Request for Proposals

Title: Fodder/Grass seed and meat value chains business cases capacity development
RFP No: KNO10/2022

Date of Issuance: 23 December 2022

1. Background
Conservation International (CI) has been protecting nature for the benefit of all, for over 30 years. Through science, policy, and partnerships, CI is helping build a healthier, more prosperous, and more productive planet. Today, with offices in more than two dozen countries and a worldwide network of thousands of partners, CI has a truly global reach.

Conservation International is one of the three executing partners of the Towards Ending Drought Emergencies (TWENDE): Ecosystem Based Adaptation in Kenya’s Arid and Semi-Arid Rangelands. The 5-year TWENDE project is funded by Green Climate Fund (GCF), with IUCN as the accredited entity.

The objective of the TWENDE project is to reduce the cost of climate change induced drought on Kenya’s national economy by increasing resilience of the livestock and other land use sectors in restored and effectively governed rangeland ecosystems. The project contributes towards Kenya’s national policy of “Ending Drought Emergencies”, as outlined in “Kenya Vision 2030”. It strengthens climate change adaptation in Kenya’s arid and semi-arid lands (ASALs).

2. Project Overview
The project is implemented in three landscapes (Sabarwawa, Mid Tana and Chyulu Hills) spanning 11 counties. These target landscapes face a range of challenges including weak capacity for landscape planning, poor access to climate data and analysis, and limited access to markets and financial services. Implementation of the TWENDE project is through three components:

- Component 1: Climate change adapted planning for drought resilience – The component ensures coordinated transboundary rangeland management decisions are strengthened by enhanced climate change analysis and participatory community and county planning. The component contributes to addressing the barriers of weak capabilities and inadequate governance institutions. National Drought Management Authority (NDMA) is the executing entity for this component.

- Component 2: Restoration of rangeland landscapes for ecosystem-based adaptation – The components main output is to ensure prioritized rangeland resources (including water), are brought under restoration, safeguarded and sustainably managed for improved climate change resilience. Ministry of Agriculture, Livestock and Fisheries is the executing entity for this component.

- Component 3: Climate change resilient ecosystem management for investments – Main focus is public,
private and community investments in natural resources, addressing barriers related to insufficient investment in rangelands and poor access to markets and financial services. Conservation International the executing entity for component 3.

Component 3 Overview

Component 3 of the TWENDE project is made up of four activities as follows.

- Activity 3.1: Climate resilient Investment in priority value chains that have been validated by local communities,
- Activity 3.2: Provide grants to establish restoration enterprises created/led primarily by women’s groups,
- Activity 3.3: Establish financial incentive mechanisms for sustainable land management,
- Activity 3.4: Provide grants to community-based enterprises for ecosystem-based adaptation that could create opportunities for investments in the value chains.

Each of these activities will be co-implemented with service providers including (but possibly not exclusive to): KEFRI (activity 3.1) Just Diggit (activity 3.2), IUCN Kenya (activity 3.3) and C4 Ventures for activity 3.4. A number of field implementing partners will be brought on board including Northern Rangelands Trust (NRT) and Maasai Wilderness Conservation Trust (MWCT), among others.

Activity 3.1 seeks to build the capacity of profiled business cases in the prioritized value chains: honey, camel milk, fodder/grass seeds/meat to address barriers related to insufficient investment in the rangelands and poor access to markets and financial services. The assignment will entail support to already identified enterprises to optimize their business performance. The enterprises will further receive technical and material support through the rest of the component activities to unlock investment and catalyze their growth and thus enhance climate resilience for the communities and the landscapes.

3. Terms of Reference, Deliverables and Deliverables Schedule

Conservation International wishes to engage a part-time consultant for a 6-month period to undertake fodder/grass seed and meat value chains business cases capacity development.

The purpose of the consultancy is to develop the fodder/grass seed and meat value chain business cases, by providing capacity building services in terms of market development, enterprise development and the development of extension services to already identified community enterprises. The capacity building should result in an increased investment readiness, increased revenues/profitability and a scaling up of the number of beneficiaries that will experience an increase in their income. The activities carried out should contribute to ecosystem rehabilitation and to increased drought resilience.

