



To: Prospective Business Advisory Service Providers

Re-Issue Date: March 9, 2022

RFP#: HYBRID/CBEs/001/2022

REQUEST FOR PROPOSALS (RFP): DEVELOPMENT OF HYBRID BUSINESS DOCUMENTS FOR COOPERATIVE BUSINESS ENTERPRISES (CBEs)

Cooperatives Leadership Engagement Advocacy and Research (CLEAR) is a USAID funded program implemented by Global Communities in Kenya. The program aims 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.

The program is committed to providing technical assistance to four Cooperatives Businesses Enterprises in service, production, and housing sub-sectors. Some of the cohorts of Cooperative Business Enterprises that CLEAR Program is working with are in the start-up phase however, some of them are in mature business stages. As part of the cooperatives' business growth strategy and sustainability, it is important that they have hybrid business documents that have strategic plans, business plans, relevant policies and service charter documents that will guide their growth plans. Therefore, CLEAR program wishes to engage the services of a reputable firm to undertake the duty of supporting the cooperatives to realize their value addition to their members and develop the needed documents, the documents should run for five years.

Interested 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, March 22, 2022.

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 March 16, 2022**, to procurementke@globalcommunities.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@globalcommunities.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. HYBRID/CBEs/001/2022	ISSUE DATE: March 9, 2022
CLIENT: Global Communities	PROGRAM: Cooperatives Leadership Engagement Advocacy and Research (CLEAR)
PRURPOSE: DEVELOPMENT OF HYBRID BUSINESS DOCUMENTS FOR COOPERATIVE BUSINESS ENTERPRISES (CBEs)	
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, March 22, 2022 QUESTIONS DEADLINE: 5pm EST, March 16, 2022
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, **March 22, 2022**. 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
2. Copy of KRA PIN certificate and valid Tax Compliance Certificate.
3. Copy of professional and academic certificates i.e. only degree certificates and above are required.
4. Copy of ICPAK practicing certificate
5. Copy of CHRPK certificate plus IHRM practicing certificate.

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 CBEs in development of hybrid business documents. Technical Approach should include:

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

2. Applicants Qualification and Experience

- Bidders shall submit a complete and current resume/CV of proposed consultancy team demonstrating previous work experience in relation to the SOW requirements (not exceeding three (3) pages). The resume must clearly describe the individuals' education, experience, and professional credentials.
- Bidders shall submit capability statement tailored to SOW requirements(One-page Maximum)

3. Past Performance

The Offeror shall submit a list of all current contracts and subcontracts and those completed within the last five (5) 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 e.g. Data and voice cost, transport cost, printing cost etc. where applicable as required in implementing the consultancy.

- C. The Offeror shall submit as part of its Cost Proposal **Annex B** “Evidence of Responsibility”, completed and signed. 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	30
	Applicants qualification and experience	15
	Organizational capabilities(Capacity and past performance)	15
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

Cooperatives Leadership Engagement Advocacy and Research (CLEAR) is a USAID-funded program implemented by Global Communities in Kenya. The program aims to:

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

USAID/CLEAR program is committed to providing technical assistance to four Cooperatives Businesses Enterprises in service, production, and housing sub-sectors. Some of the cohorts of Cooperative Business Enterprises that CLEAR Program is working with are in the start-up phase however, some of them are in mature business stages. As part of the cooperatives' business growth strategy and sustainability, it is important that they have hybrid business documents that have strategic plans, business plans, relevant policies and service charter documents that will guide their growth plans. Therefore, CLEAR program wishes to engage the services of a reputable consultant(s) to undertake the duty of supporting the cooperatives to realize their value addition to their members and develop the needed documents, the documents should run for five years.

Targeted Cooperative Business Enterprises (CBEs)

Business growth stage	Number	CBE's Location	Sector
Start-up	1	Nairobi County	Service- Cleaning services and Waste Management
Scale-up	2	Nairobi County	Housing
		Homabay County	Agricultural producer organization
Expanded	1	Eldoret	Housing
Total	4		

2. Objective

The main objective of this assignment is to support Cooperative Businesses to develop bespoke documents that will guide their growth and expansion enabling the businesses to seek opportunities to move their enterprises to the next level.

The following will be required of the firm:

- i. One-on-one coaching with the cooperatives.
- ii. Discussions with the cooperative to produce robust and investor ready business documents tailored to the needs and assets of the cooperative.

- iii. Develop business documents as follows:
 - a. Five-year hybrid business Strategic Plan and Business plan/canvas model
 - b. Service charter,
 - c. Work plan,
 - d. Policies and procedures e.g., Human Resource manuals, procurement, finance manuals etc.
 - e. Key performance indicators for the management staff.
- iv. In-depth understanding of the sub-sector, and current trends concerning factors that drive competitiveness and efficiency.

