REQUEST FOR APPLICATIONS (RFA) FROM BUSINESS DEVELOPMENT SERVICE (BDS) PROVIDERS TO SUPPORT ORGANIZATIONAL STRENGTHENING AND CAPACITY BUILDING FOR SOCIAL INCLUSION GRANTEES

RFA-KCDMS-0035

Project: Kenya Crops and Dairy Market Systems (KCDMS)

Activity Name: BDS Support for Organization Strengthening and Capacity Building for Social Inclusion Grantees

Issuance date: November 18, 2020

Deadline for questions: November 27, 2020

Closing Date: December 11, 2020

Method of Submission: By email to procurement@kcdmsd.rti.org

Agreement Manager: Social Inclusion Component Lead

Type of Contract: Fixed Price Subaward

Location: Twelve (12) selected Feed the Future counties contained in Appendix 2

Value Chains: Value chains contained in Appendix 3

Start date: Upon USAID approval

Duration: 12 months

Attachments to RFA:

1) Scope of Work
2) Selected KCDMS counties for the BDS support to in-kind social inclusion grantees
3) Priority value chains for social inclusion groups
4) All PO Terms and Conditions are listed on our website set forth at:
   https://www.rti.org/sites/default/files/rti-purchase-order-terms-and-conditions-v1.16.pdf,
   http://www.rti.org/files/PO_FAR_Clauses.pdf or for commercial items:
5) Supplier’s delivery of products, performance of services, or issuance of invoices in connection with this purchase order establishes Supplier’s agreement to the Terms. The Terms may only be modified in writing signed by both parties.

All bidders/sellers are responsible to carefully review each attachment and follow any instructions that may be relevant to this procurement.

1.0. Program Background

The USAID Feed the Future Kenya Crops and Dairy Market Systems (KCDMS) Activity is a five-year project implemented by RTI International. The project is working in selected counties in the Eastern and Western regions of Kenya to facilitate improved productivity and development of competitive, resilient, and sustainable market systems in the dairy, feed/fodder, and horticulture value chains. KCDMS seeks to include women and youth into market systems, thus makes investments to increase their interest in agriculture and reduce barriers and constraints that limit their presence.

KCDMS’s goal is to transform agricultural market systems to enable intensification and diversification into higher-value commodities and non-farm activities. The project actively encourages and supports the engagement of youth and women in profitable agricultural value chains. Specifically, KCDMS has been investing in youth and women-led enterprises through the award of in-kind grants to assist groups to upscale their agribusinesses.

Recognizing the need to further support women and youth-led agribusinesses, KCDMS intends to provide business development services (BDS) via a local partner to further enhance business growth, organizational capacity and the impact of KCDMS’ in-kind grants. Accordingly, the selected local partner will structure its BDS support to address the following two main areas:
1) Business capacity of the grant applicants to enhance their productivity, improve their marketing and sales, market access and business financials.

2) Organizational capacity of the grant applicants to be more responsive to their membership i.e. women and youth – this type of support will target farmers groups, community-based organizations, cooperatives and associations receiving the in-kind grant support.

**Activity Objective**

The purpose of this activity is to provide at least 45 of KCDMS’ women and youth-led enterprises, cooperatives, associations, farmers’ groups and community-based organizations (CBOs) who will have been awarded grants with customized business enhancement support over a twelve-month period. As a result of this enterprise development intervention, KCDMS expects the following upon activity completion:

- Improved productivity
- Increased product quality
- Augment market linkages and external relations
- Expansion to new markets
- Increased sales revenue
- Improved financial management
- Strengthen internal governance and management practices

To reach these results, KCDMS expects the partner to go beyond providing traditional “one size fits all” training by providing customized mentoring support that addresses both business development and organizational development. Specifically, KCDMS expects the partner to embrace a business incubation approach where grantees are able to identify their growth potential and work through their specific challenges to reach new markets. To achieve this, the service provider is expected to develop detailed plans to achieve:

- Extension support and member training;
- growth goals and plan;
- access to essential resources (inputs, land, electricity, etc.);
- production schedule to reach scale;
- marketing and branding;
- financial management tools and systems;
- labor management plan;
- necessary product and business certifications/registrations;
- linkages to buyers;
- linkages to other critical market actors;
- plans for managing their own business and resources within their household; and
- risk management, including an analysis of the impacts of COVID-19, and situation response plan.

