

Tender Package — Request for Proposal (RFP)



1. Invitation to Tender

Tender Name: Monitoring, Evaluation & Research Support 2020-2022		Tender No: G062
Location: Global		Correspondence Language(s): English
<p>Brief Summary Description of Project:</p> <p>After an initial 2-year Master Service Agreement contract with Monitoring, Evaluation, and Research organizations¹, Mercy Corps is once again seeking to expand its network of qualified organizations to fill program performance and quality needs in a second phase contract. We are looking to build our roster of exceptional firms and organizations which are willing to support remotely or travel on assignment to support critical functions like: monitoring, evaluation, accountability, assessment, analysis, learning, and research needs at various stages of the program cycle.</p> <p>As was done in our initial Agreement, we plan to place multiple organizations on this roster. All chosen organizations will then have the opportunity to compete for individual Task Orders under this Master Services Agreement for discrete scopes of work.</p> <p>This agreement will cover 3 different categories of work (referred to as “lots”). Those categories are:</p> <p>LOT 1: IMPACT EVALUATION, COST-BENEFIT ANALYSIS AND MEASUREMENT VALIDATION LOT 2: FORMATIVE STUDIES AND PROGRAM EVALUATIONS LOT 3: MONITORING, EVALUATION AND LEARNING (MEL) SUPPORT</p> <p>Organizations must indicate which lots for which they want to be considered. Organizations may apply for any number of lots. Each lot does have its own criteria for acceptance associated, and each organization will be judged for acceptance into each lot separately. As a result, organizations may apply for only a single lot, or could apply for all 3 and be approved for any number. Organizations will be notified about which lots they have been accepted into.</p> <p>Please see Section 5 for additional detail on the Master Agreement and lot descriptions. Please see Section 3.3 for additional detail regarding tender submissions.</p> <p>At the conclusion of this process, organizations will be approved for work in various lots. Mercy Corps country teams will submit scopes of work to individual lots, and only firms approved in those lots will receive those scopes for bidding. These individual scopes of work will have their own criteria for assessment, including “best value” and other criteria relevant to the individual location and work outlined. Country level procurement and program teams will assess those individual bids, and will determine which organizations will be awarded that Task Order.</p>		

Tender Package Available from: 25th June 2020	Tender Package Pickup Location: https://www.mercycorps.org/tenders
Deadline for Offer Submission: 24th July 2020 5pm PST	Submit Offers to: tenders@mercycorps.org

¹ Our previous Master Services Agreement for Monitoring, Evaluation, and Research saw 62 Task Orders in the 2.5 years the contract was valid.

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Mercy Corps reserves the right to accept or reject any late offers

Questions and Answers (Q&A)	
If any, Submit Questions in writing to: mertender@mercycorps.org	
Last Day for Questions: 6th July 2020 5PM PST	Questions will be answered by: 13th July 2020 5PM PST
Questions will be answered through: https://www.mercycorps.org/tenders	
Changes made in response to the Q&A on July 13 th are highlighted in yellow.	

Documentation Checklist		
These documents are contained within this tender package:	✓	Invitation to Tender
	✓	General Conditions for Tender
	✓	Criteria and Submittals
	✓	Price Offer Sheet
	✓	Sample Contract & Supplier Information Form
	✓	Scope of Work/Technical Specifications

2. General Conditions for Tender

Mercy Corps invites proposals for the goods, services and/or works described and summarized in these documents, and in accordance with procedures, conditions and contract terms presented herein. Mercy Corps reserves the right to vary the quantity of work/materials specified in the Tender Package without any changes in unit price or other terms and conditions and to accept or reject any, all, or part of submitted offers.

2.1 Mercy Corps' Anti-Bribery and Anti-Corruption Statement

Mercy Corps strictly prohibits:

- Any form of bribe or kickback in relation to its activities
This prohibition includes any *request* from any Mercy Corps employee, consultant or agent for anything of value from any company or individual in exchange for the employee, consultant or agents taking or not taking any action related to the award of a contract or the contract once awarded. It also applies to any *offer* from any company or individual to provide anything of value to any Mercy Corps employee, consultant or agent in exchange for that person taking or not taking any action related to the award of the contract or the contract.
- Conflicts of interests in the awarding or management of contracts
If a company is owned by, whether directly or indirectly, in whole or in part, any Mercy Corps employee or any person who is related to a Mercy Corps employee, the company must ensure that it and the employee disclose the relationship as part of or prior to submitting the offer.

