



Advancing Local Dairy Development In Nigeria (ALDDN)

Request for Proposal: Program Implementing Partners

June 2019



© Copyright 2019

Sahel Consulting Agriculture and Nutrition Limited.

Confidential. Not for further reproduction or distribution

Synopsis of this Request for Proposal (RFP)	
Issue Date	5 June 2019
Project	Advancing Local Dairy Development in Nigeria (ALDDN)
Jurisdiction	Nigeria
Issuing Office & Email for Submission of Proposals	Attn: Nathalie Ebo Email: nebo@sahelcp.com and Olumide Oyebamiji Email: ooyebamiji@sahelcp.com Sahel Consulting Agriculture & Nutrition Limited 34A Fola Osibo Street, Lekki Phase 1, Lagos, Nigeria
Deadline for Receipt of Proposals	Please email proposals by 19th June 2019 to the email addresses nebo@sahelcp.com and ooyebamiji@sahelcp.com
Point of Contact	Nathalie Ebo nebo@sahelcp.com
Basis for Selection	Sahel will select program implementing partners through a fair and transparent process. Proposals will be evaluated using the criteria outlined in Section III of the RFP

SAHEL Consulting

1. ALDDN PROGRAM OVERVIEW

1.1 Background

Sahel Consulting Agriculture and Nutrition Ltd (Sahel) is a leading management consulting firm focused on the agricultural and nutrition sectors in Africa. We partner with government agencies, private sector companies and leading international development organizations to conduct research, analyze policies, develop strategies, and implement programs that promote sustainable food security and improved nutrition. Since our inception in 2010, we have worked on a variety of projects across West Africa in collaboration with public, private and nonprofit organizations and development partners.

Over the past three years, Sahel has been working with two dairy processors and government partners to test a processor-led approach to unlock the potential of the local dairy sector in Nigeria and has learned valuable lessons around challenges hampering pastoralists' productivity and their limited participation in the formal dairy sector.

1.2 Program Objectives

Leveraging these lessons learned, Sahel would like to engage program implementing partners on the proposed Advancing Local Dairy Development in Nigeria (ALDDN) program which will aim to catalyze a vibrant local dairy sector in an inclusive way that improves the livelihoods, productivity, nutrition, and empowerment of smallholder women dairy farmers and the communities in which they live. More specifically, the program will seek to:

- Advocate for an enabling environment for local sourcing through engagements with the government and relevant private sector stakeholders.
- Increase demand for locally sourced milk through partnerships with dairy processors currently or interested in sourcing locally.
- Improve smallholder dairy farmers' productivity by increasing their access to technical support services and right inputs.
- Empower women dairy farmers and enable them to improve their livelihoods and that of their households.
- Improve nutrition outcomes among smallholder dairy households through food systems entry points.

1.3 Program Scope

If approved by the funding partner, the program will run for five years and will be implemented in partnership with 6-8 dairy processors across 10 states including Adamawa, Jigawa, Kaduna, Kano, Niger, Oyo, Ogun, Osun, and Plateau, reaching a total of 60,000 farmers in 20,000 dairy households. Interventions under consideration are:

Interventions	Components
1. Farmers' Organization	<ul style="list-style-type: none">· Identification & Integration of dairy farmers into partnering dairy processors' formal value chain· Facilitating the formation and strengthening of Self-Help Groups (SFGs)
2. Infrastructure Development	<ul style="list-style-type: none">· Construction of energy efficient water resources (e.g., boreholes)· Procurement and distribution of milk cans to integrated farmers· Construction of milk collection centers and points· Procurement and deployment of milk evacuation vehicles
3. Productivity Improvement	<ul style="list-style-type: none">· Commercial feed & fodder production· Provision of genetics & breeding services to eligible farmers· Provision of animal health services to participating farmers

