that may have impacted the project's success.
5. **Data Quality and M&E Systems:**
  - Evaluate the effectiveness of the monitoring and evaluation (M&E) systems in tracking project progress.
  - Assess the quality of data collected at the baseline surveys.

**Evaluation Criteria and Questions:** The evaluation should use the standard evaluation criteria of Relevance, Effectiveness, Efficiency, Sustainability, and Impact as well as coherence. The evaluation questions listed below are only an initial and indicative list of questions which the Evaluation Team should further, improve and prioritize at the Inception Phase

<b>Evaluation Criteria</b>	<b>Possible Questions</b>
Relevance	<ul style="list-style-type: none"> <li>• To what extent is the project meeting the core needs of the project target participants and other value chain actors?</li> <li>• Are project participants, value chain actors, and other key stakeholders satisfied with the project activities?</li> </ul>

	<ul style="list-style-type: none"> <li>• What were the lessons related to ensuring coherence with the priorities of national and sub-regional governments of Nigeria in the design and implementation of Heifer's program strategies in Nigeria?</li> </ul>
Coherence	<ul style="list-style-type: none"> <li>• How well does Heifer complement and link to the priority activities of Government of Nigeria and other donors? To what extent do project interventions complement, are coordinated, and harmonized with the private sector priorities and activities?</li> </ul>
Effectiveness	<ul style="list-style-type: none"> <li>• Did Heifer achieve the specific established targets and expected results?</li> <li>• Did the project contribute to improving the productivity and income of SHFs?</li> <li>• To what degree is Heifer on track to achieving increased productivity and income that are attributable to the project's interventions and link to Heifer's strategic objectives and foundational results?</li> <li>• To what degree have women and youth been included in all aspects of the project and what effect has the interventions have on women and youth?</li> <li>• Are there any interventions and/ or results that are not included, but should be? If so, what are they and why should they be included?</li> <li>• How have Heifer's interventions contributed to improving the living income and nutrition of smallholder farmers?</li> <li>• What challenges did Heifer and its partners face in achieving the program goal and closing the living income gap for farmers, and what lessons were learned from these challenges?</li> <li>• How effective were the introduced technologies, knowledge transfer methods, and financial support in meeting the existing needs, culture, and skillset of farmers for long term sustainability?</li> </ul>
Efficiency	<ul style="list-style-type: none"> <li>• To what extent did the level of project resources lead to the achievement of results? Could the same results be achieved with less resources?</li> <li>• To what extent are staffing, management, and oversight costs (governance and compliance functions such as: finance and grants oversight, internal controls/financial assurance, audit support, monitoring and reporting, risk management, etc) suitable, given the number and scope of activities carried out?</li> <li>• Does the project's programmatic implementation and management of resources deliver value for money provided by Heifer?</li> <li>• What role did partnership play in maximizing cost efficiency and reaching more farmers with less resources?</li> <li>• How cost-efficient was the program's delivery approach i.e. cost efficient in terms of reaching farmers and achieving outcomes?</li> <li>• How do the benefits derived by smallholder farmers under Heifer's interventions compare with similar projects in terms of value for money?</li> <li>• What are the specific approach and strategies that the project employed to effectively operate within the economic, cultural, and political context?</li> <li>• Which activity or combination of activities has/have the highest potential to achieve Heifer's higher-level results (Closing the living income gap/achieving SLI)?</li> <li>• What roles did public and private sector partners play in scaling up Heifer's initiatives/interventions</li> <li>• What insights were gained regarding cost-efficiency and how these inform the design and implementation of future projects by Heifer?</li> </ul>
Impact	<ul style="list-style-type: none"> <li>• To what extent has Heifer's approaches led to improved productivity, income of SHFs and annual returns of FPOs?</li> </ul>