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- *The sharing or obtaining of confidential information*
Mercy Corps prohibits its employees from sharing, and any offerors from obtaining, confidential information related to this solicitation, including information regarding Mercy Corps' price estimates, competing offerors or competing offers, etc. Any information provided to one offeror must be provided to all other offerors.
- *Collusion between/among offerors*
Mercy Corps requires fair and open competition for this solicitation. No two (or more) organizations submitting proposals can be owned or controlled by the same individual(s). Organizations submitting offers cannot share prices or other offer information or take any other action intended to pre-determine which company will win the solicitation and what price will be paid.

Violations of these prohibitions, along with all evidence of such violations, should be reported to:

<http://mercycorps.org/integrityhotline>

Mercy Corps will investigate allegations fully and will take appropriate action. Any company, or individual that participates in any of the above prohibited conduct, will have its actions reported to the appropriate authorities, will be investigated fully, will have its offer rejected and/or contract terminated, and will not be eligible for future contracts with Mercy Corps. Employees participating in such conduct will have his/her employment terminated.

Violations will also be reported to Mercy Corps' donors, who may also choose to investigate and debar or suspend organizations and their owners from receiving any contract that is funded in part by the donor, whether the contract is with Mercy Corps or any other entity.

2.2 Tender Basis:

- All offers shall be made in accordance with these instructions, and all documents requested should be furnished, including any required (but not limited to) supplier-specific information, technical specifications, drawings, bill of quantities, and/or delivery schedule. If any requested document is not furnished, a reason should be given for its omission in an exception sheet.
- No respondent should add, omit or change any item, term or condition herein.
- If suppliers have any additional requests and conditions, these shall be stipulated in an exception sheet.
- Each offeror may make one response only.
- Each offer shall be valid for the period of 180 days from its date of submission.
- All offers should indicate whether they include taxes, compulsory payments, levies and/or duties, including VAT, if applicable. *All offerors should indicate if they include taxes on [labor] such as VAT and other compulsory payments such as workman's compensation, leave, medical insurances, etc [in their fully burdened rates]. Offers must not include any import customs, levies or duties, costs of visas, etc in this MSA price offer. Those costs can be budgeted as (non-labor) direct costs for specific task orders released under the MSA*
- Suppliers should ensure that financial offers are devoid of calculation errors. If errors are identified during the evaluation process, the unit price will prevail. If there is ambiguity on the unit price, the Selection Committee may decide to disqualify the offer.
- Any requests for clarifications regarding the project that are not addressed in written documents must be presented to Mercy Corps in writing. The answer to any question raised in writing by any offeror will be issued to that offeror. In some cases Mercy Corps may choose to issue clarifications to all offerors. It is a condition of this tender that no

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clarification shall be deemed to supersede, contradict, add to or detract from the conditions hereof, unless made in writing as an Addendum to Tender and signed by Mercy Corps or its designated representative.

- This Tender does not obligate Mercy Corps to execute a contract nor does it commit Mercy Corps to pay any costs incurred in the preparation and submission of proposals. Furthermore, Mercy Corps reserves the right to reject any and all proposals, if such action is considered to be in the best interest of Mercy Corps.

2.3 Supplier Eligibility

Suppliers may not apply, and will be rejected as ineligible, if they:

- Are not registered organizations
- Are bankrupt or in the process of going bankrupt
- Have been convicted of illegal/corrupt activities, and/or unprofessional conduct
- Have been guilty of grave professional misconduct
- Have not fulfilled obligations related to labor laws and tax obligations in countries where they conduct work
- Are guilty of serious misinterpretation in supplying information
- Are in violation of the policies outlined in Mercy Corps Anti Bribery or Anti Corruption Statement
- Supplier (or supplier's principals) are on any list of sanctioned parties issued by; or are presently excluded or disqualified from participation in this transaction by: the United States Government or United Nations by the United States Government, the United Kingdom, the European Union, the United Nations, other national governments, or public international organizations.

Additional eligibility criteria, if applicable, are stated in section 3.2 of this tender package.

2.4 Response Documents

Offerors can either utilize the response documents contained in this tender package to submit their offer or they can submit an offer in their own format as long as it contains all the required documents and information specified by this tender.

2.5 Acceptance of Successful Response

Documentation submitted by offerors will be verified by Mercy Corps. The winning offeror(s) will be required to sign a contract for the stated, agreed upon terms.