4. Financial Inclusion & Income Diversification Support	<ul style="list-style-type: none"> · Provision of financial inclusion services · Provision of income support and diversification activities, particularly for women dairy farmers
5. Training & Extension, Advocacy and Behavior Change	<ul style="list-style-type: none"> · Content development and dissemination of training through various mediums (e.g., in-person, digital, radio etc.) · Advocacy and support programs to identify and promote men as gender empowerment champions within the communities
6. Policy Advocacy to Support a Thriving Dairy Sector	<ul style="list-style-type: none"> · Fund economically robust analyses of policy reform opportunities on import tariffs and levies · Support convenings with the government (e.g., Ministry of Agriculture, Ministry of Trade & Investment) and relevant stakeholders such as the National Commercial Dairy Farmers Association, leading dairy processors, to discuss and recommend a dairy development strategy and related policy options · Provide technical and advisory support to strengthen dairy industry associations to enable them to effectively advocate for an enabling environment for the industry

See appendix for more details on each intervention

2. REQUEST FOR PROPOSALS

2.1 Overview

Sahel is seeking to bring on board and collaborate with other implementing organizations to execute ALDDN in partnership with the dairy processors and the government. The program would be overseen by a steering committee comprised of the Chief of Party housed at Sahel, the dairy processors' program sponsors and the implementing partners' organizations' heads. The steering committee will hold quarterly internal review meetings with the team leads from each entity. Project teams from the various entities will deliver on their assigned program interventions, with the support of subcontractors and subject matter experts, as applicable. The team leads will also coordinate with relevant government entities supporting their interventions.

2.2 Scope

Below are the proposed assigned areas of responsibilities of each organization:

Organization	Roles & Responsibilities
Sahel	<ul style="list-style-type: none"> · Overall Program Management, Grant & Financial Management · Monitoring & Evaluation · Studies (Baseline and Impact Evaluation, Gender & Nutrition studies) · Content development and training dissemination
Implementing Partners	<ul style="list-style-type: none"> · Farmers' Identification · Self-Help Groups Formation and Strengthening · Financial Inclusion & Income Diversification Support · Feed & Fodder Production · Artificial Insemination and Animal Health · Policy advocacy to support a thriving dairy sector
Dairy Processors	<ul style="list-style-type: none"> · Establishment of milk collection and evacuation infrastructure · Farmers Integration and Database Development & Management · Milk Cans Procurement, Water Resources' Construction

Government (Federal, States)

- Provision of enabling environment
- Collaboration to develop pastureland in grazing reserves and in the set-up of animal health clinics
- Provision of extension agents and community health workers to support the program
- Provision of feeder roads

2.3 Deliverables for Implementing Partners

Selected program implementing partners will be expected to lead one of the following component areas:

Partner 1

- Identification of 20,000 new dairy households in partnering dairy processors' targeted clusters in target states.
- Organization of farmers into Self-Help Groups and strengthening of the Self-Help Groups
- Provision of financial inclusion services and income diversification support to integrated dairy farmers

Partner 2

- Production and sale of feed and fodder to integrated dairy farmers

Partner 3

- Artificial Insemination and Animal Health services to integrated farmers

Partner 4

- Policy advocacy to support a thriving dairy sector

2.3 Program Duration

The program is expected to be commence in September 2019 and run for five (5) years.

3. RFP RESPONSE REQUIREMENTS

Desired partners must:

- Have an existing presence in Nigeria
- Have prior experience and/or a background in implementing interventions of a similar scope among smallholder farmers
- Have experience addressing gender issues and mainstreaming gender in programs. Have or will hire a gender expert as project staff
- Have or will hire field staff with sound understanding of the local language(s) (Hausa, Fulfulde, and Yoruba), culture and customs in the targeted states.
- Willing to work as part of a consortium with other partners to deliver on the program objectives

Interested organizations should include the following in their RFP response using the templates provided:

3.1 Corporate Information

- Location of the organization's current functioning office(s) and/or places with existing presence throughout Nigeria or elsewhere
- A copy of the company's legal Registration Certificate
- A copy of the company's TIN Certificate
- A copy of a Valid Tax Compliance Certificate
- Valid ID card of the authorized person
- Company Ownership and Management Information

3.2 Technical Proposal:

The technical proposal should include the following for the program component area(s) of interest:

- Capability statement
- Proposed approach for implementing each intervention under the component(s) of interest
- Expected outcomes and key impact indicators that will be tracked for each intervention
- A workplan that provides a breakdown of key activities, outputs and annual timeline as described in your proposed approach
- Risk matrix

3.3 Price Proposal

Organizations should submit a Price Proposal that references the Scope of Work. All costs associated with delivering the Scope of Work must be detailed within the Price Proposal (e.g., equipment cost, crew cost, professional fees and travel expenses). All costs should be quoted in US Dollars.