	<ul style="list-style-type: none"> <li>• What difference has Heifer made to project participants and other value chain actors?</li> <li>• How many people have been affected by Heifer that can be attributed to the project?</li> <li>• To what extent has the distribution of impacts (both positive and negative) varied among different project participants and value chain actors, including women and youth?</li> <li>• Has Heifer interventions resulted in unintended positive and/ or negative impacts that should be considered in the remaining years of the project?</li> <li>• To what extent have project activities supported market system actors to better manage socioeconomic and climatic risks that affect their business models?</li> <li>• What did Heifer and partners learn about maximizing impact at minimal cost while maintaining project quality and sustainability?</li> </ul>
Sustainability	<ul style="list-style-type: none"> <li>• What is the likelihood that the benefits of the project will endure after Heifer interventions ends?</li> <li>• Does the project have a demonstrative exit plan/strategy that would sustain the project assistance beyond Heifer/Donor funding?</li> <li>• Do the project's relationships with other stakeholders, particularly the private sector, demonstrate that the activities offered could be funded (through a fee-based access to services for instance) and delivered by the private sector (both local and or international) to maintain service delivery?</li> <li>• To what extent are the outcomes and impacts of the programs resilient to risk over time?</li> <li>• To what extent are the interventions and the results owned by the private and public sectors, and producer organizations?</li> <li>• To what extent has Heifer catalyzed non-Heifer investments into project objectives?</li> <li>• What factors contributed to the sustainability of project results and how did Heifer focus on those factors?</li> <li>• How will project results be used to inform future project design for scaling up this approach in additional Nigerian states and for replicating this approach across other African countries/ and globally?</li> <li>• How sustainable have the improvements in farmers socioeconomic status been through long-time employment, income generating activities, training, and social capital?</li> </ul>

## VI. Evaluation of Methodology and Sampling

The midterm evaluation will involve a combination of qualitative and quantitative participatory approaches to answer the evaluation questions and assess the impact of project activities in the first half of the project's lifetime. These approaches include, but are not limited to, direct observation of field activities, structured surveys, focus group discussions with project participants, and key informant interviews with project partners and key stakeholder groups. The qualitative participatory methods are expected to enable Heifer to understand the reasons behind the status of change as revealed by the quantitative results. The Evaluation Team must have a clear and detailed plan (baseline report will be shared with the evaluator for review towards building on the methodology used to ensure data is captured in a way that is progressing from the baseline) for collecting data from women, men and youth. These will include:

1. Desk Review:
  - Review of Heifer Nigeria project documents, progress reports, monitoring data, and other relevant materials (e.g., baseline evaluation report, work plans, training reports, financial reports, etc).
2. Quantitative Data Collection:

- Surveys: Structured surveys to assess changes in farmers' production levels, income, adoption of practices, and farmers' well-being. This will include random sampling of participating farmers from the project's target states. The evaluator is expected to propose a sampling strategy and may opt to use a multistage stratified sampling (both purposive and random) technique that first groups stakeholders' operational areas into the different states, then applies stratification at Local Government Area (LGA), and the third stage is stratification at village/community level (considering factors such as partners' presence in a village). The fourth stage stratification will be at farmers' and other stakeholders' level based on sex and age groups. The sampling strategy is expected to consider specific disaggregation such as age, sex, and other relevant data.
- Key Performance Indicators (KPIs): Analysis of key project indicators (e.g., yield per hectare, adoption of improved management practices, volume and value of sales etc.) using data collected from project monitoring systems.

### 3. Qualitative Data Collection:

- Key Informant Interviews (KII): In-depth interviews with targeted beneficiaries and relevant stakeholders, including government leaders and officials especially at the State level, Heifer project staff, leaders of other agriculture projects in Nigeria and other partners.
- Focus Group Discussions (FGDs): Evaluators will utilize an interview guide to lead semi-structured discussions with farmer groups in the targeted states. This method will allow the evaluator to capture a variety of opinions and feedback on multiple aspects of farming without the time-intensive process of individually soliciting interviews. Group discussions with farmers and other stakeholders will assess project impact, challenges, and needs.