2.6 Certification Regarding Terrorism

It is Mercy Corps' policy to comply with humanitarian principles and the laws and regulations of the United States, the European Union, the United Nations, the United Kingdom, host nations, and other applicable donors concerning transactions with or support to individuals or entities that have engaged in fraud, waste, abuse, human trafficking, corruption, or terrorist activity. These laws and regulations prohibit Mercy Corps from transacting with or providing support to any individuals or entities that are the subject of government sanctions, donor rules, or laws prohibiting transactions or support to such parties.

3. Criteria & Submittals

3.1 Contract Terms

Mercy Corps intends to issue a Time and Materials Master Services Agreement to several organizations. The successful offeror(s) shall be required to adhere to the statement of work and terms and conditions of the resulting Master Service

Agreement. The anticipated Master Service Agreement is incorporated in [Section 6](#) herein. By submitting an offer, offerors certify that they understand and agree to all of the terms and clauses contained in [Section 6](#).

3.2 Specific Eligibility Criteria

Eligibility criteria must be met and the corresponding supporting documents listed below under “Tender Submittals” **must** be submitted with offers. Offerors who do not submit these documents may be **disqualified** from any further technical or financial evaluation.

Eligibility Criteria:

- The offeror must be legally registered or incorporated in the country where headquartered
- The offeror must be in good standing with its governing tax authority
- Legal right to conduct work in the countries that Offerer states that it can and is willing to conduct work under this Master Service Agreement.
- Must have a bank account - in the country where headquartered - under the registered/incorporated name of the organization/firm.
- Must have been audited by an external accounting firm or received an external review of financial statements in the past year (3 years) **If your organization is exempt from external audits or financial reviews in the country where you are headquartered and registered and you can provide evidence of this exemption (link or document that shows your exemption), then producing evidence that you have an external firm handle your accounts is acceptable for fulfilling this particular eligibility criteria requirement.**

Suppliers may not apply, and will be rejected as ineligible, if they:

- Are bankrupt or in the process of going bankrupt
- Have been convicted of illegal/corrupt activities, and/or unprofessional conduct
- Have been guilty of grave professional misconduct
- Have not fulfilled obligations related to labor laws and tax obligations in the country where they work
- Are guilty of serious misinterpretation in supplying information
- Are in violation of the policies outlined in Mercy Corps Anti Bribery or Anti Corruption Statement
- Supplier (or supplier’s principals) are on any list of sanctioned parties issued by; or are presently excluded or disqualified from participation in this transaction by: the United States Government or United Nations by the United States Government, the United Kingdom, the European Union, the United Nations, other national governments, or public international organizations.

3.3 Tender Submittals

Documents and required information listed in tender submittals are necessary in order to support the eligibility criteria and to conduct technical evaluations of received offers (and due diligence). While absence of these documents and/or information does not denote mandatory disqualification of suppliers, the lack of these items has the potential to severely and negatively impact the technical evaluation of an offer.

As mentioned above, offerors must apply for each lot for which they want to be considered. Offerors will apply for each lot individually (with required documentation for each lot noted below). Please see descriptions of lots in Section 5.2 for additional detail. Offerors will be reviewed for Specific Eligibility Criteria (detailed in Section 3.2) once, and if

they meet those requirements, submissions for lots will be reviewed and scored. Each lot submission will be scored separately – please see Section 3.5.1 for additional information.

Documents supporting the Eligibility Criteria:

- Legal Business Registration (for country where headquartered and/or countries where offerors operate)
- Latest Tax Registration Certificate
- Record of audit or financial review by external accounting firm (redacted is appropriate)

Documents to conduct the Technical Evaluation and additional Due Diligence:

- Corporate Capabilities Statement (4 page max), highlighting:
 - Detail of Areas of Expertise
 - Geographical Coverage
 - Unique capabilities or resources
 - Past projects or customers
 - Key personnel experience
- Proof of small / minority owned business (if applicable)

Lot Specific Information (please submit for each lot offerors are applying for):

- References from previous work projects/programs (including contact information) (3 references per lot to which offeror is applying)
- A sample of past final product showcasing technical experience (1 final product per lot)
- Brief description of work conducted in up to 5 [Mercy Corps countries](#) (1 paragraph per example)
- Key technical staff or consultant resumes outlining relevant work conducted (2 page max per personnel) (For each lot to which offeror is applying, submit not less than 3 but not more than 6 resumes – 6 is encouraged, in any combination of staff or consultants)

Documents to conduct Cost Analysis:

- Completed Price Offer Sheet (see Attachment 3)

Note:

Offerors may apply for as many as all of the 3 lots. Offerors must indicate which lot they are applying for, and should submit separate ‘Lot Specific Information’ documentation for each lot applied for.