The various business cases will further be supported via activities 3.2, 3.3 and 3.4 through a blend of technical and material support towards commercialization and food security.
a. **Objectives and Specific Tasks**

The overall objective will be to develop marketing and enterprises capabilities to increase market and financial services accessibility while boosting sustainable productivity and profitability, which will improve communities’ livelihoods and resilience.

The specific tasks of the assignment include but are not limited to:

I. **Inception phase**
   - Rapid field visits to update the capacity development plans and sign off MOUs with the already identified business cases specifying KPIs – overall KPIs matrix will be shared.

II. **Markets development**
   - Develop marketing strategies and plans to optimize local and national products demand – as per the Value Chain Analysis (VCA) findings. This includes branding, communication, sales as well as identification of relevant market linkages.
   - Integrate innovative marketing, supply and service delivery models to accelerate access to both inputs and outputs while leveraging collective marketing of the 3 Value Chains (VCs) products.
   - Undertake market visits for linkages and negotiations.
   - Support certification procedures such as Kenya Bureau of Standards (KEBS) and Kenya Plant Health Inspectorate Service (KEPHIS).
   - Broker partnerships and collaboration amongst public, private and development agencies actors for sector wide and long-term support and impact. This includes business cases leaders’ participation in county and national stakeholders’ platforms, linkages with financial services providers, among others.

III. **Enterprises development**

(Governance, strategy, business planning, technical knowledge/innovation, partnerships development, product/services development, financial administration, etc.)
   - Business strategy, modelling and planning
   - Identify the most suitable (innovative) technologies (including varieties and breeds) to support the strategy. This includes practical demonstrations (small pilots) and practical training.
   - Assist the business cases with the development of value added products and services
   - Identify potential operational partnerships that will enable both parties to save costs and increase revenues
   - Leadership and governance strengthening
   - Strengthen internal control system and financial management not only to improve transparency amongst the business case stakeholders but also increase bankability.
   - Support eligible enterprises apply for the activity 3.4 grant funding for capacity enhancement support and activity 3.3 micro loans to further improve their bankability position to eventually source further capital from conventional financial institutions and CI Ventures.
   - Strengthen out growers’ scheme models to improve sustainable production hence meet market demand.
   - Strengthen supply chain for efficient and cost-effective delivery of products to diverse markets.

IV. **Establish/upscale innovative on-demand extension services models to promote climate change adaptation and mitigation in the rangelands.**

Strengthen innovative on-demand extension services to improve technical capacity of the business cases to scaling up their activities and impact through increasing the number of group members and/or inclusion of other community groups, cooperative societies, etc.

- a. On demand extension services business modelling/refinement and strengthening.
- b. Technical training of women and youth for last mile service offering in the communities
c. Experiential learning visits to enhance capacity
d. Markets (producers) and financial (3.4 grants, 3.3 micro loans and loans from financial institutions) linkages.

V. Gender mainstreaming
Facilitate effective and efficient integration of women and youth in the enterprises through among others marketing and on demand extension services.

b. Methodology
The consultant will identify and describe the most appropriate and efficient methodology and approach for developing marketing and enterprises capabilities to increase market and financial services accessibility while boosting sustainable productivity and profitability, which will improve communities' livelihoods and resilience. It is envisioned that the methodology will include (but not limited to) the following:

- Refinement of the assignment methodology and approach
- Updating of the capacity development plans developed under 3.1 and signing of MOUs with the respective business cases.
- Trainings, workshops, experiential learning visits among other capacity building activities
- Business and market linkages meetings, events, stakeholders' forums participation and engagement.

c. Deliverables/Outputs of the Assignment
Three main deliverables are expected:

(i). Inception Report: In the project inception phase, the consultant will undertake consultation with CI TWENDE project team and service providers to ensure a holistic assignment methodology and approach is developed. Within 14 days from the commencement of the assignment, the consultant will submit to CI an inception report that details the assignment methodology and delivery timelines. As part of the inception stage reporting, the consultant will facilitate a stakeholders’ workshop outlining the assignment methodology.