### 4. Direct/Field Observations:

- Evaluators will travel to a representative sample of LGAs and agribusinesses who are participating in the project to observe, in person, the actual field conditions and practices being employed, changes in farming practices, technology use, and quality improvements etc.

### 5. Comparative Analysis:

A comparison of baseline data (collected at the start of the project) and midterm data to measure progress towards project objectives.

Additionally, the approaches will complement each other hence help in triangulation of data that will be collected during the evaluation.

Survey data will be collected from selected individual project participants, cooperatives, farmer network groups (FPOs/entities) targeted value chain actors including input suppliers, off-takers, formal financial institutions, implementing partners i.e. Government agriculture extension staff and other service providers relevant to the specific value chains targeted in the project.

The household survey and cooperatives/FPOs/Entities survey will be used to collect data from the project participants and Cooperatives/FPOs/Entities to provide estimates of the project performance indicators. The surveys will be programmed into survey CTO which will be used for data collection.

Following Heifer International's sample size calculation standard and using the Actual Income and the baseline assessment study, Heifer International has determined the following sample size for each of the 7 states and 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%:

Value Chain	Sample Size	States/LGAs
Rice	383	<b>Benue:</b> Kwande, Gwer East, Gwer West, Buruku, Makurdi

	382 379 383	<b>Nasarawa:</b> Awe, Doma, Lafia, Karu, Nasarawa <b>Kaduna:</b> Makarfi, Chikum, Zaria, Soba, Kagarko <b>Kano:</b> Bunkure, Kiru, Tundun-wada, Kura, Kibiya	To
Tomato	370 378} = 1,092 344	<b>Lagos:</b> Badagry  <b>Ogun:</b> Yewa North, Odeda, ifo, Ado/Odo, Obafemi-Owode  <b>Kaduna:</b> Sabon-gari, Kudan and Makarfi	
Poultry	382 378} = 1,130 370	<b>Edo:</b> Ikpoba Okha, Ovia Northeast, Ovia Southwest, Esan West, Orhionmwon  <b>Kaduna:</b> Kaduna north, Igabi, Jama'a  <b>Nasarawa:</b> Akwanga, Wamba, , Nasarawa eggon	

ensure that the sample is most representative of the beneficiary population, the selected consultant would ensure deployment of appropriate sampling procedures that takes into consideration the different aspects of variability, including sex and age categories of participants, location (State/LGAs), scale of operation of the businesses of the entities, value chain activities, etc.

Note that no household outside the project intervention areas would be interviewed and that those to be interviewed represent the focused value chains in each state, the consultant is expected to use participants-based survey design.

#### Focus Group Discussions (FGDs) and Key Informant Interviews (KII)

In addition to participants' face to face interviews using survey questionnaires to interview between 1,092 and 1,527 farmers depending on the value chain (see sample size above), complementary data are to be collected from farmers using focus group discussions (FGDs) and key informants' interviews (KII). Consultant shall conduct FGDs, which should be held with male and female farmers separately and including a separate group for youths in each of the states. The client is recommending a minimum of twenty (20) FGD sessions (8 women's groups, 8 men's groups and 4 youth groups) across the states and/or value chains. The consultant should also organize key informant interviews with at least thirty (30) entities across the states and/or value chains. The entities (including farmers cooperatives, SMEs, input suppliers, service providers, partners, Heifer staff etc.) should be selected across the states.

#### Consideration of the Enterprise and Household Transformation Models (ETM and HHTM)

##### HHTM

Heifer International understands that a holistic development approach is the key to supporting households transitioning and staying out of poverty. A Sustainable Living Income, as defined by Heifer International, is a consistent level of income that allows households to access nutritious food, comprehensive education, quality housing, and other essential needs but also includes correlated social and environmental outcomes. Whereas a Living Income is a monetary benchmark, a Sustainable Living Income is measured utilizing the Heifer's Household Transformation Model through three progress levels (A, B, and C) and across a potential five outcome domains, including: income, food, women's empowerment, climate smart agriculture, and social capital.