Price Offer :

The Price offer is used to determine which offers represent the best value and serves as a basis of negotiation before award of a contract. As a Time and Materials contract, the price of contract to be awarded will be on the basis of fixed daily rates (FDRs).; The fixed daily rates in effect under the Master Services Agreement shall remain in effect for the entire agreement period (two years, with allowance for an annual rate escalation for year two rates). Each fixed daily rate shall be “loaded” and include the following (as applicable):

- Salary cost or consulting fee of the professional individual providing the services
- Payroll costs (fringe benefits, FICA, etc.)
- Indirect costs applicable to labor
- Profit or fee, if any

The individual Task Orders awarded under this Master Services Agreement will have ceiling amounts not to be exceeded without prior written approval. No profit, fees, taxes, or additional costs can be added after contract signing. Offerors

must show fully loaded/burdened fixed daily rates, as requested in the Price Offer Sheet (Attachment 3). All rates must be clearly labeled and included in the Price Offer Sheet.

Offerors should indicate if they include taxes on labor such as VAT and other compulsory payments such as workman's compensation, leave, medical insurances, etc. in their fully burdened rates. Offers must not include any import customs, levies or duties, costs of visas, etc. in this MSA price offer. Those costs can be budgeted as non-labor direct costs for specific task orders released under the MSA.

3.4 Currency

Offers should be submitted in: USD
Payments will be made in: USD

3.5 Tender Evaluation (Trade-Off Selection Method)

Based on the above submittals, a Mercy Corps Tender Committee will conduct a tender evaluation process. Mercy Corps reserves the right to accept or reject any or all proposals, and to accept the offer(s) deemed to be in the best interest of Mercy Corps. Mercy Corps will not be responsible for or pay for any expenses or losses which may be incurred by any Offeror in the preparation of their tender.

Evaluations will be conducted as described in the following subsections:

3.5.1 Scoring Evaluation

Trade-Off Method

Mercy Corps Tender Committee will conduct a technical evaluation which will grade technical criteria on a weighted basis (each criteria is given a percentage, all together equaling 100%). Offeror's proposals should consist of all required technical submittals so a Mercy Corps committee can thoroughly evaluate the technical criteria listed herein and assign points based on the strength of a technical submission.

Award criteria shall be based on the proposal's overall **"value for money"** (quality, cost, etc.) while taking into consideration donor and internal requirements and regulations. Each individual criteria has been assigned a weighting prior to the release of this tender based on its importance to Mercy Corps in this process.

Offeror(s) with the best score(s) will be accepted as the winning offeror(s), assuming the price is deemed fair and reasonable and subject to the additional due diligence in **section 3.5.2**.

When performing the Scoring Evaluation, the Mercy Corps tender committee will assign points for each criteria based on the following scale:

Point	Rationale
0	Not acceptable; has not met any part of the specified criteria
1-4	Has met only some minimum requirements and may not be acceptable
5	Acceptable

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6-9	Acceptable; has met all requirements and exceeds some
10	Acceptable; has exceeded all requirements

Evaluation Criteria	Max Points Possible	Weight (%)	Points X Weight
		(A)	
Price/Cost (fixed daily rates for different levels of competency – Please see Price Offer Sheet).	10	20%	20
Resources: Labor, individual capacities, and the firm's ability to provide key personnel with the necessary qualifications (key staff or consultants who have conducted relevant work in the past 12 months)	10	20%	20
Past Performance: demonstration of previous relevant experience, work completed in relevant countries, ability to produce necessary deliverables, ensured quality and management, and ability to deliver on time/scope/budget as evaluated by past performance	10	30%	30
Corporate Capabilities: organizational ability and areas of focus	10	30%	30
TOTAL POSSIBLE SCORE:	40	100%	100
Small / minority owned business ²	5	N/A	5
TOTAL POSSIBLE SCORE (INCLUDING BONUS):	45		105

3.5.2 Additional Due Diligence

Upon completion of both the technical and financial evaluations Mercy Corps may choose to engage in additional due diligence processes with a particular supplier or supplier(s). The purpose of these processes is to ensure that Mercy Corps engages with reputable, ethical, responsible Suppliers with solid financials and the ability to fulfill the contract. Additional due diligence may take the form of the following processes (though it is not limited to):

- Reference checks
- Analysis of audited (or financial review of) financial statements

4. Offer Form

Offerors must submit their own independent offer including at least (but not limited to):

- All documents requested in the “Eligibility Criteria” section of this Tender Package
- All documents requested in the “Tender Submittals” section of this Tender Package

² Please use designations defined in FAR Chapter 52

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- All information listed in the “Documents Comprising the Proposal” section below

All offers must be duly signed (including position and full name of the signer) and stamped, with the date of completion.

