

# Tender Package — Request for Proposal (RFP)



## 1. Invitation to Tender

Tender Name: RLP Baseline Survey Assessment		Tender No: MCK-NBO-RLP-023-009
Location: <b>Nairobi</b>	Correspondence Language(s): English	
<b>Background Information:</b>  The <b>Regional Livestock Programme (RLP)</b> is a <b>12-year vision</b> for transformational change within pastoral areas in the Horn of Africa to achieve a <b>more productive, climate-resilient, inclusive, and competitive livestock sector that drives the economic well-being and food security</b> in the ASALs communities of <b>Ethiopia, Kenya, and Somalia</b> . The project will address the barriers that make smallholder and medium-scale market actors uncompetitive and highly vulnerable to economic and environmental shocks, through sequenced and integrated activities that improve sustainable production, productivity and competitiveness of livestock and livestock products from the Horn of Africa, with a <b>focus on women and youth</b> ; improve ability of livestock market actors to engage efficiently and profitably in domestic and international markets; and enhanced regional, national and sub-national policy frameworks and enabling environment that is inclusive and supportive of livestock market actors.		

<b>Tender Package Available from:</b> <b>(23 / 05/ 2023)</b>	<b>Tender Package Pickup Location:</b> <a href="https://www.mercycorps.org/tenders">https://www.mercycorps.org/tenders</a>
<b>Deadline for Offer Submission:</b> <b>(31 / 05/ 2023; 1700hrs)</b>	<b>Submit Offers to:</b> <a href="mailto:ke-bids@mercycorps.org">ke-bids@mercycorps.org</a> <b>Clearly state Tender number “MCK-NBO-RLP-023-009”</b> on the subject line of the email. <b>ONLY SOFT COPIES OF TENDER APPLICATIONS WILL BE ACCEPTED</b>

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

<b>Questions and Answers (Q&amp;A)</b>	
If any, Submit Questions in writing to: <a href="mailto:ke-pr@mercycorps.org">ke-pr@mercycorps.org</a> Clearly state Tender number “ <b>MCK-NBO-RLP-023-009</b> ” on the subject line of the email.	
Last Day for Questions: (26/ 05 / 2023; 1700hrs)	Questions will be answered by: (29/ 05 / 2023; 1700hrs)
Questions will be answered through: All questions and answers will be posted in the Mercy Corps website	

Documentation Checklist		
These documents are contained within this tender package:	✓	Invitation to Tender
	✓	General Conditions for Tender
	✓	Criteria and Submittals
	✓	Price Offer Sheet
	✓	Supplier Information Form
	✓	Scope of Work
	✓	Sample Contract- this is an anticipated contract

## 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.
- 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) companies submitting proposals can be owned or controlled by the same individual(s). Companies 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 companies 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.
- 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 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 companies
- 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 payment of social security and taxes
- 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 will be required to sign a contract for the stated, agreed upon amount.

## **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 **Fixed Price** contract to one or several company (ies) or organization(s) or individuals. The successful offeror(s) shall be required to adhere to the statement of work and terms and conditions of the resulting contract. The anticipated contract 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
- The offeror must be in good standing with its governing tax authority

### 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.

#### Documents supporting the Eligibility Criteria:

1. Certificate of incorporation/registration (applicable for firms)
2. Tax registration certificate (applicable to both firms and individuals)
3. Tax compliance certificate (applicable to both firms and individuals)

#### Documents to conduct the Technical Evaluation and additional Due Diligence:

1. Description of the Capacity and qualifications of the consulting firm, including previous relevant experience in similar assignment, in CV or narrative form.
2. Description of the proposed approach and methodology, including data collection, sampling strategy, data analysis, integration of local considerations and ethical standards, quality assurance
3. A proposed schedule/work plan (i.e. a Gantt chart or other format applicable for workplan) (maximum 1 page)
4. Team composition and level of effort of each proposed team member (maximum 1 page)

**Price Offer:**

The Price offer is used to determine which offer represents the best value and serves as a basis of negotiation before award of a contract. As a Fixed-Price contract, the price of the contract to be awarded will be an all-inclusive fixed price basis, either in the form of a total fixed price or a per-unit/deliverable fixed price. No profit, fees, taxes, or additional costs can be added after contract signing. Offerors must show unit prices, quantities, and total price, as displayed in the Offer Sheet in Section 4. All items must be clearly labeled and included in the total offered price.