3.4 Past Experience

This section of the proposal should include the following:

- At least three (3) examples of current or past performance projects (and references associated) that clearly highlight the experience in delivering similar scope of work with the interventions under the component you are applying for
- Experience working on gender and/or nutrition-related issues

Note that Sahel will contact given references to authenticate and ask any questions that may be relevant to this project.

3.5 Personnel and Management

The organization should provide a project staffing organizational chart, listing proposed personnel to be assigned to this program. Also include the role and a bio for key personnel listed. Bios must include education, training, languages, key accomplishments, and relevant experience comparable to that described within this RFP. All key personnel should be indicated in the Proposal and their commitments confirmed. Additionally, please include the number of support staff and their proposed roles in the implementation of the program.

Evaluation Criteria

Proposals will be evaluated based on six (6) criteria:

Main Criteria	Weighting (%)
Basic requirements	Prerequisite
Corporate information	Prerequisite
Technical proposal	30%
Past experience	30%
Personnel and management	20%
Price proposal	20%

4. REQUEST FOR PROPOSAL DEADLINE

Proposals of not more than 15 pages in length, excluding additional materials (such as CVs in separate annexes that will not count towards the 15-page limit), should be emailed to Nathalie Ebo (nebo@sahelcp.com) and Olumide Oyebamiji (ooyebamiji@sahelcp.com) by **19th of June 2019**. The deadline for questions and inquiries about the proposal is **14th June 2019**.

Please note: No proposal submitted after the stated deadline will be accepted.

5. MISCELLANEOUS

Disclaimer

- We accept no liability for the accuracy, adequacy, or completeness of any of the information provided or any opinions contained in the Invitation to submit Proposal, or of any other information made available during the tender process.
- If you submit a proposal, you will be deemed to have understood fully the requirements of this Invitation for the submission.

APPENDIX

Proposed Program Interventions

Farmers' Organization	Farmers' Identification & Integration	<ul style="list-style-type: none"> The program, through extension agents seconded by the state governments and hired private extension agents, will support the processors in new farmer's identification and integration activities: <ul style="list-style-type: none"> Establish relations with the governments of the states in scope, to get state extension agents assigned to the program Recruit and train private extension agents to ensure enough female representation, given the cultural norms among Fulani communities Integrated farmers will be registered onto an electronic portal managed by the processor to enable tracking of key data (e.g., daily collection volumes) at the farmer level
	Self-Help Groups' Formation & Strengthening	<ul style="list-style-type: none"> This intervention seeks to enable participating dairy farmers to be better organized, trained and equipped to control and manage their dairy business. Key elements include: <ul style="list-style-type: none"> Sensitize dairy communities (including leaders, men, and women) and build awareness around the benefits of active participation in Self-Help Groups (SHGs) Increase women's participation in existing SHGs and associations where relevant, based on cultural norms Work with the communities to set up, register and operationalize new SHGs (including women only SHGs) where relevant Build the capacity of dairy farmers, particularly that of women to effectively operate and take on leadership roles within existing and new SHGs
Infrastructure Development	Water Resources	<ul style="list-style-type: none"> This intervention aims to improve farmers' access to clean water. Third-party contractors will be selected to set up energy efficient water resources (e.g., boreholes, water retention systems) in targeted dairy communities. This will ensure that dairy households and indigenous populations in the communities they live in have clean water for both human and animal consumption and to improve milk hygiene The program may combine a borehole and a retail kiosk selling clean water and household products, managed by a local female entrepreneur or SHGs. The vision is to facilitate access to clean water under a sustainable business model that covers the cost of building boreholes and maintaining them in years to come
	Milk Cans	<ul style="list-style-type: none"> The program will also co-fund the procurement of milk cans. They will be distributed to dairy farmers through the SHGs in order to improve milk hygiene during transportation to the collection centers
	Milk Collection Points/ Centers	<ul style="list-style-type: none"> The program may provide partial funding, contingent on processors' own financial commitments, to establish milk collection centers and/or points to enable them to collect milk from more farmers. Some processors are considering introducing milk parlors, where farmers will bring their cows for milking The program may also assist the SHGs in setting up small collection units to manage aggregation
	Milk Evacuation Vehicles	<ul style="list-style-type: none"> The program may provide partial funding, contingent on processors' own financial commitments, for the procurement of milk evacuation vehicles to enable them to collect milk from more farmers. Processors will strengthen their network of milk vendors to improve their ability to reach remote areas
	Milk Processing	<ul style="list-style-type: none"> Some processors are planning to invest in new plants and/or production lines to support new products using raw milk.
Productivity Improvements	Commercial Feed &	<ul style="list-style-type: none"> This intervention will be designed to drive more ownership from farmers to ensure sustainability. Processors will need to partially fund aspects of the intervention.