Additionally, the local partner is expected to support these women and youth-led businesses in their operations as a group (when appropriate). This additional group support will ensure that not only the business functions will be improved but the organizational structure will also be enhanced. To achieve this, the local service provider will conduct an organizational capacity assessment of the grant-awarded producer groups (using the OCAT or a similar tool that aligns with the OCAT methodology). Based on the assessment, the selected service provider will then develop an action plan comprised of several phases as follows:

1) Basic member training on productivity and product quality
2) Co-identification of key organizational development points – Together with the grantees, identify which challenges within the organization and critical to be addressed.
3) Targeted coaching, training, and linkages – provide targeted support to grantees in the form of capacity building and linkages (to registration offices, market off-takers, input suppliers, technical assistance, etc.).

4) Provide follow-up consultations – provide continued support and follow-up consultations to ensure practices are being adapted and improved. These consultations should focus on supporting the implementation of organizational development.

2.0. General Requirements

The Buyer (RTI) intends to purchase the services identified in Appendix A based on the deliverables identified in it. The term of the Ordering Agreement shall be from Award Date to the Delivery date of the Offeror unless extended by mutual agreement of the parties. The Buyer intends to award to a single “approved” supplier based on conformance to the listed specifications, the ability to service this contract, and selling price. We reserve the right to award to more than one bidder. If an Ordering Agreement is established as a result of this RFA, the bidder understands that quantities indicated in the specifications (Appendix A) are an estimate only and RTI does not guarantee the purchase quantity of any item listed.

KCDMS is soliciting fixed-price bids. BDS provider firms should submit their bids and budgets for the services to be offered under the 12-month professional management subaward with a maximum 20-day level of effort (LOE) per group. The application should detail how the firm will accomplish the assignment according to the SOW in Appendix 1. This is a competitive process and value for money will be one of the key criteria.

3.0. Application Instructions and required documents (see additional details in the SOW herein attached)

All bidders will submit a proposal which contains offers for all items and options included in this RFA. All information presented in the Sellers quote/proposal will be considered during RTI’s evaluation. Failure to submit the information required in this RFA may result in bidder’s offer being deemed non-responsive. Bidders are responsible for submitting offers, and any modifications, revisions, or withdrawals, so as to reach RTI’s office designated in the RFA by the time and date specified in the RFA. Any offer, modification, revision, or withdrawal of an offer received at the RTI office designated in the RFA after the exact time specified for receipt of offers is “late” and may not be considered at the discretion of the RTI Procurement Officer. The bidder’s proposal shall include the following:

1. A one-page cover letter that summarizes the firm technical experience and capability in undertaking this assignment. It should also indicate the availability of the key resource team.
2. A brief technical proposal and work plan (not more than 10 pages). The proposal should include a well outlined design and approach.
3. The technical proposal should include references for similar previous assignments carried out by the firm and an Annex with brief biographies (maximum of one page each) of the specific individuals to be engaged in carrying out the assignment
4. The cost proposal (in the KCDMS excel budget template) should consist of a comprehensive itemized budget for no more than 20-days LOE spread over 9 months per group. To obtain a copy of the excel budget template applicants should write to: procurement@kcdmsd.rti.org.

Special Note: The bidder, by their response to this RFA and accompanying signatures, confirms that the terms and conditions associated with this RFA document have been agreed to and all of its attachments have been carefully read and understood and all related questions answered.
4.0 Questions regarding the RFA
All questions in regard to this RFA to be directed to Juliet Tunje at the following email address: tjuliet@kcdmsd.rti.org copying procurement@kcdmsd.rti.org

The cutoff date for questions is close of business on November 27, 2020.

5.0. Evaluation and Award Process
The RTI Procurement Specialist will award an agreement contract resulting from this solicitation to the responsible firm (bidder) whose offer conforms to the RFA and will be most advantageous to RTI, price and other factors considered. The award will be made to the firm representing the best value to the project and to RTI. For the purpose of this RFA, the factors listed below are equally important for purposes of evaluating, and selecting the “best value” awardee. RTI intends to evaluate offers and award an Agreement without discussions with Sellers. Therefore, the Seller’s initial offer should contain the Seller’s best terms from a price and technical standpoint. However, RTI reserves the right to conduct discussions if later determined by the RTI Procurement Specialist to be necessary.

