

Request for Proposals

Title: Camel Milk business cases technical assistance for business plan implementation

RFP No:KN007

Date of Issuance: 26th June,2024

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 (TWEENDE): Ecosystem Based Adaptation in Kenya's Arid and Semi-Arid Rangelands. The 5- year TWEENDE project is funded by Green Climate Fund (GCF), with IUCN as the accredited entity.

The objective of the TWEENDE 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 TWEENDE 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 chain 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 chain.

Each of these activities is co-implemented with service providers including: KEFRI (activity 3.1) Just Digit (activity 3.2), IUCN Kenya (activity 3.3) and CI Ventures for activity 3.4. A number of field implementing partners have been brought on board including Northern Rangelands Trust (NRT) and Maasai Wilderness Conservation Trust (MWCT), Biglife Foundation and Anglican Development Services Eastern among others.

Activity 3.1 seeks to analyze prioritized value chain: camel milk, honey, fodder/grass seed and meat value chains to verify and quantify the opportunities, identify systemic bottlenecks and develop actionable business cases with an intervention plan for each of these value chain. Already, robust business plans have been developed. This phase of assignment intends to support the target enterprises implement the business plans 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

3.1. Purpose

Conservation International now wishes to engage consultants for a **6-month period** to undertake support for camel milk value chain business cases implementation. The proposed assignment supports community enterprises implement business plans developed through a previous phase of assignment. The business plans clearly outlined the capacity gaps that needed to be addressed to unlock growth for the enterprises. This phase of assignment will address those needs as outlined in the business plans.

The purpose of this consultancy is to support these rangeland enterprises to roll out execution plans, undertaking to develop strategies, tactics and models that will work where and why, quantifying envisaged costs and benefits as well as projected growth trajectories. The consultants are also expected to support the enterprises to develop tools for measuring business performance by setting up key indicators capable of evaluating the extent to which the desired restoration, food security, environmental, socio-economic and climate resilience impact will be enumerated. This support that will include application of appropriate technical skills, acquisition of material and equipment, access to allowable capital and operational capital as well as well conformity to policy and regulatory standards

will eventually be expected to facilitate the enterprises to develop sustainable businesses capable of attracting further financing and investment.

The assignment will complement and closely align with other on-going TWENDE project activities. Under activity 3.3, a Community Resilience Facility (CRF) is under development to avail micro-credit to communities. Under activity 3.4, the target enterprises will be receiving in-kind grants to acquire core assets they require to unlock growth. The consultants will provide critical information and support to these two activities including being part of the appraisal processes.

3.2. Specific objectives

- i. Undertake a comprehensive review of already developed business plans for each of the enterprises in camel milk value chain and evaluate investment requirements, quantifying specific value of material, equipment and allowable capital and operational expenditures required to grow their enterprises.
- ii. Review, design and refine the technical assistance required by the enterprises to access and effectively utilize Impact Finance facilities.
- iii. Review and build the capacity of the enterprises in order to conform to policy and regulatory standards in their value chain in order to align their products to these requirements for sustainable market development and increased drought resilience.
- iv. Carry out financial appraisals of the enterprises and their business plans and create awareness on the Small Grants Facility and loans under the CRF
- v. Appraise the environmental, social and financial risks that exist in each enterprise and support them in preparing risk management plans.
- vi. Roll out short- and long-term growth and customer acquisition plans accompanied by financial forecasts.
- vii. Support the enterprises in preparing and aligning their Business Pitch Deck to the Small Grants and CRF that will articulate the story of the company in its best light that fully demonstrates their growth potential and value if supported under the Impact Finance facility.
- viii. Provide oversight and technical support to ensure equipment provided by the small grants facility is of the right specification. Additionally, the consultants will ensure the procured assets have been installed and are in use.