	Fodder Production	<ul style="list-style-type: none"> A business case around the viability of commercial feed and fodder production will be developed and used to engage intermediaries, who can work with interested farmers, to provide them with finance, inputs, mechanization, and other essential services. They can afterwards recover their investment through deductions from revenue from the sale of yields. Farmers will get the balance sum after deductions. The program will also collaborate with the Federal Government and private sector players they engage under the newly approved NLTP and Green Imperative Program, to improve dairy farmers' access to feed and fodder
	Genetics & Breeding	<ul style="list-style-type: none"> This intervention will be included only if results from NDDP¹ demonstrate a sustainable model. Processors will need to partially fund aspects of the intervention. Targeted farmers need to have demonstrated a record of adhering to good animal feeding and health management practices and have a plan to manage crossbreds The program will subcontract service providers to provide them with AI services at subsidized rates
	Animal Health	<ul style="list-style-type: none"> This intervention will focus on improving farmers' access to veterinarians, drugs, and vaccines. Processors will need to partially fund aspects of the intervention. The program will explore the feasibility of a partnership with programs such as the MTN's cow identification program. This will enable tracking and monitoring of cows belonging to participating households. The program can also sponsor a study to identify endemic diseases local cows in each participating state should be vaccinated against. It would connect qualified animal health providers to participating farmers through the Self-Help Groups and the processors for services such as annual vaccine campaigns. Payments could be deducted from milk sales. Farmers would also be provided with vaccination cards to better track vaccines and treatment given to their cows
Financial Inclusion & Income Diversification Support	Financial Inclusion	<ul style="list-style-type: none"> Key components of this intervention must be gender sensitive to minimize risks of women disempowerment. They include the following: <ul style="list-style-type: none"> Partner with financial institutions and mobile money providers to provide dairy farmers, particularly women, with more and easier access to services such as savings accounts, micro credit, Islamic banking, mobile banking, etc. Facilitate the provision of insurance to mitigate against milk production risks. Work with the SHGs to explore and disseminate information about agricultural grants and schemes, e.g., Anchors Borrowers Scheme, for which farmers may be eligible. Develop and provide financial literacy programs to dairy farmers on topics such as budgeting, basic bookkeeping, savings etc.
	Income Diversification Support	<ul style="list-style-type: none"> Key components of this intervention aim to enable beneficiaries, particularly women, to diversify their income potential outside of dairy (e.g., by learning new trades, and investing in other value chains). They include the following: to - <ul style="list-style-type: none"> Provide vocational training with market potential to enable farmers to learn new trades.

¹ The Nigerian Dairy Development Program (NDDP) is the precursor to ALDDN. It included an artificial insemination component, which is still ongoing. Lessons from that intervention will inform whether or not the intervention should be included in ALDDN.

