



NIGERIA OPERATIONAL PARTNER QUESTIONS AND ANSWERS NG-RFP/2026/10

- 1) Geographic scope, programme scale and targets:** Should bidders plan and cost implementation across all five named states, Abia, Enugu, Kano, Oyo and Osun, in addition to Abuja, or is implementation expected to begin in a subset of these locations? Could you also clarify the indicative number of LGAs, schools/NFE centres, children, adolescents, teachers/facilitators and communities expected to be reached over the two-year period, including what the reference to 10/20 She Creates Change centres represents?

Bidders can plan and cost for implementation across the 5 states as subsets. Room to Read has initiated literacy project work in Oyo state in 33 LGAs and Osun state in 30 LGAs working with primary schools and She Creates Change project work in Kano state in 6 LGAs working with secondary schools. In year 1 (2027), the Literacy project aims to work with Kano state targeting 33 schools while in year 2 (2028), work with Abia and Enugu states targeting 67 schools. Girls Education Program She Creates Change project in Kano state, aims to work with 20 schools targeting 10,000 adolescents in Year 1 and to double the schools and beneficiaries by the end of Year 2.

Note that the number of schools is an estimate for planning and budgeting purposes. The actual number of schools will be dependent on available funding. Room to Read uses a consultative approach with the implementing partners and the state representatives on the number of LGAs to onboard each year, the schools and NFE centres selected within those LGAs, the number of primary school children and adolescents to benefit, as well as the teachers, educators and facilitators to engage for capacity building and project implementation activities.

10 or 20 She Creates Change centres represent both formal and non-formal education settings selected each year across the agreed LGAs in Kano state.

- 2) Roles and responsibilities:** Could Room to Read clarify the respective responsibilities of Room to Read, the Operational Partner and implementing NGOs/publishers, particularly for programme implementation, technical support and quality assurance, monitoring, government engagement, procurement, contracting and financial management?

Room to Read will retain overall project and technical oversight, provide program materials and standards, and approve key technical decisions.



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The Operational Partner will be accountable to Room to Read for managing the in-country project team, government and NGO/publisher relationships, contracting and financing implementing NGO/publishers, monitoring and quality assurance and consolidated reporting.

Implementing NGOs and publishers will be accountable to the Operational Partner for delivering their assigned activities, applying agreed technical and financial requirements, and reporting results and expenses.

Procurement responsibilities may vary among the Operational Partner and implementing NGOs and publishers depending on the product or service being procured – Room to Read will work closely with the Operational Partner to advise on the most appropriate procurement structure for a given product or service, based on experiences in coordinating procurement among partners in other contexts.

- 3) Implementing partners and funding arrangements:** Have the NGOs and publishers referenced in the RFP already been identified, or will the Operational Partner be responsible for identifying, selecting, contracting and managing them? Where funding is required for their activities, will funds flow through the Operational Partner or will Room to Read contract and pay implementing partners directly?

Local NGOs under the She Creates Change project as well as a publishing partner under the Literacy project have been identified in Year 1 (2027). Per the response in question 2, the operational partner will be responsible for contracting and financing implementing NGOs/publishers. Funds will come from Room to Read to operational partner, who will manage funding for the NGOs/publishers.

- 4) Eligibility of lead applicants:** Could you confirm whether the lead applicant may be a Nigerian private-sector entity, NGO/non-profit organization or not-for-profit/social enterprise, provided it meets the technical, financial, legal and compliance requirements stated in the RFP?

Yes, the lead applicant can be a Nigerian private-sector entity, NGO/non-profit organization or not-for-profit/social enterprise, provided it meets the technical, financial, legal and compliance requirements stated in the RFP.



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- 5) **Consortiums and partnership arrangements:** Will applications through consortiums, joint ventures, or subcontracting arrangements be considered? If so, could you please clarify any specific requirements, or expectations regarding the roles and responsibilities of lead and partner organizations?

Room to Read expects individual applications from either a Nigerian private-sector entity, NGO/non-profit organization or not-for-profit/social enterprise. One lead offeror with subcontractors/sub-partners where necessary.

- 6) **Partner qualification:** Annex I, Section 7(d) allows an Offeror to recruit additional personnel or outsource elements of the assignment where it does not have all the required expertise or capacity. If an Offeror proposes a subcontractor or sub-partner, will Room to Read assess the 5+ years' experience requirement only at the Lead Offeror level, or across the proposed delivery structure?

The 5+year requirement is at the partner level. Room to Read looks to the partner to identify the most qualified subcontractors or sub-partners to fulfill the requirements in the TOR.

- 7) **Programme adaptation and technical assistance:** We understand that Room to Read will provide the core curricula, manuals and programme materials. Could you clarify the extent of contextualisation, translation, technical validation and government approval expected from the Operational Partner? For proposal costing, could Room to Read also provide indicative assumptions on the number, duration, location and participant size of the technical assistance, advocacy, book-use and She Creates Change workshops?

Room to Read has over the years developed global modules based on global best practices in the areas of book development, library reading activities, literacy instruction and facilitation modules among others. All these materials get contextualized not only at country level but at language and state level. The goal being to ensure that the materials speak to cultural and contextual factors. Contextualization activities remain the responsibility of the implementing partner with relevant government departments. However, the operational partner can oversee and support the coordination of these activities, ensuring that they are effectively executed. The operational partner would also support file management, by keeping the final or latest version of the materials as they



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continue to evolve through pilot and use. Other materials are usually developed from scratch using author workshops and material development workshops. Size of instructional materials for example is dependent on the unique scope and sequence for each language. Writers' workshops take about 5 days, and the number of participants is dependent on the target books to be printed, which has not been determined yet. Government approval is ideally supported by the operational partner on behalf of Room to Read, with local NGO/publisher supporting, as needed, with approval from local government counterparts.