Documents Comprising the Proposal

The following information must be included in the offer of any potential offeror:

- ☐ **Cover Letter** explaining interest to be a contracted vendor or supplier, and the details of the Proposal. The content of the cover letter shall include the following information:
 - ☐ A detailed specification of the offered goods, services and/or works (Proposal)
 - ☐ Price validity date (for this purpose and as stated on the advertisement, quote given shall remain unchanged for 180 working days)
- ☐ Documents supporting **Eligibility Criteria**, including:
 - ☐ Legal business registration (for country where headquartered and/or countries where offerors operate)
 - ☐ Latest tax registration certificate
 - ☐ Record of audit or financial review by external accounting firm (redacted is appropriate)
- ☐ Documents supporting **Technical Evaluation**, and **Due Diligence** including:
 - ☐ Corporate Capabilities Statement (4 page max), highlighting:
 - ☐ Detail of Areas of Expertise
 - ☐ Geographical Coverage
 - ☐ Unique capabilities or resources
 - ☐ Past projects or customers
 - ☐ Key personnel experience
 - ☐ Proof of small / minority owned business (if applicable)
- ☐ **LOT Specific** information (please submit for each lot offerors are applying for):
 - ☐ References from previous work projects/programs (including contact information) (3 references per lot to which offeror is applying)
 - ☐ A sample of past final product showcasing technical experience (1 final product per lot)
 - ☐ Brief description of work conducted in up to 5 Mercy Corps countries (1 paragraph per example)
 - ☐ Key technical staff or consultant resumes outlining relevant work conducted (2 page max per personnel) (For each lot to which offeror is applying, submit not less than 3 but not more than 6 resumes – 6 is encouraged, in any combination of staff or consultants)
- ☐ A Price Offer detailing the unit price only, using the **Price Offer Sheet** (template provided in section 7)
- ☐ Completed and signed Mercy Corps **Supplier Information Form** (template provided in section 7)

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Note: Offerors **may apply** for as many as all 3 of the 3 lots indicated in this tender document. Offerors must indicate which lot they are applying for, and should submit 'Lot Specific Information' documentation for each lot applied for.

The original proposal shall be signed by the offeror or a person or persons duly authorized to bind the offeror to the contract. Financial offer pages of the proposal shall be initialed by the person or persons signing the proposal and stamped with the company seal.

Any interlineations, erasures, or overwriting shall be valid only if they are initialed by the person or persons signing the proposal.

5. Scope of Work/Technical Specifications

5.1 Background

Mercy Corps is powered by the belief that a better world is possible. Across the more than 40 countries in which we operate, we're working to address root causes of poverty head on, and helping those caught in crisis not only meet their immediate needs, but build a brighter future. In taking on these challenges, Mercy Corps does not act alone nor are we satisfied with business as usual. The Monitoring, Evaluation, and Learning (MEL) team supports both foundational and cutting edge adaptive management approaches to program management, with design, monitoring, evaluation and learning functions as key processes and benchmarks to ensure evidence-based decision making for quality program implementation. The team works across a wide spectrum of stakeholders both internal and external to Mercy Corps, as well as diverse technical program approaches and sectors.

5.2 Scope of Work for Services

After an initial 2-year Master Service Agreement contract with Monitoring, Evaluation, and Research firms and organizations, Mercy Corps is once again seeking to expand its network of qualified firms and organizations to fill program performance and quality needs in a second phase contract. We are looking to build our roster of exceptional firms and organizations which are willing to support remotely or travel on assignment to support critical functions like: monitoring, evaluation, accountability, assessment, analysis, learning, and research needs at various stages of the program cycle. This roster will facilitate procurement services for field teams needing to contract these services, making selection of these pre-approved firms and organizations easier and faster for all involved. Please see Section 1 for more information about the Master Service Agreement.

This tender is broken up into 3 Lot Categories - firms may apply for more than one lot if they are experienced in those categories. Please see section 3.3 for details about applying for multiple lots. For detail on what each Lot includes, please review section 5.2.1 below.