##### ETM



The ETM is a five-domain assessment tool used to measure the status of farmer cooperatives toward achieving economic sustainability. It benchmarks the cooperative's maturity at a given point in time and tracks the improvement over the life of the project and beyond.

The Transformation Model indicators are tracked throughout the life of a project so they can assess household progress toward achieving a Sustainable Living Income. All these data are captured at the household and entity levels through a household survey and entities survey corresponding questionnaire is the same as for GIM, the GIM is the process of measuring both the HHTM and ETM indicators.

Note that the Household Transformation Model is an individual household assessment tool. Each household's overall score is governed by its scores for each domain.

#### Data Collection and Analysis Methods

The consultant will adopt the standard data collection method for Heifer International Global Indicators. Heifer Nigeria recommends that direct data collection using the standard tool (Heifer's standard questionnaire on survey CTO) be used to collect data, the consultant should also consider other data collection methods such as direct observation, interviews, and the use of the best judgment to collect data from the best applicable member of the household. Consultant's enumerators will collect data at least in the above-mentioned beneficiary households in each of the states (as stated above) of project interventions. Enumerators will be trained on Heifer International Global Indicators and the Project specific Indicators (PSIs).

The evaluation report should contain strong quantitative analysis, within data limitations, that clearly respond to Heifer International Global indicators. The methodology will be comprised of a mix of tools appropriate to the Global indicators' questions. These tools may include a combination of the following:

1. Literature Review
2. Household, SHG and FOAB Questionnaires
3. Focus Group Discussions
4. Key Informant Interview guide
5. Focus Groups discussion guide.
6. Quantitative analyses

It should be noted that Heifer International standard data collection tool/system is the Survey CTO while the data analysis system is SPSS (other data analysis system could be used but such must be discussed with the client). These will be the data collection and analysis solutions to be used in this assignment.

Prior to the start of data collection, the consultant will develop and present to Heifer International Nigeria team an inception report for review and approval, a data analysis plan that details what procedures will be used to analyze quantitative data, how focus group interviews will be transcribed and analyzed; what procedures will be used to analyze qualitative data from key informants and other stakeholder interviews; and how the survey will weigh and integrate qualitative data from these sources with quantitative data.

#### **VII. Key responsibilities of the Consultant**

The Consultant will be responsible for the quality and timely submission of specific deliverables, as specified below. All documents should be well written (reader friendly and communicative), inclusive and have a clear analysis process.

Based on these Terms of Reference, key responsibilities of the Consultant include:

1. Review of program documents for clearer understanding of the project
2. Familiarize with Heifer Global Indicators
3. Adopt, adapt and apply Heifer existing questionnaires available on SCTO, only review options to reflect project specific deliveries.

4. The Consultant will design questionnaires for project specific indicators, share with project team for review, finalize and upload into the SurveyCTO system
5. Familiarize with Heifer performance indicator reference sheet
6. Develop other survey tools such as focus group discussion and key informants' guides.
7. Develop an inception report outlining the outcome monitoring survey framework, methodology, data collection methods and tools, sampling design, implementation timeline, team assignment, and implementation management.
8. Provide a Power Point presentation of the inception report for finalizing the survey tools and techniques.
9. Recruit enumerators for data collection (enumerators should be agreed upon between the consultant and Heifer International Nigeria).
10. In collaboration with Heifer team, train the evaluation team on Heifer Global Indicators and on data collection tools; questionnaire and mobile/tablet platform.
11. Lead in the field data collection, lead focus group discussion and key informant's data collection.
12. Clean up data collected in the Survey CTO and prepare the data for analysis using SPSS.
13. Analyze data using SPSS, STATA and any other familiar data analysis tools.
14. Submit and present the first draft evaluation report.
15. Incorporate essential feedback and submit a final report (electronic and signed hard copy).
16. Present the report including base values to the project team and to the country program management team for validation.
17. Attend relevant meetings including presentation of inception report, draft reports, weekly check ins and others that may be required from time to time.
18. Submit the final report considering inputs from various reviewers.
19. Submit a summary of the final report (not more than two pages). Please note that this brief report will be used for external audience.