- 8) Monitoring and research:** Beyond routine programme monitoring and reporting, should bidders plan for baseline/endline assessments or other outcome measurement activities? For the proposed research on early-grade reading and life-skills development, should bidders budget for two separate studies or one integrated study, and are there indicative assumptions regarding geographic coverage and sample size?

With regards to the evaluation of the She Creates Change multimedia intervention, the expectation is for partners to act in coordination with Room to Read's RM&E teams, in designing and implementing monitoring and evaluation tools and activities. While data collection could be conducted externally, by a third-party firm, the expectation is that partners will oversee data collection for baseline and endline (mixed methods) and provide Room to Read with cleaned and translated datasets for analysis. Room to Read recommends budgeting a flat rate of USD 2,000 to oversee data collection for baseline and endline assessments.

Under the Literacy project, Room to Read is not planning to conduct an evaluation in 2027. Instead, the focus will be on routine monitoring of the implementation of activities and outputs outlined in the RFP.

- 9) Printing and distribution:** For the 25 storybook titles, could Room to Read clarify whether the requirement of at least 2,000 copies refers to the total quantity per title or per language version, and provide indicative printing specifications for costing purposes? Should bidders also include the full cost of printing, temporary warehousing, transportation and last-mile distribution of books and programme materials?

Printing is at least 2,000 copies per unique title, meaning we are looking at 2,000 copies x 25 titles = 50,000 copies. Printing Specs: 125gms inside paper; 300gms cover; Format A4;



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Binding saddle stitch; Full colour. Yes, bidders need to provide all these costs. The selected bidder will consult with the publishing partner during execution.

- 10) Staffing:** Does Room to Read have a preferred project-team structure, minimum key positions or level-of-effort requirements? Which positions are expected to be named with CVs at proposal stage and which may be recruited after award?

For the submission purposes highlighting key leadership and technical team members is the most important matter. Room to Read envisions working with government (federal and local/state) together with other state-based implementing partner organizations. At a minimum, potential partners can budget for a project manager to oversee the work, and part-time government liaison, finance, logistics, and field officers.

- 11) Project presence:** The RFP states that the Partner and Project Team will be based in Abuja while implementation will take place across multiple states. Does Room to Read expect dedicated Operational Partner staff to be based in each implementation state, or may state-level support be provided through periodic deployment and implementing partners?

Room to Read does not require dedicated Operational Partner staff to be based in each implementation state. Offerors may propose a model that combines Abuja-based leadership and coordination with state-level support through periodic deployment, local consultants, sub-partners, or other appropriate mechanisms. The proposed approach should demonstrate sufficient capacity to effectively deliver and oversee implementation across all target states. Proposals will be evaluated based on the feasibility and effectiveness of the proposed model.

- 12) Budget:** Is there an indicative budget ceiling or funding range for the assignment, and should the financial proposal include the full cost of programme implementation, including implementing partners, staffing, workshops, research, printing, distribution, travel and monitoring? Could you share guidance on the expected proportion of funds to be managed directly by the Operational Partner? Are organizational overheads or management fees allowable?



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Room to Read is not sharing a specific budget range for the 2027-2028 implementation period at this stage. Offerors should develop a realistic and cost-effective budget aligned with their proposed technical approach and the scope of work.

Room to Read anticipates that the Operational Partner will be responsible for managing the costs associated with activities and deliverables assigned to it under the agreement, while certain programme costs may continue to be managed directly by Room to Read. Specific funding flows and responsibilities will be finalized during contract negotiations with the selected partner. As such, no fixed percentage of funds to be managed by the Operational Partner has been established. Offerors should budget for the activities and responsibilities included in their proposed approach.

Organizational overheads or management fees are allowed.

- 13) Payment and taxes:** We also understand that payments are reimbursement-based and that Room to Read will retain 10% of each invoice pending successful completion of deliverables. Could you clarify when the retained amounts are expected to be released. Does the 10% holdback apply to implementing partner disbursements and other pass-through costs, and may indirect costs/service fees be applied to such costs in line with Annex V? How applicable Nigerian VAT and withholding tax should be reflected and treated, and whether advance or mobilisation payments may be considered for significant upfront programme expenditures?

10% is retained from each invoice and released approximately every quarter, based on completion of specific deliverables. It will apply to funds the operational partner manages, which will include partner disbursements. Nigerian VAT, withholding tax, and indirect costs/service fees should be added in the cost proposal. Advance payments can be considered in exceptional circumstances for large-cost items.

- 14) Proposal requirements and due diligence:** Could Room to Read confirm that supporting documentation such as CVs, audited financial statements, registration documents, organizational charts, references and relevant policies may be submitted as annexes outside the 18-page Technical Proposal main-text limit? Could you also confirm whether a more detailed technical/financial scoring matrix will be shared and, if available, provide an indicative checklist of the safeguarding, financial, procurement, anti-fraud,



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security and other due-diligence documentation that shortlisted or selected bidders should have available?

Supporting documents can be added as annexes.

The RFP outlined the broad evaluation criteria. The detailed scoring matrix is derived from the Terms of Reference (TOR), with final scoring and weighting determined in accordance with Room to Read's procurement procedures. As an internal evaluation tool, the scoring matrix is not shared with bidders.

Only shortlisted candidates will be requested for due diligence documentation. In addition to documentation listed under Annex 1 – 7b on "Institutional Capacity," Room to Read will request copies of the following: Bank statements of the last six months; Proof of insurance, as applicable; List of policies, such as finance, child protection and procurement policies in place ; and An explanation of the controls, standards and reporting mechanisms in place for addressing the following compliance matters: child safeguarding, dealing with prohibited parties, terrorists, sanctioned individuals and entities, human trafficking, fraud/corruption and safety & security.