3. Consultant Responsibilities and Deliverables

The firm will have the following responsibilities:

- a) Hold an inception meeting with the cooperative to understand their business.
- b) Develop a project implementation plan and work plan approved by CLEAR program and the cooperative.
- c) To provide brainstorming, coaching sessions and technical assistance to the cooperative as they develop all 5 business documents.
- d) The firm to support the cooperatives in developing action plans, listing key recommended development interventions/activities and projects to be implemented in each of the identified development thematic areas.
- e) Submit draft business documents. These includes but not limited to the following:
 - a. Five-year hybrid business Strategic Plan and Business plan/canvas model
 - b. Service charter,
 - c. Work plan,
 - d. Policies and procedures e.g. HR manuals, procurement, finance manuals etc.
 - e. Key performance indicators for the management staff.
- f) Submit final business documents after reviews by the CLEAR team and the CBE.
- g) The firm to facilitate validation session of the hybrid business documents by the cooperatives in collaboration with the CLEAR Team and thereafter submit the final validated documents to the cooperative and the CLEAR program.
- h) The firm to offer review of the business documents:
 - a. Consultant to be available to offer some physical training where necessary.
 - b. Final project report and close-out meeting with the Consultant, CLEAR programme and the cooperative.
- i) The firm should be available for the trouble shooting of the documents and amend as per the needs of the cooperative.
- j) Deliver final bound documents to the Cooperative and a service charter print-out.

Note: The engagement should be both virtual and in-person where applicable.

4. Responsibility for Global Communities

Global Communities shall be responsible for the following:

- a) To provide linkages between the consultant and the respective Cooperative Business Enterprises.
- b) Share baseline data of the target CBE's with the selected firm.
- c) Provide technical input through review of templates, training materials, reports, and other documentation submitted by the consultants. This will include review and approval of all deliverables including end of assignment report submitted by the consultants upon satisfactory completion.
- d) Provide data bundles to cooperative members attending the discussions to enable them to participate in virtual sessions with the consultants where applicable.
- e) Pay contractual fees (Payment will factor the income tax requirements).

5. Schedule of Deliverables and Distribution of the Level of Effort(LOE)

This assignment is estimated to take a maximum of one year:

Deliverables	Deliverable description	Proposed duration(LOE)
1	Inception meetings with the Cooperative and Global Communities	
2	Development of implementation plan	
3	<ol style="list-style-type: none"> a. Coaching of CBEs that will lead to development of relevant business documents. b. Development of action plans. These includes: listing key recommended development interventions/activities and projects to be implemented in each of the identified development thematic areas. 	
4	<p>Submission of draft business documents. These includes:</p> <ul style="list-style-type: none"> • Five-year hybrid business Strategic Plan and Business plan/canvas model • Service charter, • Work plan, • Policies and procedures e.g., Human Resource manuals, procurement, finance manuals etc. • Key performance indicators for the management staff. <p>The above list is not limited and it depends on the needs of the targeted CBE.</p>	
5	Validation of draft business documents	
6	Submission of final business documents in soft and hardcopies.	
7	Consultancy close-out meeting with Global Communities and the CBE	
8	Submission of consultancy report	
9	Trouble shooting of the developed business documents and amend as per the CBE needs.	

6. Minimum Qualifications

- The firm must have 10 or more years' experience on offering professional consulting services to small businesses and/or cooperative enterprises.
- Proposed team members must have at least 7 years' experience supporting Micro Small and Medium Enterprises (MSMEs)
- All proposed team members should have a Bachelor's degree in business related course and/or Post Graduate qualification in any business course.
- At least one proposed team member should hold professional qualifications in accounting and Human Resource i.e., Certified Public Accountant-Kenya (CPAK)/ Association of Chartered Certified Accountants (ACCA) and Certified Human Resource Professional Kenya (CHRPK) qualifications.
- Documented experience developing business plans, service charters, business policies and procedures for midsize companies and industry leaders.
- Experience in one-on-one coaching and training sessions to Micro Small and Medium Enterprises (MSMEs) and/or cooperative businesses.
- The firm must have previous experience with Housing Cooperatives, Agricultural Cooperatives and Worker Cooperatives.
- Previous experience working on USAID funded programs preferred.
- Excellent written and verbal communication skills and must have a thorough persuasiveness and be an active listener.
- Ability to virtually or physically meet the cooperative, during the allocated timelines.
- Multi-tasking and time-management skills, with the ability to prioritize tasks.

Part 4: Annexes

Annex A – Budget Template

Annex B – Evidence of Responsibility