Work Standards overarching all three lots:

Technical Leadership

- Ensure adherence to best practices in the MEL and research
- Facilitate connections between program teams and MEL teams during execution of Task Orders to ensure data is analysed and used for learning

Knowledge & Experience

- Theoretical knowledge and practical experience in monitoring, evaluation, training, learning and adaptive management

or implementation science (based research) appropriate for Task Orders released under lots for which you are approved and submit proposals

- Knowledge of major aspects of humanitarian and development program implementation and documentation
- Demonstrated capacity to draw programmatic recommendations from data
- Ability to conceptualize, plan and implement monitoring, evaluation, learning, training and/or research activities in fragile countries with complex crises, as well as possess the ability to analyze data and utilize lessons learned for the continuous improvement of program implementation and to promote a culture of learning
- Commitment to capacity building

Skills and Capacity:

- Promote a culture of learning through systematic analysis and reflection of program/research data
- On the job training and mentoring during Task Order implementation
- Contributes to knowledge management within Mercy Corps
- Active contributor and collaborator with regional and global counterparts to promote the use of MEL and research best practices

Section 5.3 Lot Descriptions

The Master Services Agreement will cover 3 different categories of work (known as “lots”). Those lots are:

- **LOT 1: IMPACT EVALUATION, COST-BENEFIT ANALYSIS AND MEASUREMENT VALIDATION**

Studies using experimental or quasi-experimental design methods to generate evidence that responds to critical questions about Mercy Corps’ programming strategies, policy issues, and broader debates in the industry. Studies almost always rely on primary data but may include data from secondary sources. In all cases where quantitative data are collected, statistical tests of difference between groups must be used. In all cases, the study must be designed to rigorously determine if any statistical differences observed between treatment and counterfactual groups are attributable to one or more interventions.

Costing, cost-benefit, and cost-effectiveness studies are also included in Lot 1. Lot 1 studies, research, may also include validation of new instruments and metrics using statistical techniques to determine their validity and reliability.

Also included in Lot 1 are evaluability studies that assess the feasibility of studies described under lot 1 for a Mercy Corps program. On rare occasions, meta-analysis of secondary data across multiple programs may be requested. Lot 1 also includes development of research strategies/agendas.

Firms applying for Lot 1 may be asked to independently, fully conduct the study but it is just as likely they will be asked, through task orders, to develop/conduct one or more components of the study rather than the entire study from A to Z. Therefore, the firm must have the capacity and experience in developing any or all components associated with a study as described in Lot 1. Components and activities include, but are not limited to, developing the study design and study protocol (including study instruments and sampling), obtaining IRB approval, logistics and field work management/supervision, preparing tablets/phones for data collection, data collection, training, data management, coding guides, statistical plan of analysis, analysis, developing training material and conducting training relative to studies under Lot 1, literature reviews, report/manuscript/abstract writing, and presentation/learning materials.

Mercy Corps’ aspires to publish the results of these studies in peer-reviewed journals so rigor and quality of these studies must be of the highest standards.

- **LOT 2: FORMATIVE STUDIES AND PROGRAM EVALUATIONS**

Activities under this lot do not involve a counterfactual; broadly these include formative studies and program evaluations.

Formative studies for Mercy Corps are meant to provide insight into social phenomena or contextual nuances to inform how Mercy Corps, peer organizations, donors, or others invest in interventions designed to address critical humanitarian and development challenges. The purpose of these formative studies is to fill knowledge gaps needed for research, learning and adaptive management. These studies are typically cross-sectional and either mixed methods or exclusively qualitative. Triangulation with routine monitoring data is sometimes required. If quantitative primary data is collected for a formative study, the analysis is descriptive. Examples of formative study methodologies include Most Significant Change, Outcome Mapping/Harvesting, ethnographic research, etc., but they may be simply conducting focus group discussions and KII and analyzing these per the protocol without any particular qualitative methodology used.

Program evaluations, also called performance evaluations or mid-term/final evaluations are designed to provide evidence about whether or not a Mercy Corps program achieved its performance targets (outputs and outcomes) over the life of the project/program. These also identify the factors that influenced its achievement (or not) of its targets, if assumptions were held and if and how the program changed from its original design over the life of the program.

Program evaluations are always mixed-method using (a) monitoring data from the M&E system (b) program work plans and (c) primary qualitative data; they may also include primary quantitative data. They include a comparison of performance indicator values obtained through the programs M&E system over the life of the program but that comparison uses statistical tests, if at all, only to identify if a change in indicator values between time periods is significant. A wide variety of methodologies - such as developmental evaluation, theory-based evaluation, participatory evaluations, etc. – may be used.

