



To: Prospective Offerors

Date: April 5, 2021

RFP: SSNA/001/2021

REQUEST FOR PROPOSALS FOR: RESEARCH CONSULTANCY

Cooperatives Leadership Engagement Advocacy and Research (CLEAR) is a USAID funded program implemented by Global Communities in Kenya. The program aims to build on the successes achieved through the Global Communities USAID/CDP EMIRGE Kenya pilot program to:

- a) Promote the adoption and implementation of cooperative legislation and policies that support and strengthen CBEs in 25 counties.
- b) Strengthen the business acumen and performance of Cooperative Business Enterprises (CBE's) while integrating and empowering youth and women within CBE structures in targeted urban and peri-urban markets to increase economic participation and county revenue growth.
- c) Improve understanding of the psychosocial behavioral impacts associated with membership in CBEs and determine whether those behaviors contribute positively to household and community resilience strategies.

Global Communities is seeking a qualified researcher to implement research on Social Systems Network Analysis (SSNA) in Kenya as a part of ongoing USAID Cooperative Development Program (CDP) awards. Global Communities conducted a baseline SSNA in 2019-2020 to better understand the Kenyan cooperative sector, the key stakeholders, their relationships, and to identify gaps in service provision. The SSNA successfully mapped 1487 relationships among 601 actors in 6 counties. The new research work is to be implemented in 7 months from May to December 2021.

Interested individuals and firms should submit their proposals electronically in accordance with the language of the solicitation to the address specified. The proposals must be received no later than 5.PM E.A.T, April 12, 2021.

Responding bidders are advised that this solicitation does not in any way obligate Global Communities to make a contract award or compensate the responding bidders for any costs associated with the preparation and submission of their proposals. Any questions or requests for information should be addressed in writing by no later than 5.PM E.A.T April 7, 2021, to procurementke@globalcommunitieskenya.org

Any information given to one prospective Offeror concerning this solicitation will be furnished to all such offerors as an amendment of the solicitation.

Please e-mail Global Communities at procurementke@globalcommunitieskenya.org of your intent to propose at the earliest practicable date, so that we may anticipate the number of proposals to be evaluated and so that you are also included on any subsequent communications regarding this solicitation.

REQUEST FOR PROPOSAL (RFP)	
RFP NUMBER: RFP No. SSNA/001/2021	ISSUE DATE: April 5, 2021
CLIENT: Global Communities	PROGRAM: Cooperatives Leadership Engagement Advocacy and Research (CLEAR)
PRURPOSE: RESEARCH CONSULTANCY	
ISSUED BY: Global Communities/ Kenya Watermark Business Park, Karen PO Box 1661 Sarit Centre Nairobi 00606 Kenya Tel: +254 (20) 2101312/3, Tel/Fax: +254 (20) 445-0153, (+254) 020-4450-153 (phone) www.globalcommunitieskenya.org	PROPOSAL DUE DATE: 5pm EST, April 12, 2021 QUESTIONS DEADLINE: 5pm EST, April 7, 2021
This Request for Proposal contains the following sections:	
Part 1	Instructions to Offerors
Part 2	Evaluation Factors for Award
Part 3	Statement of Work
Part 4 Annexes	Annex A – Budget Template Annex B – Evidence of Responsibility

Part 1: Instructions to Offerors

I. GENERAL INSTRUCTIONS TO OFFERORS

- A. The Offeror is requested to submit a proposal directly responsive to the terms, conditions, and clauses of this RFP. Proposals not conforming to this solicitation will be categorized as unacceptable, thereby eliminating them from further consideration.
- B. Proposals must be received no later than 5pm EST, **April 12, 2021**. Proposals must remain valid for a minimum of sixty (60) days. The Offeror may submit its proposal by the following means:

Electronically - Internet email with up to 2 attachments per email compatible with MS WORD, Excel, and Adobe Acrobat in a MS Windows environment to: procurementke@globalcommunities.org

The overall proposal shall consist of two (2) physically separated parts, as follows: Volume I – Technical Proposal; and Volume II – Cost Proposal. Technical Proposals must not make reference to pricing.