(ii). Monthly Assignment Update Reports: The consultant will submit 4 monthly update reports to CI. The update reports will provide a summary of respective business case progress against agreed upon KPIs. The reports will clearly outline what stakeholders have been engaged especially on markets and enterprises development and the emerging partnerships with the business cases. As part of the monthly reports, the consultant will host a meeting to present the progress to the TWENDE team.

(iii). Final capacity building report: the consultant will present to the stakeholders in a workshop the progress at the end of the period after which a final report will be compiled and submitted for approval.

4. Submission Details
a. Deadline. Proposals must be received no later than (17:00 PM (EAT)) on January 17, 2023. Late submissions will not be accepted. Proposals must be submitted via email to procurementaffd@conservation.org. All proposals are to be submitted following the guidelines
listed in this Request for Proposal (RFP).

b. Validity of bid. 120 days from the submission deadline

c. Clarifications. Questions may be submitted to procurementaffd@conservation.org, by the specified date and time in the timeline below. The subject of the email must contain the RFP number and title of the RFP. CI will respond in writing to submitted clarifications by the date specified in the timeline below. Responses to questions that may be of common interest to all bidders will be posted to the CI website and/or communicated via email.

d. Amendments. At any time prior to the deadline for submission of proposals, CI may, for any reason, modify the RFP documents by amendment which will be posted to the CI website and/or communicated via email.

5. Minimum Requirements

The consultant is expected to work independently with CI and provide technical oversight to external consultants providing overall coordination. The consultant will meet the following key skills, experience and qualifications.

- Minimum of ten (10) years of experience in socio-economic, climate change resilience, restoration enterprises, rural economic development, markets and enterprises development, value chains development, and natural resource management.

- Practical experience of working on a range of climate change adaptation and restoration issues in the Kenyan rangelands with a focus on environmental impact innovations and capacity to work with small rural Enterprises.

- Strong experience and networks in the fodder/grass seed and meat value chains.

- Having led programs or agribusiness development services in Kenya or other countries, preferably in ASALs within the East African region.

- At least ten (10) years’ demonstrated agribusiness development services experience for large donor projects, preferably in the arid and semi-arid areas.

- Previous experience in the development of investable enterprises, experience in value chain development, innovative market system and incentive payment schemes.

- Strong stakeholder engagement skills and demonstrated good thorough knowledge of the rangeland’s stakeholders’ ecosystem in Kenya and beyond.

- Proven experience in applying gender lenses in rural enterprises development.

- Clear understanding of marketing and enterprises development methodologies and experience using a range of tools and techniques with regards to rural enterprises.

- Fluent in spoken and written English and Swahili.

6. Proposal Documents to Include

a. Signed cover page on bidder’s letterhead with the bidder’s contact information.

b. Signed Representation of Transparency, Integrity, Environmental and Social Responsibility (Attachment 1)
c. Technical Proposal.
   i. Corporate Capabilities, Experience, Past Performance, and 3 client references. Please include descriptions of similar projects or assignments and at least three client references.
   ii. Qualifications of Key Personnel. Please attach CVs that demonstrate how the team proposed meets the minimum requirements listed in section 5 (Minimum Requirements).
   iii. Technical Approach, Methodology and Detailed Work Plan. The Technical Proposal should describe in detail how the bidder intends to carry out the requirements described in the Terms of Reference (Section 3).

d. Financial Proposal. Offerors shall use the cost proposal template (Attachment 2).