Offerors must include VAT and all applicable taxes in their offer.

**3.4 Currency**

Offers should be submitted in: **KES**

Payments will be made in: **KES**

**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. MC 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, delivery time, 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 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

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

Evaluation Criteria	Weight (%)	Possible Points (1 to 10)	Weighted Score
	(A)	(B)	(A*B)
<b>Applicants Experience:</b> Combination of organizational and individual experience, profiles of key individuals on the project and provided demonstrations of work. Expertise in Market Systems Development (MSD) measurements and Resilience measurements. Expertise in evaluating livestock program/sector, strong mixed methods evaluation (qual and quant), and experience with evaluation in the Horn of Africa is highly desirable.  <b>At least THREE</b> previous reports on similar or related work	30%	10	XX
<b>Partner Coordination:</b> Demonstrated experience working with large INGOs and Partners in a consortium arrangement for livestock related programming in Sub-Saharan context, and especially at the HORN of Africa, showing how accuracy is increased through different partner management approaches	10%	10	XX
<b>Technical proposal:</b> Quality proposals that provide detail of the analysis approach and other relevant methodology for comparative analysis and duration of activities with strong emphasis towards a quantitative approach.	30%	10	XX
Qualified team of consultants proposed.  <b>Include References:</b> Names & contact information of three references for similar work	10%	10	XX
Total for Technical evaluation	80%		
<b>Financial Evaluation</b>			
Financials- (Entity's ability to propose a competitive price for SOW described above - Lowest get 10 pts others reverse scoring (lowest cost of all bids/cost of bid for this firm) *10)	20%	10	XX
<b>TOTAL POSSIBLE SCORE (Technical + Financials):</b>	<b>100%</b>	<b>XX</b>	<b>XX</b>

### 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
- Supplier's facility visits
- Analysis of audited financial statements
- Determination of relations and affiliations between offerors
- Other appropriate documented method giving Mercy Corps increased confidence in the supplier's ability to perform

## 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
- All information listed in the "Documents Comprising the Proposal" section below

**All offers must be duly signed (including the 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)
  - ☐ Warranty (if necessary and appropriate)
  - ☐ Delivery time
  - ☐ Price validity date (for this purpose and as stated on the advertisement, quote given shall remain unchanged for 180 working days)
- ☐ A Price Offer detailing the unit price only, using the **Price Offer Sheet** template provided in **section 6**
- ☐ Completed and signed Mercy Corps **Supplier Information Form** template provided in **section 6**
- ☐ Other important documents the offeror feels need to be attached to support their proposal



# Tender Package — Request for Proposal (RFP)



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

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**Project Location(s):** 4 cross-border live animal trade corridors (Borena, Tog Wajaale, Galkaayo and Afmadow), and 1 camel milk trade corridor (Wajir-Garissa-Nairobi).

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**Duration:** May 2023 – August 2023 (Estimated 60 Working Days)

#### 1. Background:

The **Regional Livestock Programme (RLP)** is a **12-year vision** for transformational change within pastoral areas in the Horn of Africa to achieve a **more productive, climate-resilient, inclusive, and competitive livestock sector that drives the economic well-being and food security** in the ASALs communities of **Ethiopia, Kenya, and Somalia**. The project will address the barriers that make smallholder and medium-scale market actors uncompetitive and highly vulnerable to economic and environmental shocks, through sequenced and integrated activities that improve sustainable production, productivity and competitiveness of livestock and livestock products from the Horn of Africa, with a **focus on women and youth**; improve ability of livestock market actors to engage efficiently and profitably in domestic and international markets; and enhanced regional, national and sub-national policy frameworks and enabling environment that is inclusive and supportive of livestock market actors.