- C. Alternative proposals will not be considered.
- D. Any proposal received in response to this solicitation will be reviewed strictly as submitted and in accordance with the evaluation criteria specified in Part 2, Evaluation Factors for Award.
- E. The person signing the Offeror's proposal must have the authority to commit the Offeror to all the provisions of the Offeror's proposal.
- F. Global Communities is not obligated to make an award or to pay for any costs incurred by the Offeror in preparation of a proposal in response hereto.
- G. The Offeror should submit its best proposal initially as Global Communities intends to evaluate proposals and make an award without discussions. However, Global Communities reserves the right to conduct discussions should Global Communities deem it necessary.
- H. Proposals must be clearly and concisely written and must describe and define the Offeror's understanding and compliance with the requirements contained in STATEMENT OF WORK, which can be found in Part 3 of this RFP. The proposal should clearly address each of the evaluation factors set forth in Part 2. All pages of each volume (cost and technical) must be sequentially numbered and identified with the name of the Offeror and the RFP number.
- I. Applicants must submit the following documents as a **mandatory requirement**:

1. Copy of company registration certificate or business registration certificate for firm applicant or copy of National ID for individual applicant.
2. Copy of KRA PIN certificate
3. Copy of professional and academic certificates i.e. only degree certificates and above are required.

II. SPECIAL RFP CONSIDERATIONS

- A. This RFP is open to interested Offerors that have the relevant work experience.
- B. The anticipated type of contract to be awarded under this solicitation is fixed price. For the purposes of cost analysis, Offerors must prepare a detailed budget in accordance with Subpart IV below “Instructions for the Preparation of the Cost Proposal.”
- C. Unnecessarily elaborate brochures or other presentations beyond those sufficient to present a complete and effective response to this solicitation are not desired and may be construed as an indication of the Offeror’s lack of cost consciousness. Elaborate art work, expensive paper and bindings, and expensive visual and other presentation aids are neither necessary nor desired.
- D. Offerors are informed that Global Communities complies with U.S. Sanctions and Embargo laws and Regulations including Executive Order 13224 on Terrorist Financing, which effectively prohibit transactions with persons or entities that commit, threaten to commit or support terrorism. Any person or entity that participates in this bidding process, either as a prime or sub to the prime, must certify as part of the bid that he or it is not on the U.S. Department of Treasury Office of Foreign Assets Control (OFAC) Specially Designated Nationals (SDN) List and is eligible to participate. Global Communities/CHF shall disqualify any bid received from a person or entity that is found to be on the List or otherwise ineligible.

Firms or individuals that are included on the Excluded Parties List System (www.epls.gov) shall not be eligible for financing and shall not be used to provide any commodities or services contemplated by this RFP.

III. INSTRUCTIONS FOR THE PREPARATION OF THE TECHNICAL PROPOSAL

- A. The Technical Proposal should provide a straightforward, concise delineation of how the Offeror intends to carry out and satisfy the requirements of the STATEMENT OF WORK found in Part 3 of this RFP. No contractual price information is to be included in the Offeror’s technical proposal in order that it will be evaluated strictly on its technical merit.
- B. Technical proposals shall be limited to 8 pages in total. Pages in excess of 8 pages will not be read or evaluated. Detailed information should be presented only when required by specific RFP instructions. Items such as graphs, charts, tables may be used as appropriate but will be considered part of the page limitation. **Personnel resume/CV, Madatory attachments like copies of registration certificate and degree certificates are not included in the page limitation.** No material may be incorporated in the proposal by reference, attachment, appendix, etc. to circumvent the page limitation.

C. Technical Proposals shall be written in English, typed on standard A4 paper, single spaced, only 12 font type may be used, with each page numbered consecutively. Page margins shall be a minimum of one inch at the top, bottom and each side.