### **VIII. Consultant Deliverables**

The following deliverables will be produced as part of the Midterm Evaluation:

1. Inception Report:
  - A detailed plan for the evaluation, including methodology, sampling strategy, and timeline.
2. Preliminary Findings Report:
  - A brief document outlining the key findings from the data collection and initial analysis.
3. Final Midterm Evaluation Report:
  - A comprehensive report including:
    - Executive Summary.
    - Overview of methodology and evaluation process.
    - Detailed findings related to project progress, relevance, effectiveness, efficiency, sustainability, coherence, impact, challenges, findings, conclusion, and recommendations.
    - Comparison of baseline and midline data (targets vs actuals).
    - Recommendations for improvements or adjustments to the project.
    - Annexes (e.g., indicator table (including baseline, targets, and actuals), Results Framework (if not included in body of text), data tables, data collection tools, survey instruments, interview notes, bibliography, Terms of Reference/Statement of Work for the evaluation, Conflict of Interest form(s) etc.).
4. Presentation of Findings:
  - A PowerPoint presentation summarizing the findings and recommendations for stakeholders, including Heifer project staff, partners, donor, etc. A 2-3 page stand-alone brief describing the evaluation design, key findings and other relevant considerations.
5. Submission of Datasets: All external evaluations and datasets are the ownership of Heifer and therefore, the evaluation consultant is required to hand over these datasets (including comprehensive data collection tools, raw and cleaned data) to Heifer. These datasets should be delivered cleaned with appropriate

documentation and legends to the MEL Manager for proper archiving, future research and/or management.

6. Preliminary findings Draft Evaluation Report: This will include outline of key findings from the data collection and initial analysis. The draft report covers midline measures for relevant indicators and disaggregates, and recommendations for project implementation. Note, the draft report can be written concurrently with the data cleaning, consolidation and analysis to ensure all the criteria are properly reflected and included. The report will include the following sections:

- **Cover page** (with photo)
- **List of Acronyms**
- **Table of Contents**
- **Executive Summary** (3 to 5 pages): should be clear and concise stand-alone document that gives readers the essential content of the final evaluation report, findings, and actionable recommendations.
- **Body of Report** (not to exceed 30 pages):

*Background* (3 pages): Briefly describe the Naija Unlock Signature Program and state the objectives of the midterm evaluation, project duration, beneficiary targets, geographical coverage and Nigeria's context, as well as previous evaluation activity to inform an external audience.

**Purpose and Scope** (2 pages): Explanation of why the evaluation is taking place, the added value of the evaluation, relevance, targeted audiences identified, explanation of all areas of the project being included in the evaluation, and if not, reasonable explanation why not.

**Main Evaluation Questions:** Align evaluation questions with Heifer's interest; show value added learning and knowledge; ensure evaluation questions are appropriate for project activities and stage of implementation and address the evaluation questions/ criteria.

**Evaluation Approach and Methodology** (4 pages): Explain the evaluation design, describe the methodology, data and sources, sampling methodology, data collection, schedule of activities in detail, description of analysis undertaken, and constraints and limitations of the Midterm evaluation. Include evaluation management and coordination roles and responsibilities.

**Findings and analysis** (14-18 pages) pertaining to quantitative addressing the midterm evaluation measures for selected indicators and disaggregates, and qualitative for the learning questions. Provide information on project progress, relevance, effectiveness, efficiency, sustainability, coherence, impact.

**Recommendations** (6-10 pages): Provide actionable, clear recommendations on project outcomes and lessons learned to guide improvements or adjustments to the project.