Implemented in a phased approach with a four-years inception phase (**2022 – 2026**), the programme is anchored on a **theory of change** that envisions:

**IF** water and pasture resources are managed in an inclusive and sustainable way to restore ecological function, become more climate resilient and reliably accessible by women and men producers, and.

**IF** smallholder and medium-scale pastoralist and agro-pastoralist households have knowledge, skills, agency, and reliable access to affordable animal health and nutrition inputs to improve herd health and herd management practices, and.

**IF** communities' partner with governance, civil society, and market actors to manage and mitigate the impacts of climate and conflict shocks, including through timely disaster response mechanisms to protect development gains,

**THEN**, Livestock producers will improve the sustainable production, productivity and competitiveness of livestock and livestock products, especially women and youth, in regional and international markets while building their resilience to climate and conflict shocks (**Long-term Outcome 1**).

**IF** market actors have a shared vision and leadership, are motivated to cooperate, and investment risks are reduced, and;

**IF** private and public actors have a coordinated vision and align incentives to increase public and private investment into targeted livestock and livestock product market systems, and:

**IF** incentives for value-addition and value-added services along livestock and animal product supply chains are increased and are more responsive to the needs of women and youth producers and service providers resulting in increased access and use of appropriate products and services by producers and other value chain actors,

**THEN:** Livestock market actors will have efficient and profitable engagement with domestic and international markets, creating incentives to crowd-in market actors to enhance livestock trade, enrich supporting functions, and enhance opportunities for value addition that return value to HOA communities. (**Long-term Outcome 2**).

**IF** relevant policy frameworks for the sustainable management and use of domestic and transboundary water and pasture resources are developed and implemented, and;

**IF** cross-border animal health and disease control measures are strengthened and implemented by national and subnational actors, and;

**IF** local, sub-national, national, and regional governance actors have enhanced preparedness and capacity to respond to climate variability impacts, in close collaboration with civil society and private sector actors, and;

**IF** policies and frameworks for the trade of livestock and livestock products are improved and implemented by national and sub-national governments,

**THEN,** Regional, national and sub-national policy and regulatory frameworks and enabling environment will support and enable an inclusive smallholder-led livestock sector (**Long-term Outcome 3**).

**If** Long-term Outcomes 1, 2 and 3 are achieved through sustained investment and collaboration across private, public and civil society actors, **THEN** pastoral and agro-pastoral communities, inclusive of women and youth, will have increased and affordable access to reliable products, services, and natural resources necessary to benefit economically from their livestock-based livelihoods and sustain them in the face of climate and economic shocks.

The **first phase of the programme** (2022-2026) lays the foundation for future phases and will be sequenced to build relationships and establish an **evidence base** before geographical scaling and expansion in Phase II. **The overall objective of Phase I is that pastoral and agro-pastoral communities in target trade corridors have more climate-resilient, inclusive, and sustainable livelihoods**, with a focus on increasing production and productivity of poor agro-pastoralist and pastoralist households, especially **peri-urban and rural women** engaged in the livestock sector and **youth** and enhancing domestic markets and trade, all while capitalizing on opportunities to enhance regional integration, competitiveness and cross-border collaboration along targeted trade corridors. This will be accomplished by strengthening natural resources governance, enhancing forward and backward linkages between market actors, reinforcing the business and social networks, and co-investing in financial and technical resources in order to build and expand gender-equitable, affordable access to public and private goods, services, and natural resources for improved livestock productivity and expanded economic opportunities along priority trade corridors. Future phases will build on and consolidate these investments, with an increasing focus on increasing the competitiveness of HOA livestock and livestock products in regional and international markets and expansion of investments to additional trade corridors.