D. The technical proposal shall include the following elements:

1. Technical Approach

The Offeror shall demonstrate its understanding, ability and overall approach to performing the requirements described in the STATEMENT OF WORK, specifically related to conducting research activities. Technical Approach should include:

- Applicants brief proposal demonstrating their understanding of research (one-page maximum).
- Applicants plans for implementation and proposed research methodology and approach (two-page maximum)
- Applicants proposed timeline of the specific activities to be undertaken using the deliverable timeline included in the SOW (one-page)

2. Applicants Qualification and Experience

Individual bidders shall submit a complete and current resume/CV demonstrating previous research experience (not exceeding three (3) pages). For responding firms/companies will be required to propose **ONLY one(1)** professional employee who will be carrying out the work if award is made. The resume must clearly describe the individuals' education, experience, and professional credentials.

3. Past Performance

The Offeror shall submit a list of all current contracts and subcontracts and those completed within the last three (3) years that are similar in size, scope and complexity to the STATEMENT OF WORK in this RFP. Additionally, for the three most recent similar contracts, the Offeror shall provide the client's name, contract number, contract value, current postal and e-mail addresses, telephone number for a currently available point of contact.

The list of current and previous contracts/sub-contracts shall be attached as an annex to the Technical Proposal, and will not count against the page limit.

IV. INSTRUCTIONS FOR THE PREPARATION OF THE COST PROPOSAL

A. The Offeror must propose costs that it believes are realistic and reasonable for the work in accordance with the Offeror's technical approach. The Offeror shall provide a complete budget in **Kenya Shillings** by the cost elements described in the SOW (section 5-Schedule of Deliverables and Distribution of the Level of Effort) using *Annex A - Budget Template*.

B. All cost and financial data should be complete in every detail, and organized in a manner that facilitates clear review and permits cost analysis. The cost and financial data shall include the following information/data:

1. Proposed Level of Effort (LOE) for each deliverable as described in section 5 of the SOW.
 2. Proposed daily rate in Kenya shillings i.e. a day is equivalent to 8 hours.
 3. Applicable taxes
 4. Administration cost to factor only Data and voice cost required in implementing the consultancy.
- C. The Offeror shall submit as part of its Cost Proposal **Annex B** “Evidence of Responsibility”, completed and signed. **This applies to responding firms only and not individual applicants.** See Part 4 of this RFP for a list of annexes.

Part 2: Evaluation Factors for Award

I. GENERAL – PROPOSAL EVALUATION

- A. Part 1 provides guidance to Offerors concerning the documentation necessary to conduct an informed evaluation of each proposal. The Offeror must furnish adequate and specific information in its proposal. A proposal may be eliminated from further consideration before a detailed evaluation is performed if the proposal is considered obviously deficient as to be totally unacceptable on its face or which prices are inordinately high or unrealistically low. In the event a proposal is rejected, the Offeror will be sent a notice stating the reason(s) that the proposal will not be considered for further evaluation.
- B. In conducting its evaluation of proposals, Global Communities may seek information from any source it deems appropriate to obtain or validate information regarding an Offeror’s proposal.
- C. Competitive Range: If Global Communities determines that discussions are necessary, Global Communities may establish a Competitive Range composed of only the most highly rated proposals. Global Communities may exclude an offer from the competitive range if it is so deficient as to essentially require a new technical proposal. Global Communities may exclude an offer from the competitive range so unreasonably priced, in relation to more competitive offers, as to appear that there will be little or no chance of becoming competitive. Global Communities may exclude an offer from the competitive range requiring extensive discussions, a complete re-write, or major revisions such as to allow an Offeror unfair advantage over those more competitive offers.
- D. Global Communities reserves the right to award one or more contracts under this RFP on the basis of initial offers without discussions or without establishing a competitive range.

II. BASIS FOR CONTRACT AWARD

- A. The evaluation factors presented below will serve as the basis upon which proposals will be evaluated. The relative weight accorded to each factor is expressed in points with 100 points possible.

	Criteria	Maximum Score/Points
Technical proposal	Technical approach	40
	Applicants experience and qualifications	20
Cost proposal	Cost effectiveness in relations to services to be provided including reasonableness of proposed LOE and daily rates and the Overall cost competitiveness weighed against other technically responsive bids.	40
	Total Marks	100

Global Communities will evaluate all proposals received based on the above evaluation criteria. The review may include follow-up questions to offerors and/or face to face interviews. Global Communities will enter into negotiations with the Offeror that scores the highest number of points using the criteria above.