No attempt is made to attribute impact or high-level outcome changes to the program intervention as is done in an impact evaluation (see Lot 1). It only attempts to provide evidence through qualitative methods and/or triangulation with other data that any observed changes are likely (or not likely) to have been influenced by the program and explains why (or why not).

Because all “baseline” studies in the Mercy Corps context are designed to inform program design and collect indicator values to be used to compare to a later midterm and/or endline indicator values, these fall into Lot 2. Evaluability studies that assess the feasibility of conducting a program evaluation also fall into Lot 2 as do process evaluations.

Firms applying for Lot 2 may be asked, through task orders, to independently conduct the formative study or program evaluation but it is more likely that task orders will request technical assistance for components of these. Task orders for technical assistance under Lot 2 might include one or more of the following components: study design, study instruments, sampling, logistics and field work management/supervision, data collection, data quality control, training, data management, coding guides, preparing tablets/phones for data entry, plan of analysis, analysis, document review/synthesis, developing training material and conducting training relative to studies/evaluations under Lot 2, report writing and presentation/learning materials. Thus, firms applying for Lot 2 must have experience and the capacity to conduct any or all of these components.

- **LOT 3: MONITORING, EVALUATION AND LEARNING (MEL) SUPPORT**

MEL support refers to activities that are not included in Lots 1 or 2. This support can be requested at any time during the program life cycle though heaviest needs are usually during the first year when MEL systems are being established. Most of this support requires working with both MEL and program (non-MEL) staff and other stakeholders; it includes, but is not limited to:

- Detailed M&E planning and M&E work plans for program start-up
- Developing/revising indicators/MEL plans, including definitions, assumptions, frequencies, verification, relevant data collection tool development
- Developing/revising theories of change (ToC) and/or logic models and results frameworks
- Developing/revising Indicator Performance Tracking Tables

- Routine monitoring data collection instruments (qualitative and quantitative)
- M&E end-to-end technology set-up including the use of Ona, Commcare or other mobile data technologies
- Database set-up and management
- Data quality assessments and data quality assurance plans
- Visualization and other products used for learning and collaboration
- Assessing the electronic component of the M&E system
- Analysis of routine monitoring data to obtain performance indicator values and/or explore trends or the relationship with other variables.
- Set-up and training on electronic project management software for work plan monitoring
- Facilitation of evidence-based learning and adaptive management workshops, annual work plan development and other learning/planning events
- Training staff and counterparts in any of the tasks described above under Lot 3
- Developing/revising training curricula, material, manuals relative to tasks described under Lot 3.
- Developing institutional capacity building plans
- Establishing and/or managing Communities of practice
- Establishing and/or managing mentoring programs

Note: data implicated under Lot 3 may come from repeated rounds of routine monitoring and/or punctual surveys and/or panel which are required to obtain, primarily, performance indicator values.

5.4 Labor Categories

All offerors must submit their fully loaded/burdened fixed daily rates (described in Section 3.3 above) using the following labor categories described below. Rates may be provided at the junior, mid, and senior level (see Price Offer Sheet in Attachment 3). An annual escalation rate may be presented for the second year of the contract. Offerors must present the proposed escalation percentage in the Price Offer Sheet. While offerors are not required to provide rates for all categories listed below, please note that final contracts will only include approved labor categories and rates as presented in the offer. Labor categories and rates which are not provided in the offer will not be allowed in subsequent Task Orders by the offeror. Offerors are not required to have staff or use consultants outside of this MSA with these exact position titles; it is the description of the position that is important and that offerors enter the fully burdened daily rate for someone filling that description.