The Regional Livestock Programme Phased Investment Plan is summarized below:

## 12-Year Regional Livestock Programme Phased Investment Plan

Phase 1	<ul style="list-style-type: none"> <li>○ Initial engagements along <b>4 cross-border live animal trade corridors</b> (Borena, Tog Wajaale, Galkaayo and Afmadow), and 1 camel milk trade corridor (Wajir-Garissa-Nairobi).</li> <li>○ Investment in priority policy outcomes to enhance localised improvements in resource management and sharing, animal health and disease control, preparedness, and capacity to respond to climate variability, and enhanced cross-border trade.</li> </ul>
Phase II	<ul style="list-style-type: none"> <li>▪ Deepening scale of Outcomes 1 and 2 work through crowding in of additional actors, broadening the reach of services, and strengthening linkages across actors.</li> <li>▪ Greater focus on market governance and collaboration between the private sector and levels of government.</li> <li>▪ Scaling to additional trade corridors (TBD)</li> <li>▪ Scaling and institutionalizing policy work, including increased national-level policy engagement</li> </ul>
Phase III	<ul style="list-style-type: none"> <li>● Consolidating work across the three Outcome areas at the regional level</li> <li>● Increased crowding in of private investments including attracting equity investors.</li> <li>● Greater focus on international trade linkages and competitiveness in international markets</li> </ul>

## Outcomes, outputs, and Proposed Intervention

The three Long-term Outcomes of RLP are expected to **result from market system changes** brought about by systemic interventions, with a specific focus on interventions that create opportunities for *Women's Economic Empowerment* and that *promote the engagement of and benefits to youth*. The proposed opening interventions and activities (discussed in the Implementation Strategy section and listed in the Log Frame to be shared with the consultancy firm) were identified through lessons learned by RLP partners from recent programmes implemented in the ASALs, through preliminary engagement with stakeholders whom are the potential partners of RLP, as well as through market research and analysis conducted to inform the Regional Livestock Strategy.

Intervention implementation will use a staggered approach adapted to market conditions and the development of relationships with the key market actors. In some cases, the potential of these proposed opening interventions may not be realized immediately, and some interventions may need to be redesigned according to evolving relationships with stakeholders and in response to changing market conditions anchored on evidence. It is anticipated that interventions involving policy and regulatory environment changes and that interface with the government will entail longer lead times and will require sustained engagement to achieve the intended outcomes.

## 2. Baseline study objective and Research questions

With financial support from SDC, the RLP plans to conduct a comprehensive baseline study to understand the current participants' exposure to program activities, but also to measure how individuals and households are accessing and using resilience capacities in the face of shocks and stresses and how this affects their outcomes in relation to livestock programming in the HORN of Africa. The findings from this assessment will benchmark subsequent monitoring and

results measurement approaches including recurrent monitoring surveys<sup>1</sup> that follow the same individuals and households over time, typically either triggered by a shock or stress (e.g., conflict or drought) or, are carried out at specific times of the year when households experience several shocks and stresses (e.g., during an agricultural lean season) to understand progress and resilience capacity of programme participants towards programme adaptation and maximized impact.

This process will also be considered as the first round served as a baseline for key program indicators and data points in addition to exploring the effects of several shocks and stresses that occur during the livestock lean season.

As a result, the baseline survey process will **establish baseline values for key intervention indicators** related to the RLP's overall objective of increasing production and productivity of poor agro-pastoralist and pastoralist households, especially peri-urban and rural women engaged in the livestock sector and youth and enhancing domestic markets and trade, all while capitalizing on opportunities to enhance regional integration, competitiveness, and cross-border collaboration along targeted trade corridors. In addition, the survey will explore key challenges and opportunities related to the RLP's objectives, identify key stakeholders in the livestock sector in target trade corridors to ultimately inform the development of a robust monitoring and results measurement system to assess and measure the impact of the programme.

## Assessment Questions

While these questions are not *entirely definitive*, the process to review and finalize the baseline assessment question will be participatory and consultative, informed by key findings from **partners scoping assessment** as well as discussions to leverage insights and contributions by the programme team with technical guidance from the consultant(s).