3.3 . Methodology and approach

The consultant will identify and describe the most appropriate and efficient methodology and approach to be undertaken in supporting the enterprises to access Impact Finance in the implementation and execution of their new business plans. Additionally, the consultant will design the most effective approach in the acquisition and utilization of appropriate technical, material and allowable capital and operational expenditures.

It is envisioned that the methodology will include (but not limited to) the following:

- i. Refinement of the assignment methodology and approach

- ii. Quantification of material, equipment, capital and operational expenditures required by the restoration enterprises and how these can be supported by the Impact Finance
- iii. Formulation of Key Performance Indicators to be used to quantify impact on socio-economic, environmental, restoration and food security aspects
- iv. Providing technical assistance, awareness and capacity development for each of the enterprises to align them to the Small Grants and Community Resilient Facilities
- v. Ensure support provided by CRF and small grants facility is in use.

3.4. 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.
- 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 Impact Finance activities that have been undertaken and what stakeholders have been engaged.
- iii. **Final report:** The consultant will present the final report to TWENDE Team, outlining the rolling and implementation activities related to access to Impact Finance and their appropriate alignment to their revised business plans.

4. Submission Details

- a. **Deadline.** Proposals must be received no later than **17th July, 2024 5.00 p.m. EAT**. 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 consultants are expected to work independently with CI and provide technical support camel milk value chain business cases in accessing and utilization of Impact Finance based on their revised business plans. The consultants will meet the following key skills, experience and qualifications.

- a. Minimum of ten (10) years of experience in socio-economic, climate change resilience, restoration enterprises, rural economic development, markets and enterprises development, value chain development, and natural resource management.
- b. Practical experience in 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.
- c. Strong experience and networks in camel milk value chain as well as other agricultural value chains.
- d. Conducted agribusiness development programs in ASAL within East African region.
- e. At least ten (10) years' demonstrated agribusiness development services experience for large development projects
- f. Previous experience in the development of investable enterprises, experience in value chain development, innovative market system and incentive payment schemes.
- g. Strong stakeholder engagement skills and demonstrated good thorough knowledge of the Rangelands' ecosystem in Kenya and beyond.
- h. Proven experience in applying gender lenses in rural enterprises development.
- i. Clear understanding of marketing and enterprises development methodologies and experience using a range of tools and techniques with regards to rural enterprises.
- j. 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:

N0.	Criteria a	Points
1.	Clarity and completeness of the Proposal	10
2.	Approach and Methodology	
2.1	<i>Cost Efficiency</i> the proposed cost is competitive and best value for money.	20
2.2	<i>Conceptual and methodological approach</i> Description of the conceptual and methodological approach	25
2.3	<i>Operationalization of the approach and Methodology</i> 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	25
3.	Consultants Competencies	
3.1	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	20
Total (maximum)		100

8. Proposal Timeline

RFP Issued	26 th June 2024
Clarifications submitted to CI	5 th July 2024
Clarifications provided to known bidders	8 th July 2024
Complete proposals due to CI	17 th July 2024
Final selection	1 st August 2024

- 9. Resulting Award** CI anticipates entering into an agreement with the selected bidder by **1st September 2024**. 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 [for GCF-funded projects only, add: "[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.

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.

UEI Number (if applicable):

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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 Kenyan Shillings (KES).

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 Deliverable

Deliverable	Price (Lump Sum, All Inclusive)
Insert deliverable 1 from Section 3 or attached TOR	
Insert deliverable 2 from Section 3 or attached TOR	
Insert deliverable 3 from Section 3 or attached TOR	
Insert deliverable 4 from Section 3 or attached TOR	
Insert deliverable 5 from Section 3 or attached TOR	

Cost Breakdown by Cost Component (example only)

Description	Unit of measure (day, month etc)	Total period of engagement	Unit cost/rate	Total Cost for the Period
Consultant 1				
Consultant 2				
Sub-total Personnel				
Travel Costs (if applicable)				
Other related Costs (please specify)				
Total Cost of Financial Proposal				