**Annexes:** Attach TOR, bibliography, sampling framework, list of persons consulted, changes made to survey methodology during implementation, survey questionnaires and tools, additional results to answer midterm evaluation questions, qualitative evaluation findings, analysis, conflict of interest form(s), indicator table including baseline, targets and actuals; Results Framework and additional documentation as necessary.

**Photographs:** 20 high quality photographs (minimum 300 dpi resolution) of data collection activities, i.e., interviews, focus group discussions, agricultural practices, etc. Photographs should be provided with written midterm evaluation report on an external storage device for Heifer.

## IX. Timeline

The midterm evaluation will be conducted over a period of four months between April and September 2026. The key phases and milestones with an anticipated start date of April 15, 2026, are as follows:

- **Inception Phase (Week 1 - 4):** Finalization of methodology, tools, sampling plan, data analysis plan, meetings schedules, etc.
- **Data Collection (Week 5 - 8):** training data collectors, field visits, surveys, interviews, and FGDs.
- **Analysis and Reporting (Week 8 - 14):** Data cleaning, analysis, report drafting, and reviews.
- **Review of Report (Weeks 12 – 14):** Review of draft report and feedback to evaluator
- **Final Report Submission (Week 15 - 16):** Incorporation of feedback and submission of final report of the midterm evaluation.

## X. Key Qualifications and Experience

The evaluation consultant/ firm will be led by a team lead with vast experience in undertaking similar tasks in the past supported by other team members as necessary to ensure balanced and complementary mix of expertise in the technical areas covered by the evaluation as well as in conducting the midterm evaluation. The team lead will:

- Hold at least a master's degree or higher in social sciences, development studies, demography, economics, agricultural economics or related graduate qualifications.
- Demonstrated capacity for implementing electronic data collection using platforms such as Survey CTO, data management and strong knowledge of quantitative data analysis packages such as SPSS and other relevant/applicable ones, and qualitative data analysis methods.
- Extensive knowledge and at least 10 years of experience, particularly in agriculture/livestock, food security and market system development and involving M&E related responsibilities.
- At least 5 years of demonstrated experience at progressively senior levels in the design, planning and implementation of large-scale quantitative and qualitative assessments. Specifically in evaluating international development initiatives.
- The team should also include, at a minimum, a Statistician, agribusiness expert, and a Survey Manager, all with at least 5 years of experience and Master's degree in their respective fields.
- Field survey staff of data managers, supervisors and enumerators. The enumerators should have a bachelor's degree with a minimum of 2 years of experience.
- Proven experience with logical framework approaches and other strategic planning approaches, M&E methods and approaches, information analysis and report writing.
- Understanding of the development context of Nigeria and the value chains of focus is an advantage.
- Excellent communication, interview, and report writing skills: - Fluency in English and other local languages in the states of the assignment are essential.
- Prior working experience with Heifer International is an added advantage.
- Evidence of success in completing similar evaluations in terms of size, design and rigor (at least 3 - 5 recommendation/completion letters).

## **XI. Proposal Requirement**

### **a). Administrative Requirements:**

- The bid documents must include the following administrative documents at a minimum.
- Company Registration Documents. Certificates/licenses issued by the appropriate agency of government (Corporate affairs commission).
- Valid Tax Clearance Certificate issued by the regulatory authority (FIRS).
- Reference documents of the previous similar assignments completed.
- Reference list with contact details (emails, mobile numbers) of organizations with similar assignment completed.

**Note: Failure to meet a single administrative requirement may result in disqualification of the Service provider from further technical evaluation.**

### **b). Technical proposal Not exceeding 8 pages:**

The Consultant should incorporate the following into the technical proposal:

- Evaluation title, methodology (state detail about the sampling, data collection systems, techniques/methods, key parameters, key respondents, etc.), understanding the tasks, data quality assurance & data management, evaluation framework, expected deliverables and timelines (max 3 pages).
- Team composition should mention in the technical proposal (proposed position/expertise, key tasks, allocated amount of time in percentage, name, brief education and experiences and rate/man days required for this assignment);

- Recent curriculum vitae (max.3-4 pages) of the lead consultant and team members as annexure.
- Recent evaluation reports conducted by the Consultant or Firm must be indicated (at least three);

**c). Financial Proposal (In Naria):**

- Itemized budget.
- Narrative explanation of line items.