The following are some of the proposed guiding questions to be explored by the study:

### General Questions:

1. What is the current status of key performance indicators related to the RLP's overall objective? (Log frame indicator review currently ongoing to be finalized during the MEL Workshop and Kick off meeting)
2. What are the systematic challenges and opportunities related to the RLP's main objectives? (Contextual data and insights from partners scoping assessments will be leveraged to inform this area)
3. Who are the key stakeholders in the livestock sector in target trade corridors? (Stakeholder mapping can be done concurrently to identify and map key market actors to be targeted by RLP interventions).

In response to the above general questions, the baseline assessment is expected to explore further key performance areas and systemic factors in the process of establishing benchmarks. The following approach will be considered:

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<sup>1</sup> Scantlan, J., Sagara, B., Frankenberg, T., and Griffin, T. (2019). Resilience Measurement Practical Guidance Note Series 6: Recurrent Monitoring Surveys. Washington, D.C.: The Resilience Evaluation, Analysis and Learning (REAL) Associate Award. Access at <https://www.fsnnetwork.org/resource/resilience-measurement-practical-guidance-note-series-6-recurrent-monitoring-surveys>

## Proposed Baseline Approach

RLP proposes to establish a baseline for two types of indicators that will be used to establish its success:

1. **Intervention-level (Quantitative) indicators.** These indicators measure the progress of specific RLP interventions in achieving set income, inclusion, and climate-resilient outcomes. They help RLP understand the performance of each intervention, thereby aiding decisions on whether to scale up, adapt, or drop the interventions in its portfolio.
2. **Market system-level (Qualitative) indicators.** These indicators measure changes in systems dynamics across the corridors and across the borders, incentives, social norms, services, and policy structures influencing pastoralists, agro-pastoralist producers, and other systems actors. They help RLP understand if its target market systems are becoming more competitive, resilient, and inclusive.

The RLP baseline process will thus focus on the intervention-level and qualitative market system-level indicators.

## Key Systems Level Changes and Study Questions

The following table outlines the **key system-level areas** that the RLP baseline will capture baseline information. The broad questions will inform the market systems indicators included in the contract.

### Key Assessment Questions

Assessment Areas	Key Question
<b>Livestock Production and livelihoods</b>	<b>Production</b> <ul style="list-style-type: none"> <li>○ What is the current state of livestock production and productivity in the target trade corridors?</li> <li>○ What are the major livestock value chains and market systems in the region?</li> <li>○ What are the key constraints to livestock productivity and production?</li> </ul>
	<b>Livelihoods:</b> <ul style="list-style-type: none"> <li>○ What is the current status of the livelihoods of pastoral and agro-pastoral communities in the target trade corridors?</li> <li>○ What is the role of livestock in their livelihoods?</li> <li>○ What are the current levels of poverty and vulnerability?</li> </ul>
<b>Climate Resilience</b>	<ul style="list-style-type: none"> <li>○ How are pastoral and agro-pastoral communities in the target trade corridors adapting to climate change?</li> <li>○ What are the current and anticipated impacts of climate variability on livestock production and livelihoods?</li> <li>○ What is the existing climate-resilient practices and strategies that could be leveraged or scaled up?</li> </ul>
	<b>Cooperation and Trust:</b>