7. Evaluation Criteria In evaluating proposals, CI will seek the best value for money considering the merits of the technical and costs proposals. Proposals will be evaluated using the following criteria:

<table>
<thead>
<tr>
<th>NO.</th>
<th>Evaluation Criteria</th>
<th>Score (out of 100)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Clarity and completeness of the Proposal</td>
<td>10</td>
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<tr>
<td>2.</td>
<td>Approach and Methodology</td>
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<tr>
<td>2.1</td>
<td>Cost Efficiency the proposed cost is competitive and best value for money.</td>
<td>20</td>
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<tr>
<td>2.2</td>
<td>Conceptual and methodological approach Description of the conceptual and methodological approach</td>
<td>25</td>
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<td>2.3</td>
<td>Operationalization of the approach and Methodology</td>
<td>25</td>
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<tr>
<td></td>
<td>Develop marketing and enterprises capabilities to increase market and financial services accessibility while boosting sustainable productivity and profitability, which will improve communities’ livelihoods and resilience aligned to TWENDE’s objectives. Working programme / working schedule for delivery of outputs</td>
<td></td>
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<tr>
<td>3.</td>
<td>Consultants Competencies</td>
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<tr>
<td>3.1</td>
<td>Work experience: at least 10 years in agribusinesses development and support for implementing improvements to VCs, rural enterprise development and stakeholder engagements, and gender mainstreaming in arid and semi-arid context</td>
<td>20</td>
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<td></td>
<td>Total</td>
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8. Proposal Timeline

<table>
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<tr>
<th>Event</th>
<th>Date</th>
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<tbody>
<tr>
<td>RFP Issued</td>
<td>23 December 2022</td>
</tr>
<tr>
<td>Clarifications submitted to CI</td>
<td>6 January 2023</td>
</tr>
<tr>
<td>Clarifications provided to known bidders</td>
<td>11 January 2023</td>
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<tr>
<td>Complete proposals due to CI</td>
<td>17 January 2023</td>
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<tr>
<td>Final selection</td>
<td>31 January 2023</td>
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</table>
9. **Resulting Award** CI anticipates entering into an agreement with the selected bidder by **15 February 2023**. Any resulting agreement will be subject to the terms and conditions of CI’s Services Agreement. A model form of agreement can be provided upon request.

This RFP does not obligate CI to execute a contract, nor does it commit CI to pay any costs incurred in the preparation or submission of the proposals. Furthermore, CI reserves the right to reject any and all offers, if such action is considered to be in the best interest of CI. CI will, in its sole discretion, select the winning proposal and is not obligated to share individual evaluation results.

10. **Confidentiality** All proprietary information provided by the bidder shall be treated as confidential and will not be shared with potential or actual applicants during the solicitation process. This includes but is not limited to price quotations, cost proposals and technical proposals. CI may, but is not obliged to, post procurement awards on its public website after the solicitation process has concluded, and the contract has been awarded. CI’s evaluation results are confidential and applicant scoring will not be shared among bidders.

11. **Code of Ethics** All Offerors are expected to exercise the highest standards of conduct in preparing, submitting and if selected, eventually carrying out the specified work in accordance with CI’s **Code of Ethics** and the Green Climate Fund’s **Policy on Prohibited Practices**. Conservation International’s reputation derives from our commitment to our values: Integrity, Respect, Courage, Optimism, Passion and Teamwork. CI’s Code of Ethics (the “Code”) provides guidance to CI employees, service providers, experts, interns, and volunteers in living CI’s core values, and outlines minimum standards for ethical conduct which all parties must adhere to. Any violation of the Code of Ethics, as well as concerns regarding the integrity of the procurement process and documents should be reported to CI via its Ethics Hotline at [www.ci.ethicspoint.com](http://www.ci.ethicspoint.com).

12. **Attachments**

   Attachment 1: Representation of Transparency, Integrity, Environmental and Social Responsibility
   Attachment 2: Cost Proposal Template
Attachment 1: Representation of Transparency, Integrity, Environmental and Social Responsibility

RFP No. KN010/2022

UEI Number (if applicable): XXX-XXX-XXX

All Offerors are expected to exercise the highest standards of conduct in preparing, submitting and if selected, eventually carrying out the specified work in accordance with CI’s Code of Ethics. CI’s Code of Ethics provides guidance to CI employees, service providers, experts, interns, and volunteers in living CI’s core values, and outlines minimum standards for ethical conduct which all parties must adhere to. Any violations of the Code of Ethics should be reported to CI via its Ethics Hotline at www.ci.ethicspoint.com.