- B. Offerors are reminded that Global Communities is not obliged to award a contract on the basis of lowest proposed cost or highest technical evaluation score. Although for this procurement technical proposal merits are considered more important than cost relative to deciding who might best perform the work, cost factors and Global Communities prime recipient budget must also be considered. Therefore, after the final evaluation of proposals, Global Communities will make the award to the Offeror whose proposal offers the best value to Global Communities, considering both technical and cost factors.

Part 3: Statement of Work(SOW)

1. Background on project

Global Communities is seeking a qualified researcher to implement research on Social Systems Network Analysis (SSNA) in Kenya as a part of ongoing USAID Cooperative Development Program (CDP) awards.

Global Communities conducted a baseline SSNA in 2019-2020 to better understand the Kenyan cooperative sector, the key stakeholders, their relationships, and to identify gaps in service provision. The SSNA successfully mapped 1487 relationships among 601 actors in 6 counties.

Despite a slow pace within the enabling environment, cooperatives continue to play a major role in Kenya's economy. Kenya is leading Africa in the integration of cooperatives into economic policy - especially in the Savings and Credit Cooperative Organizations (SACCOs) sector. However, the movement lacks internal sector systems, coordination efforts among apex organizations and robust extension support which prevents the movement from accelerating and thriving. To this end, Global Communities' USAID CLEAR is working to support both cooperatives and their enabling environment to facilitate sector wide, inclusive growth. The research will delve into the SSNA data to understand burgeoning and nascent cooperative networks to better understand existing and potential leverage points; expand the SSNA map to grow over time; and assess the overall application of the SSNA mapping exercise for Kenyan cooperatives and stakeholders.

Global Communities began implementing the USAID funded Cooperative Development Program (CDP) entitled Cooperative Leadership, Engagement, Advocacy and Research (CLEAR) program in October of 2018. This program, with its major task order in Kenya, will take a three-prong approach to facilitating a stronger, dynamic, more connected cooperative ecosystems in Kenya from 2018-2023. The approach facilitates a 1) supportive cooperative policy environments, 2) enhanced business acumen and good governance among cooperatives, and 3) supports the creation of sustainable cooperative learning networks using a collaboration, learning and adaptation (CLA) framework.

Global Communities has been working with cooperatives in Kenya since 2014 through its USDA funded Agribusiness Investment Mechanisms (AIMS) program and in the USAID funded Cooperative Development program Enabling Market Integration through Rural Group Empowerment (EMIRGE) program with a focus on urban, service-oriented worker/owner cooperatives. Despite challenges within the enabling environment, cooperatives play a major role in Kenya's economy. Kenya is leading Africa in the integration of cooperatives into economic policy - especially in the Agricultural, Housing and Savings and Credit Cooperative Organizations (SACCOs) sector. However, the cooperative movement lacks internal systems and coordination efforts, which prevents the movement from accelerating and expanding cooperative business opportunities within the economy.

This Statement of Work outlines Global Communities' CLEAR program's need for a consultant to manage and implement a projected 7 month research project.

2. Objective

The baseline SSNA developed an analytical tool for three partnering NGOs to understand the current status and resiliency of the cooperative network. This tool, dubbed the 'Ushirika Hub' (or 'Cooperative Hub' in Swahili), is an online platform that maps cooperative actors in Kenya. The Ushirika Hub was built using the Pando technology developed and facilitated by Root Change, the technical agency selected to carry out the SSNA. The baseline collected valuable data around how, when and why actors connect. Analysis of the network illustrates key areas of collaboration and pinpoints gaps within regions, across service sectors and support resources. **This proposed study will leverage and build upon the existing Ushirika Hub, covering 6 counties in Kenya, to dig deeper into the findings and evaluate the platform to further integrate it into the Kenyan cooperative sector and assess applicability to other cooperative sectors.**

Early evidence shows that there was a benefit to cooperatives and stakeholders connecting. Cooperators also shared during the sessions that they *wanted* to collaborate more but didn't know how to connect. With further research and adaptation to the technology an effective social network platform and accompanying data have the potential to create a more connected, integrated, and thus economically viable sector.