<b>Market actor relationships</b>	<ul style="list-style-type: none"> <li>○ What formal and informal rules and expectations between producers and other market actors affect the flow of information, financing, and commercial exchange of goods and services?</li> <li>○ How do market actors cooperate and compete?</li> </ul>
	<p><b>Strength and quality of networks:</b></p> <ul style="list-style-type: none"> <li>○ What is the quality and breadth of commercial relationships existing both within target market systems and with related supporting systems (e.g., finance)?</li> <li>○ How are these relationships evolving in terms of increased formality, or increased quantity or quality of provision of goods and services (e.g., information, credit, insurance)?</li> </ul>
	<p><b>Private Sector engagement:</b></p> <ul style="list-style-type: none"> <li>○ What is the level of engagement of the private sector in the livestock sector in the target trade corridors?</li> <li>○ What are the existing private sector initiatives and investments in the sector?</li> <li>○ What are the challenges and opportunities for private sector engagement in enhancing livestock productivity and market competitiveness?</li> </ul>
<b>Business practices</b>	<ul style="list-style-type: none"> <li>○ What kinds of changes—organizational, marketing, process, or product innovations—are market actors making to their business models, if any?</li> <li>○ What is the pace at which changes are being made?</li> <li>○ Are businesses offering new products (or services) to customers? If yes, what?</li> <li>○ Have businesses changed the way they produce any of their products? If yes, how?</li> <li>○ Have businesses changed any of their business processes or the way they do business? If yes, how?)</li> </ul>
<b>Enabling environment</b>	<ul style="list-style-type: none"> <li>○ What is stakeholder perception of the enforcement of formal and informal rules in the various corridors?</li> <li>○ To what extent does cross border dynamics change the rules?</li> <li>○ What is the current policy environment for livestock production and trade in the target trade corridors?</li> <li>○ What are the existing policies and regulations that impact livestock production and trade?</li> <li>○ What are the challenges and opportunities for policy reforms to enhance livestock productivity and market competitiveness?</li> <li>○ Does system governance facilitate solution-seeking behavior?</li> </ul>
<b>Inclusion</b>	<ul style="list-style-type: none"> <li>○ To what extent is the livestock market inclusive of women and youth and adopting practices that better enable their inclusion across the various corridors?</li> <li>○ What is the role of women and youth in the livestock sector in the target trade corridors?</li> <li>○ What are the gender and youth-specific challenges and opportunities in the sector?</li> </ul>

	<ul style="list-style-type: none"> <li>○ What is the gender and youth-specific opportunities for improving livestock productivity and livelihoods?</li> </ul>
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## Focus Intervention-Level Indicators

The following table outlines the key intervention-level indicators that the RLP baseline will capture baseline information. Many of the following indicators are being improved and may change during the baseline study.

### Intervention-level indicators

Indicator	Indicator type	Baseline
Number of pastoralists, agro-pastoralist, providers of services, and firms that have increased revenues compared to the previous year	Intervention-level outcome	Yes
Percentage (%) of livestock producers who reported applying improved animal health practices.	Intervention-level outcome	Yes
Change in trust and cooperation between pastoral, agro-pastoral communities and other market actors	Market system	Yes
Number of joint community initiatives addressing climate and conflict shocks	Intervention-level outcome	No
Number of cross-border agreements or joint management initiatives established for the governance of shared water resources.	Intervention-level outcome	No
Percentage (%) of women actively participating in water and rangeland resources planning & management	Intervention-level outcome	Yes
Percentage (%) % of buyers reporting improvement of livestock and milk quality.	Market System	Yes
Volume of private and public livestock investment within targeted trade corridors	Market systems	Yes
Percentage of businesses/organizations reporting increased knowledge of market opportunities	Market systems	Yes
Percentage (%) increase in women and youth holding leadership positions in industry associations.	Intervention – level outcome	Yes
Percent (%) of female milk producers using improved milk collection, processing & preservation technologies.	Intervention – level outcome	Yes
Perceptions on ease of livestock trade due to harmonized policy frameworks [Qualitative]	Market systems	Yes
Number of RLP partners that continue to independently pursue activities that support the initial agricultural market innovation/ change 12 months after initial pilot has ended	Intervention-level outcome	Yes



Milestones in improved institutional architecture for livestock policy achieved with RLP support	Intervention level outcome	No
Change in stakeholder perception on enforcement of formal and informal policies	Market system	Yes
Number of partner firms that have new/ improved commercial relationships with other firms	Intervention-level outcome	Yes
Number of pastoralist and agro-pastoralist that have new/ improved commercial relationships with partner firms compared to the previous year	Intervention-level outcome	Yes
Number of policy decisions or actions taken that were influenced by RLP	Market system	No

\*\*\*NB -These indicators are not exhaustive, and will be refined to ensure comprehensive assessment of intervention results areas as well as market system changes during the baseline process.