CI relies on the personal integrity, good judgment and common sense of all third parties acting on behalf, or providing services to the organization, to deal with issues not expressly addressed by the Code or as noted below.

I. With respect to CI’s Code of Ethics, we certify:
   a. We understand and accept that CI, its contractual partners, grantees and other parties with whom we work are expected to commit to the highest standards of Transparency, Fairness, and Integrity in procurement.

II. With respect to social and environmental standards, we certify:
   a. We are committed to high standards of ethics and integrity and compliance with all applicable laws across our operations, including prohibition of actions that facilitate trafficking in persons, child labor, forced labor, sexual abuse, exploitation or harassment. We respect internationally proclaimed human rights and take no action that contributes to the infringement of human rights. We protect those who are most vulnerable to infringements of their rights and the ecosystems that sustain them.
   
   b. We fully respect and enforce the environmental and social standards recognized by the international community, including the fundamental conventions of International Labour Organization (ILO) and international conventions for the protection of the environment, in line with the laws and regulations applicable to the country where the contract is to be performed.

III. With respect to our eligibility and professional conduct, we certify:
   a. We are not and none of our affiliates [members, employees, contractors, subcontractors, and consultants] are in a state of bankruptcy, liquidation, legal settlement, termination of activity, or guilty of grave professional misconduct as determined by a regulatory body responsible for licensing and/or regulating the offeror’s business
   
   b. We have not and will not engage in criminal or fraudulent acts. By a final judgment, we were not convicted in the last five years for offenses such as fraud or corruption, money laundering or professional misconduct.
   
   c. We are/were not involved in writing or recommending the terms of reference for this solicitation document.
   
   d. We have not engaged in any collusion or price fixing with other offerors.
e. We have not made promises, offers, or grants, directly or indirectly to any CI employees involved in this procurement, or to any government official in relation to the contract to be performed, with the intention of unduly influencing a decision or receiving an improper advantage.

f. We have taken no action nor will we take any action to limit or restrict access of other companies, organizations or individuals to participate in the competitive bidding process launched by CI.

g. We have fulfilled our obligations relating to the payment of social security contributions or taxes in accordance with the legal provisions of the country where the contract is to be performed.

h. We have not provided, and will take all reasonable steps to ensure that we do not and will not knowingly provide, material support or resources to any individual or entity that commits, attempts to commit, advocates, facilitates, or participates in terrorist acts, or has committed, attempted to commit, facilitate, or participated in terrorist acts, and we are compliant with all applicable Counter-Terrorist Financing and Anti-Money Laundering laws (including USA Patriot Act and U.S. Executive Order 13224).

i. We certify that neither we nor our directors, officers, key employees or beneficial owners are included in any list of financial or economic sanctions, debarment or suspension adopted by the United States, United Nations, the European Union, the World Bank, or General Services Administration's List of Parties Excluded from Federal Procurement or Non-procurement programs in accordance with E.O.s 12549 and 12689, “Debarment and Suspension”.

Name: ________________________________

Signature: ______________________________

Title: ________________________________

Date: ________________________________
**Attachment 2: Cost Proposal Template**

The cost proposal must be all-inclusive of profit, fees or taxes. Additional costs cannot be included after award, and revisions to proposed costs may not be made after submission unless expressly requested by CI should the offerors proposal be accepted. Nevertheless, for the purpose of the proposal, Offerors must provide a detailed budget showing major expense line items. Offers must show unit prices, quantities, and total price. All items, services, etc. must be clearly labeled and included in the total offered price. All cost information must be expressed in **US dollars**.

If selected, Offeror shall use its best efforts to minimize the financing of any taxes on goods and services, or the importation, manufacture, procurement or supply thereof. If Offeror is eligible to apply for refunds on taxes paid, Offeror shall do so. Any tax savings should be reflected in the total cost.

**Cost Breakdown by Cost Component** *example only*

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<th>No. of workdays</th>
<th>Unit rate</th>
<th>Total fees</th>
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<td>Sub-totals</td>
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<tr>
<td>Applicable taxes</td>
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<td>Sub Total</td>
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<td>Total reimbursable</td>
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