The SSNA was successful in identifying areas of collaboration and isolation within the cooperative sector. It further offers the opportunity for a successful platform for partnership, knowledge exchange and trust-building within the Kenyan cooperative sector. It is evident from existing experience and data that a cooperative sector SSNA has value, but there were shortcomings in the technology for participants. Perhaps demonstrating a mismatch in technology to user need, the platform did not “go viral” during the 6 months in which the baseline was operational. Building upon the learnings from the baseline and acknowledging the current donor focus, the question is now raised – ‘What is the most appropriate way to improve the technology, expand the network, and share the information with Kenyan cooperatives to strengthen the systems and networks?’

The overall success of any social network is dependent on both appropriate utilization by users and organic expansion of usership. While initially receptive to the premises that the Ushirika Hub was founded on, Kenyan cooperative users have not further engaged with the hub or utilized its full capabilities and as a result, the hub has not grown organically which was originally conceived of as self-replicating. **Therefore, the question remains as to why the innovation, which was responded to positively and resulted in an engaged dialogue by users demanding additional inputs into growing the cooperative systems and networks, did not result in a robust and self-replicating online social network.**

The proposed research will seek to answer this question through an investigation examining why the Ushirika Hub experienced low uptake by existing users. Additionally, the research will identify what information users want from a social network and what types of technological innovations would make the information more accessible and the user experience more desirable/customer oriented.

Utilizing qualitative methods, the research will explore options for a more user-friendly social network map that would have greater potential to “go viral” and exist sustainably within the Kenyan cooperative sector. The research will identify the types of user experiences people use and enjoy, this assessment could later be used to match the user experience with existing technology. The research proposes to survey existing users on feasibility of the technology itself as well asking users their utility of the Pando platform (which hosts the Ushirika Hub). These indicators will include the following: whether or not they have found it useful, if it is easy to navigate, and if they would recommend the platform to others.

This research asks the question: *what makes a quality social network and what do cooperators require to facilitate such a network?* These questions relate directly to the overall success of any social network.

Engagement of youth is also a particular interest of both Global Communities' USAID/CLEAR and the overall CDP. In particular, this research may identify creative ways in which technology can be harnessed to increase participation of youth.

Research Questions:

1. The Ushirika Hub is not being used to its full extent. What would increase the utility of Ushirika Hub and make the network more beneficial to Kenyan cooperators?
2. What technology would increase the access and utility of the Ushirika Hub for users in a way that increased or incentivized new users?
3. SSNA has documented benefits for NGO users, but do SSNA Platforms provide the intended benefit for cooperators?
4. Could an SSNA platform be beneficial to cooperative sectors in other countries? What factors are needed to enable a successful digital network?

3. Consultant Responsibilities and Deliverables

1. Research Methodology & Implementation Plan

The researcher will design a research methodology utilizing advanced research methods to answer the question outlined above. The methodology will require both quantitative and qualitative methods. The researcher must also take Kenyan Government and Global Communities' COVID-19 regulations into consideration for data collection planning. The CLEAR staff will support the researcher in coordinating and staffing when needed.

A draft methodology and implementation plan will be reviewed and discussed with the CLEAR Research team.

Methodology and Implementation plan should contribute to the following **Anticipated Outcomes**:

- a. Identified key networking needs of Kenyan Cooperators
- b. Assessment of usability and potential of the Ushirika Hub
- c. Proposed user-friendly integrated platform for SSNA
- d. Recommendations for enhanced sustainability
- e. Contributions to cooperative resilience
- f. Recommendations for application of a Social Network Mapping activity for cooperators in other Developing Country settings

2. Manage Research

The research methodology should include: survey of existing users, key informant interviews with existing users and new users, focus group discussions, and “meaning making sessions.” The Researcher will be responsible for planning and managing these sessions. Researcher will be responsible for training and managing enumerators.