Proposed budget priced in Nigerian naira must be submitted separately electronically along with the bid document. The pricing information should not appear in any other section of the proposal other than the financial proposal. The registered company shall be entirely responsible for all applicable taxes, transportation to the delivery sites and offloading of the supplies. Submission must be in English and typed single-spaced on standard type white paper. All pages must be numbered, including the name of the organization at the bottom of each page.

**XII. Evaluation of Proposals:**

**a). Selection method:**

The procurement selection committee will evaluate the proposals using the Quality-Cost Based (value-for-money) methodology as detailed below:

1. Preliminary examination of administrative requirements compliance to this request for proposals on a pass/fail basis.
2. Detailed technical evaluation will contribute 80%.
3. Financial scores will be allocated 20% to determine the best evaluated bid.

**Proposals failing at any stage will be eliminated and not considered in subsequent stages.**

**b). Minimum technical score:** The mark required to pass the technical evaluation is 70% of the technical Score.

**c). Total scores:** Total scores shall be determined using a weighting of 80% for technical proposals and a weighting of 20% for financial proposals.

**III. Proposal submission requirements**

The technical and financial proposals should be submitted separately in PDF format, both clearly marked with the RFP Reference Number above. Proposals (both technical and financial) must be submitted by email to [procurement-ng@heifer.org](mailto:procurement-ng@heifer.org) with clear subject line: **“(Consultancy Service to Conduct FY’26 Midterm Evaluation of the Naija Unlock Signature Program.”) and submitted by Friday, February 13<sup>th</sup>, 2026, at 5:00pm WAT.**

**IV. 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:

<b>Part A. Technical Criteria</b>	<b>Weighting (%)</b>	
Specific experience of the Consultant/firm	Demonstrated good understanding of the scope of work	5%
	Demonstrated knowledge, previous exposure, and technical experience in project evaluation studies.	10%
	Previous experience working with development projects financed by the Government of Nigeria or International organizations.	10%
		10%

	Proven experience in conducting similar assignments.	
Quality of Team	Quality of the facilitator: demonstration of knowledge and experience at least 5 years and the quality of the CV.	10%
	Quality of the facilitator/proposed team: The team must demonstrate knowledge and experience (at least 5 years) in the different areas highlighted in the scope of work.	10%
Methodology & Approach	Quality of proposed approach and flow of the approaches	10%
	Quality of work plan and project management provisions proposed to mitigate risks.	10%
	Creativity of the approach to deliver quality work within the timelines specified	5%
<b>Total for Technical</b>		<b>80%</b>
<b>Financial -</b> Budget justification and costs realism		<b>20%</b>

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.

#### **V. Late submissions and verification**

Proposal received after the submission deadline will not be considered. Bidders are responsible for ensuring 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 bidders. Written inquiries may be made and should be directed to the following email: [procurement-ng@heifer.org](mailto:procurement-ng@heifer.org)

#### **VI. Time of delivery**

This assignment is conditional, and timeline for conducting the evaluation is from **April 2026 to September 2026 (Data collection must be completed before the end of June 2026)**.

#### **VII. Validity of Proposals**

Proposals submitted shall remain open for acceptance for 30 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	February 13 <sup>th</sup> 2026
2.	Processing and selection	February 20 <sup>th</sup> 2026
3.	Notification of award	February 13 <sup>th</sup> 2026
4.	Award agreement negotiation	March 6 <sup>th</sup> 2026
5.	Signing award	March 27 <sup>th</sup> 2026

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.