Request for Proposals
Title: Camel milk value chain business cases capacity development
RFP No: KN011/2022
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 is 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 CI 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 seed and meat to address barriers related to insufficient investment in the rangelands and poor access to markets and financial services. The assignment will entail marketing and enterprises development to accelerate access to input and output markets while improving productivity and profitability to unlock further capital from internal and external sources. The value chains will then 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.

Activity 3.4 seeks to establish small grant structures in readiness for the operationalization of the scheme.

**3. Terms of Reference, Deliverables and Deliverables Schedule**

Conservation International wishes to engage a part-time consultant for a 6-month period to undertake camel milk business cases capacity development. The purpose of the consultancy is to develop the camel milk value chain by providing capacity building services in terms of market development, enterprise development and development of extension services. These capacity building and extension activities are expected to improve their marketing and entrepreneurial capabilities and boost their accessibility to more markets and financial services. This will boost the enterprises to scale-up, become more productive, profitable and sustainable hence improving the communities’ livelihoods and resilience. Eventually, the improvements will enhance the socio-economic situation of the communities in the rangelands by enhancing adaptation and building of resilience against the effects of climate change through local camel milk value chain food system.

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 restoration, 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 visit to update the capacity development plans and sign off MOUs with the business cases and specifying KPIs – overall KPI matrix will be shared

II. **Markets development**
   - Develop marketing strategies and plans to optimize local and national product demand – as per the Value Chain Analysis (VCA) findings. This will include branding, communication, sales as well identification of relevant market linkages
   - Integrate innovative marketing, including digital marketing, supply and service delivery models to accelerate access to both input and output markets while leveraging on collective markets of the 3 value chains
   - Support the business cases in adoption of Kenya Dairy Board Policies, Laws and Regulations governing the Dairy industry under Dairy Industry Act CAP 336 as well as The Public Health Act Cap 242
   - Sensitize the enterprises’ on Hazard Analysis and Critical Control Point (HACCP) processes and support them in getting certification by Kenya Bureau of Standards (KEBS)
   - Undertake market visits for surveys, linkages and negotiations
   - Advice the enterprises on creation and nurturing of partnership and collaboration among public, private and development agencies for sector—wide and long-term support and impact
   - Guide the enterprises on policy engagement processes with their county governments in order to enhance and develop their trading environment

III. **Enterprises development**
   - Support the enterprises in strategy development, business planning and development of innovative business models
   - Strengthening governance
   - Product diversification and development
   - Financial and risk management as well as tools for monitoring business performance
   - Technological innovation in dairy industry with focus on camel milk
   - Supply chain management
   - Environmental laws governing food industry in Kenya (Environmental Audits and Waste Management Act of 1999)

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 camel milk VC business cases to improve sustainable (social and environmental) production and processing effectively and efficiently – yields at the rangelands and processing units including:
  - Minimizing post-harvest losses
  - Managing lactating camels
  - Food handling, safety and hygiene
  - Quality-based pricing of raw camel milk
  - Exchange visits with more advanced enterprises
  - Coaching and mentorship programmes
  - Feed and pasture management including making and preservation of forage and fodder as well as supplementary feeding

V. Gender mainstreaming

Facilitate effective and efficient integration of women and youth in the enterprises through:
  - Promotion of Inclusive camel milk VC Business Models
  - Identification and promotion of value chain activities that are more preferred by women and youth
  - Identification and promotion of employment opportunities to youth especially in those tech-based solutions such as digital marketing, creation of contents and website as well as promotion of camel milk products through social media platforms

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 that 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 progress in respective business case 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 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>
</tr>
<tr>
<td>2.</td>
<td>Approach and Methodology</td>
<td></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>
</tr>
<tr>
<td>2.3</td>
<td>Operationalization of the approach and Methodology 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>25</td>
</tr>
<tr>
<td>3.</td>
<td>Consultants Competencies</td>
<td></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>
</tr>
</tbody>
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| Total | 100 |

Page: 6 of 10
Template Date: July 2021
Owner: Finance, Grants and Contracts Unit
8. **Proposal Timeline**

<table>
<thead>
<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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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. KN011/2022

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>
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<td>Fees - ie consultancy</td>
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<td>Sub-totals</td>
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<td>Yyy</td>
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<tr>
<td>Applicable taxes</td>
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<tr>
<td>Sub Total</td>
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<tr>
<td>Total reimbursable</td>
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