- **Study PI/Lead** – The Principal Investigator (PI) or Study Lead is the person responsible for the preparation, conduct, and administration of a research study. A Senior or Director-level person is typically budgeted for 10-20% time for a task order. They oversee the technical work of the other researchers/evaluators and SMS on the study. Some less complex research requires only a mid-level PI/Lead for a larger percent of their time (20-40% depending on the study). There is never more than a single PI/Lead on a task order.
- **Subject Matter Specialists** – Subject Matter Specialists (also known as Subject Matter Experts) are individuals with specific expertise and responsibility in a particular area or field (for example, nutritionists, water quality control, sustainable agriculture, cash transfers, etc.)
- **Statisticians** – Statisticians have practical experience and a theoretical understanding of the underlying assumptions when using statistics and mathematics to test research hypotheses or study, model and predict constructs and events. This category also includes econometricians.
- **Data Analysts** – Data analysts work with quantitative and/or qualitative data to provide insights. Data analysts take raw or unstructured data and come up with analyses that produce digestible results that can be used to make decisions.
- **Researchers** – Researchers (position title used for Lot 1 Task Orders) are the staff/consultants that conduct technical work related to the design, implementation, analysis and/or reporting of the research under the direction of the PI/Study lead. Researchers might specialize in quantitative or qualitative research methodologies or both.
- **Evaluators** – Evaluators (position title used for Lot 2 Task Orders) are all staff/consultants that conduct technical evaluation design, implementation, analysis and/or reporting under the direction of the more senior person designated in the task order as the "Performance Evaluation Lead". Evaluators might specialize in quantitative or qualitative evaluation methodologies or both.
- **Statistical/qualitative data software programmers or application programmers** – These staff/consultants specialize in writing the syntax with SPSS, Stata, SAS or other statistical software to clean, format, run analysis per the Plan of Analysis or specifications. These also include staff who specialize in writing the specifications, scripts or configuring mobile devices for data collection (e.g. ODK/Ona/Kobo, Commcare, Magpi, etc). **NOTE:** If your statisticians or

analysts write their own syntax to manage study data and run statistical tests, use this labor category for “application programmers”.

- **Routine M&E/DQA Specialist** – These staff/consultants have experience with developing various components of a functional M&E system. These include, but are not limited to, the IPTT, results/logic models, M&E plans, indicator definitions, data quality assurance/assessments, etc.
- **Adaptive Management/Learning Specialists** – These staff/consultants specialize in using various forms of data/evidence to help program teams learn and adapt their interventions.
- **Information System Specialists** – These staff/consultants specialize in the design, development and documentation of information systems used in the type of work that Mercy Corps conducts.
- **Database Specialists** – These staff/consultants specialize in designing, organizing, configuring and managing databases such as SQL, MySQL, Commcare, etc.
- **GIS Specialists** – These staff/consultants specialize in the use of GIS applications. Junior/mid levels for mapping; mid/senior for spatial analysis with GIS.
- **Trainers/Facilitators** – Trainers specialize in developing training curricula and training materials as well as in conducting training (including training of trainers). Facilitators specialize in leading various groups of people to achieve an objective/product including, but not limited to Theories of Change (ToC), annual work plans, CLA workshops.
- **Field Monitoring Specialists** – Field Monitoring Specialists are highly skilled and experienced in planning and logistics, managing/supervising, and monitoring data collection teams.
- **Support Staff II** – These include but are not limited to staff/consultants that perform content editing, report formatting, planning, administration and finance, basic translation.
- **Support Staff I** – These include but are not limited to staff/consultants/interns that perform line editing, basic report formatting, secretarial tasks, etc.

There are minimum requirements for each level of labor category presented. These minimum requirements are as follows:

- **Junior Level** - Minimum 0-4 years relevant work experience with a BA/BS or equivalent work experience or 0-5 years relevant work experience without a BA/BS or equivalent work experience.
- **Mid-Level** - Minimum 7-15 years relevant work experience with BA/BS or equivalent work experience or 5-12 years relevant work experience with MA/MS or equivalent work experience or 5-10 years relevant work experience with PhD or equivalent work experience.
- **Senior Level** - Minimum 16 years relevant work experience with a BA/BS or equivalent work experience or minimum 13 years relevant work experience with MA/MS or equivalent work experience or minimum 11 years with PhD or equivalent work experience.
- **Director Level** - Minimum 15 years relevant experience and currently in director-level position.

Section 5.5 How this Master Service Agreement will function

At the conclusion of this process, organizations selected by the Tender Evaluation Committee will be approved for work in various lots. Throughout the life of the agreement, Mercy Corps program teams will submit scopes of work to individual lots, and only organizations approved in those lots will receive those scopes for bidding. These individual scopes of work will have their own criteria for assessment, including “best value” and other criteria relevant to the individual location and work outlined. Country level procurement and program teams will assess those individual bids, and will determine which organizations will be awarded that contract.

6. Sample Contract

This is the anticipated contract. However, if required, additional terms and conditions may be added by Mercy Corps in the final contract.

Attachment 1 - Sample Master Services Agreement

7. Attachments to the Tender Package

Attachment 2 - Supplier Information Form template

Attachment 3 - Price Offer Sheet template

Attachment 4 - Quality Control Plan