		<ul style="list-style-type: none"> ○ Introduce dairy farmers to nutritious crops to cultivate for sale to diversify their income and diets e.g., intercropping of cereals with legumes, raising chickens and/or goats. ○ Provide farmers with training to enhance their business skills and facilitate registration with the National Collateral Registry of Nigeria which allows them to unlock sources of capital with assets that would otherwise not be looked at by lenders as potential collateral. ○ Foster communal ownership of productive assets such as dairy equipment to improve milk production and joint investments in new business ventures to increase their income. ○ Facilitate engagement with microfinance institutions to encourage individual and group savings and establish low risk lending programs.
Training & Extension, Behavior Change and Advocacy	Good Dairy Practices	<ul style="list-style-type: none"> • The program includes developing good dairy practices training curriculum and leveraging various mediums to improve retention and adoption rates. The program will: <ul style="list-style-type: none"> ○ Design and disseminate training modules that can benefit the dairy communities through extension agents, including female agents to increase the participation of women dairy farmers. ○ Partner with radio stations to develop and air relevant programs in local languages. ○ Leverage technology to provide mobile extension services e.g., via Interactive Voice Response (IVR).
	Nutrition Education & Behavior Change	<ul style="list-style-type: none"> • Key components of this intervention will target dairy households and indigenous households in the communities they live in. It includes the following: <ul style="list-style-type: none"> ○ Develop and disseminate nutrition education through various communication platforms (e.g., extension agents, health clinics, traditional birth attendants, radio programs). This should include education on food choices, including impact of processed food on health. ○ Educate farmers on nutritious crops they can plant for their own consumption. ○ Organize food demonstration and skill-building sessions for participating communities. ○ Explore opportunities with processors to provide nutrition education campaigns to their end consumers e.g., healthy diet messaging. ○ Assess and measure the impact of the training received on behavior change.
	Hygiene Education & Behavior Change	<ul style="list-style-type: none"> • Key components of this intervention will target dairy households and indigenous households in the communities they live in. It includes the following: <ul style="list-style-type: none"> ○ Reinforce training on good hygiene and sanitation practices, including personal, animal, cooking, and environmental hygiene. ○ The program will disseminate the training to targeted communities through more mediums, including the extension agents, state community health workers (CHEWs), interactive radio programs and mobile extension services. We will also monitor adoption levels.
	Engagement of Men as Champions	<ul style="list-style-type: none"> • The program will: <ul style="list-style-type: none"> ○ Develop and disseminate gender education materials to participating dairy households through various channels ○ Sensitize and educate community leaders and men on the benefits of women empowerment ○ Advocate for the active involvement and buy-in from men towards women's participation and increase leadership across all interventions.

		<ul style="list-style-type: none"> ○ Explore opportunities to organize gender-themed campaigns to encourage behavioral change ○ Assess and measure the impact of the training received on behavior change
Policy Advocacy	Policy Advocacy to Support a Thriving Dairy Sector	<ul style="list-style-type: none"> • Key components of this intervention include to: <ul style="list-style-type: none"> ○ Fund economically robust analyses of policy reform opportunities on import tariffs and levies ○ Support convenings with the government (e.g., Ministry of Agriculture, Ministry of Trade & Investment) and relevant stakeholders such as the National Commercial Dairy Farmers Association, leading dairy processor, to discuss and recommend a dairy development strategy and related policy options ○ Provide technical and advisory support to strengthen dairy industry associations to enable them to effectively advocate for an enabling environment for the industry

Proposal Checklist

Submit proposal via email and include the following:

Task	Status
Signed cover letter	
Response to each of the evaluation criteria:	
<ul style="list-style-type: none"> • Basic requirements 	
<ul style="list-style-type: none"> • Technical proposal 	
<ul style="list-style-type: none"> • Corporate capability and past experience 	
<ul style="list-style-type: none"> • Personnel management 	
<ul style="list-style-type: none"> • Price proposal 	