Researcher will be responsible for keeping the research process running according to the agreed upon workplan and ensure timely submission of deliverables. The researcher will report to the M&E Specialist.

3. Conduct Desk Research

As part of the overall research, the researcher will conduct a review of social systems analysis and platforms. This desk review will capture existing literature and products used in similar contextual settings (developing countries, SMEs or other economic sectors). The purpose is to investigate the types of platforms and analysis available in the market and make recommendations to best practice. Desk research will be incorporated into the final report.

4. Collect and Analyze Data

The researcher will be responsible for data collection and analysis.

5. Present Findings to CLEAR

Prior to drafting the draft final report, the researcher will hold a validation session with the CLEAR team to present initial findings. This session will be to ensure context understanding and allow the CLEAR team to provide any reflections to the analysis.

Priority areas for findings, recommendations, and conclusions will also be agreed upon.

6. Final Report

- a) Executive Summary
- b) Introduction
- c) Methodology
- d) Desk Review

- e) Data / Results
- f) Findings
- g) Recommendations
- h) Conclusions

4. Responsibility for Global Communities

- Provide a main point of contact to CLEAR in Kenya
- Provide necessary contact information for existing Ushirika Hub users
- Hire enumerators
- Provide data collection software (CommCare) and enumerator tablets; Provide virtual meeting platform (zoom/teams);
- Arrange for meeting space (virtual/in-person) for meetings with research participants
- Provide office space at CLEAR offices if needed (pending COVID-19 regulations)
- Provide COVID-19 guidance based on Global Communities & Kenyan Government regulations
- Provide timely review of deliverables and detailed feedback
- Hold weekly check-ins with research consultant
- Directly provide transport means to the consultant where applicable.
- Pay consultant agreed fees net of any applicable taxes.

5. Schedule of Deliverables and Distribution of the Level of Effort

Deliverable	Deliverable Description	Due Date	Proposed Duration (days)
Inception Report	The inception report will be due within one week of contract signing. The report will provide a conceptual narrative of the vendor's understanding of the assignment and the methodology to be utilized in the execution said assignment. This document summarizes the agreement, the process and how each deliverable will be achieved.	May 14, 2021	
Demographic & Initial Data Report	This report will be presented in excel to demonstrate the breadth of the data collected, its representativeness, and early trends. Iterative indicators to be included (to be informed by research methodology): <ul style="list-style-type: none"> • Demographics • Participants in Meaning Making Session • New User Accounts (Actors) 	October 15, 2021	

	<ul style="list-style-type: none"> • New relationships // updated relationship count • Emerging trends • Emerging trends for youth cooperators 		
Presentation – Validation Session	Delivery during final months of the research in coordination with CLEAR Kenya staff. This session will be participatory and allow for feedback and interpretation based on the Initial Data Report and any preliminary findings presented by the researcher.	October 25 – 29, 2021	
Draft Report	Draft report taking into consideration validation session.	November 12, 2021	
Final Report	The final research report will follow the outline above and present key findings from the research as well as recommendations for further research and to the Kenyan cooperative sector. The researcher will be informed by the validation session presentation in drafting the report and will submit a draft copy for feedback from the CLEAR team. The CLEAR team maintains the right to have an iterative process with the researcher to ensure a quality final report.	December 3, 2021	
Total number of days			

6. Minimum Qualifications

Required Qualifications:

- Minimum of 5 years of experience in qualitative and quantitative research
- Masters or PHD level education
- Demonstrated experience in design, management, and implementation of unique research
- Previous experience in cooperatives or a related sector (ie: SMEs, Agricultural producers, business market analysis, etc)
- Ability to connect virtually – must have own laptop, access to strong internet, and ability to meet in the afternoon/evenings (Kenya time)
- Ability to self-manage, think creatively, and maintain strict deadlines

Preferred Qualifications:

- Social Systems Analysis, Sociology, Community focused research
- NGO and/or USAID experience

Part 4: Annexes

Annex A – Budget Template

Annex B – Evidence of Responsibility