A technical panel from KCDMS will review the applications using the following criteria:

a) Firm’s experience in designing and delivering business development support for social inclusion groups (women and youth)
b) Firm familiarity with/presence in the KCDMS counties
c) Demonstrated previous relationships working with specified value chains
d) Firms owned by women, youth or persons with disability are encouraged to apply.
e) Availability of appropriate staff to provide direct support to the groups
f) Value for money in the proposed budget

6.0. Duration of Assignment:
This activity is targeted to commence in early 2021. The anticipated Level of Effort is 20 days spread over 9 months per group.

7.0. Submission Guidelines
Application including cover letter, technical proposal and financial proposal should be submitted electronically to procurement@kcdmsd.rti.org by close of business on December 11th, 2020 with KCDMS SI BDS support in the subject line reference. The applications should be written in the English language and follow the guidelines in this RFA and the following scope of work.

8.0 Validity of Offer
Issuance of this RFA does not constitute an award commitment on the part of KCDMS nor commit the project to pay for costs incurred in the preparation and submission of an application. Further, KCDMS reserves the right to reject any or all applications received. Similarly, an invitation for further negotiation or to submit a full application is not a commitment to fund that application. Your proposal shall be considered valid for 90 days after submission.

Anti-Kickback Act of 1986 as referenced in FAR 52.203-7 is hereby incorporated into this Request for Proposal as a condition of acceptance. If you have reasonable grounds to believe that a violation, as described in Paragraph (b) of FAR 52.203-7 may have occurred, you should report this suspected violation to the RTI's Ethics Hotline at 1 877-212-7220 or by sending an e-mail to ethics@rti.org. You may report a suspected violation anonymously.


RTI cannot use any equipment or services from specific companies, or their subsidiaries and affiliates, including Huawei Technologies Company, ZTE Corporation, Hytera Communications Corporation, Hangzhou Hikvision Digital Technology Company, and Dahua Technology Company (“Covered Technology”). In response to this request for proposal, please do not provide a quote which includes any Covered Technology. Any quote which includes Covered Technology will be deemed non-responsive. Additionally, if the United States Government is the source of funds for this RFA, the resulting Supplier shall not provide any equipment, system, or service that uses Covered Technology as a substantial or essential component.
APPENDIX 1: Scope of Work

The scope of the assignment will include:

1. Develop an implementation plan.
2. Engage with approximately 45 KCDMS women and youth grantees (list to be provided by KCDMS).
3. Along with business owners, co-conduct a business and group needs assessment to identify capacity needs, growth goals, opportunities, and current business challenges in reaching goal.
4. Develop a customized 9-month support plan that provides 20 days of support for each grantee that ensures by the end of the 9-months grantees have:
   - basic production skills;
   - growth goals and plan;
   - access to essential resources (inputs, land, electricity, etc.);
   - production schedule to reach scale;
   - marketing and branding;
   - financial management plan;
   - labor management tools and systems;
   - necessary product and business certifications/registrations;
   - linkages to buyers and other critical market actors;
   - plans for managing their own business and resources within their household;
   - organizational structure and leadership; and
   - risk management, including an analysis of the impacts of COVID-19, and situation response plan.
5. Provide monthly updates on each business as they receive coaching and support.
6. Gather feedback and refine the coaching plan as necessary.

Expected deliverables:

1. Implementation plan
2. Assessment report for each of the 45 KCDMS grantees with at least 20 days of support
3. Customized support plan (includes training, coaching, linkages, and follow-on activities) for each of the 45 businesses
4. Monthly coaching reports
5. Final report including performance improvement assessment for all 45 groups

Outline of activities, deliverables, and projected timeline:

<table>
<thead>
<tr>
<th>Activity</th>
<th>Deliverable</th>
<th>Estimated Timeline*</th>
</tr>
</thead>
<tbody>
<tr>
<td>After the project has been awarded, the local partner is expected to</td>
<td>1. Implementation Plan</td>
<td>Jan 2021</td>
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<tr>
<td>develop a revised implementation plan.</td>
<td></td>
<td></td>
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<tr>
<td>Local partner will work to connect with KCDMS approved women and youth</td>
<td>2. Assessment report of 45 grantees</td>
<td>Feb 2021</td>
</tr>
<tr>
<td>grantees based on list provided by KCDMS. After initial connection with</td>
<td></td>
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<tr>
<td>grantees, assess each grantee to determine their growth goals, potential,</td>
<td></td>
<td></td>
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<tr>
<td>and challenges/barriers to growth (business and organizational). This</td>
<td></td>
<td></td>
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<tr>
<td>report must be approved by KCDMS before the development of the next</td>
<td></td>
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<tr>
<td>deliverable.</td>
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<td></td>
</tr>
<tr>
<td>Based on the assessment, create a customized support plan (includes</td>
<td>3. Customized support plan for each of the 45 grantees</td>
<td>March 2021</td>
</tr>
<tr>
<td>training, coaching, linkages, follow-on support) for each grantee. This</td>
<td></td>
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<tr>
<td>customized support plan must be approved by KCDMS before implementation.</td>
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<tr>
<td>Each month, provide a coaching report illustrating the support provided</td>
<td>4. Monthly coaching reports</td>
<td>March – Dec 2021</td>
</tr>
<tr>
<td>to each grantee, their progress forward, and current challenges.</td>
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<tr>
<td>Prepare a final report per guidelines provided.</td>
<td>5. Final report</td>
<td>Dec 2021</td>
</tr>
</tbody>
</table>

*Assumes a January 2021 start. Timeline may be adjusted depending on award date.
Final Report
The final report will be no more than ten pages, excluding annexes. It must include:

- Executive Summary
- Summary of the implementation process
- Report any critical issues identified including challenges and learning aspects
- Summary of each grantee that includes their growth plans, potential, challenges that were overcome/addressed, future challenges
- Key outcomes and level of performance improvement for each grantee
- Separate attachment: relevant photos

Assignment Duration
The duration of the assignment shall be twelve months from time of contracting.

Supervision of the Consultant
The contractor will work under the direct supervision of the SI Component lead for the duration of the contract and will work closely with the technical teams in the three regions.

Total Assignment Cost
Consulting firm to provide a reasonable budget with a maximum ceiling of 90,000 USD with an average of 20 days of Level of Effort (LOE) for each grantee over the projected period of 9 months per grantee and the additional necessary time for the completion of all deliverables noted above.

Bidding is competitive and value for money will be among the key considerations in the bid review. The quoted price should be inclusive of VAT. All service providers are expected to be VAT registered, or to provide proof of exemption. Note payment disbursements will be subject to withholding tax.

Confidentiality
All information collected and products developed through this contract shall be the property of KCDMS.

Method of Submission
Bid documentation should include the following:

1. A one-page cover letter that summarizes the firm technical experience and capability in undertaking this assignment. It should also indicate the availability of the key resource team.
2. A brief technical proposal for the assignment and work plan (not more than 10 pages). The proposal should include a well outlined design and approach.
3. The cost proposal (in the attached budget template) should consist of a comprehensive itemized budget highlighting a Level of Effort (LOE) of 20 days spread over 9 months per group.
4. One-page bios of the team to be engaged in carrying out the assignment
5. References for similar previous assignments carried out by the firm

Note: cost proposal should clearly specify LOE per staff member with their respective daily rate.

Application including cover letter, technical proposal and financial proposal should be submitted electronically to procurement@kcdmsd.rti.org by close of business on December 11th, 2020 with KCDMS SI BDS support in the subject line reference. The applications should be written in the English language.
**APPENDIX 2: Selected KCDMS counties for the BDS support to in-kind social inclusion grantees**

<table>
<thead>
<tr>
<th>A2: Eastern Kenya</th>
<th>HR 1: Nyanza Area</th>
<th>HR 1: Western Area</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>5. Siaya</td>
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</tbody>
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The final list of groups will be agreed upon at the time of final negotiation and the budget adjusted accordingly. Please use the estimate of 45 groups for purposes of bidding.

**APPENDIX 3: Priority value chains for social inclusion groups under consideration for grants**

<table>
<thead>
<tr>
<th>Value chain</th>
<th>Region</th>
<th>Estimated number of groups</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Nyanza</td>
<td>Western</td>
</tr>
<tr>
<td>1. Poultry</td>
<td>10</td>
<td>6</td>
</tr>
<tr>
<td>2. African leafy vegetables</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>3. Animal feed/fodder</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>4. Banana</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>5. Mango</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>6. Green grams</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>7. Sorghum</td>
<td>-</td>
<td>2</td>
</tr>
<tr>
<td>8. Sweet potato</td>
<td>-</td>
<td>1</td>
</tr>
<tr>
<td>9. Dairy</td>
<td>-</td>
<td>1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>18</td>
<td>18</td>
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</tbody>
</table>