### 3. Proposed Study Methodology

The baseline study will use a mixed-methods approach, including both quantitative and qualitative data collection methods to explore the above research questions. The following methods will be considered with guidance from the lead consultant:

1. *Literature /Desk Review* - The study will review relevant documents, reports, and data related to the livestock sector in the target trade corridors.
2. *Key informant Interviews* - The study will conduct key informant interviews with implementing partners, government officials, private sector actors, and community representatives to gather information on the livestock sector.
3. *Focus group discussions* - The study will conduct focus group discussions with livestock producers, traders, and other actors in the target trade corridors to gather their perspectives on the livestock sector.
4. *Household Surveys* - The study will conduct household surveys with a representative sample of households in the target trade corridors to gather data on livestock production, marketing, and trade.
5. *Scoping Assessment and studies*– Preliminary activities of the baseline survey process will involve extensive scoping assessments by partner organizations to map out existing literature on a various performance metrics and contextual dynamics peculiar to the scope of implementation. This process will involve applying inclusion and exclusion criteria in identifying relevant information sources, analyzing and summarizing key findings in a scoping review report to inform the harmonized baseline survey process.

\*\*\*NB – A **Local consultant** will be hired separately to manage the field data collection and scoping exercise across the three countries (Ethiopia, Somalia and Kenya) at partner level. The consultant will work with support from the program team and the Lead Consultant(s)/ firm whose role will focus on quality and any technical support during training and field data collection during baseline study. It is expected that a **separate ToR** will be produced for scoping assessment at country level, with clear coordination with the lead consultant(s)/firm.

The lead consultant (international consultancy firm) for the baseline study will come in at the stage of analysis, report writing, and sense-making to finalize on the MRM system set up and the baseline study report.

The study will predominantly focus on quantitative methodology collected using surveys and qualitative data generated to establish trends and understanding of the program participants and the various resilience capacities and outcomes aligned to the programme objectives. Analysis and survey results will be used to inform benchmarks outcome level indicators (as per the IPTT) and produce evidence on household resilience in RLP target areas for internal and external learning and to adapt programming. Where applicable, the findings will also inform learning indicators for the RLP. In addition, the study will also explore households' experiences within the RLP intervention areas.

The consultant (firm) will be expected to lead the development of the study tools, determination of the sampling design and calculation in consultation with the consortium MEL focal Points, the Regional MEL Advisor and the Resilience measurement HQ team alongside the program team.

## Consultant Activities

To meet the consultancy objectives, the consultant will undertake the following tasks in the delivery of this assignment.

1. Conduct a desk review of relevant literature, including previous studies, reports, and program documents related to livestock development, market systems, and climate resilience in the pastoralist and agro-pastoralist ASAL regions of Ethiopia, Kenya, and Somalia
2. Design and conduct field research, including both quantitative and qualitative data collection methods, such as surveys, interviews, focus group discussions, and observations. The research will be conducted in the target trade corridors identified in Phase I of the Regional Livestock Programme, with a focus on understanding the socio-economic and cultural context, livestock production systems, market dynamics, trade flows, and climate risks and vulnerabilities.
3. Analyzing and interpreting the data collected to provide insights and recommendations on the current status and potential for the development of the livestock sector in the target trade corridors. This will include assessing the barriers and opportunities for smallholder and medium-scale market actors to improve their competitiveness, resilience, and profitability, as well as identifying the policy, institutional, and market system reforms needed to support these actors.
4. Develop a pre-analysis plan (PAP) that specifies the learning questions and hypotheses, indicators and variables used in the analysis, dummy tables showing disaggregation, sampling strategy and protocol, analysis approach, challenges, and limitations. The pre-analysis plan should emphasize a suitable sampling design recognizing the different sampling scenarios expected to demonstrate the longer-term effects of the program through a phased approach. The pre-analysis plan also documents the specifications to develop the syntax (or provides the syntax itself) needed to analyze the data to achieve the objectives outlined in this SOW.
5. Develop a data dictionary that documents the variable names, labels and value labels to be used by RLP for data collection in the subsequent recurrent monitoring surveys using the survey instrument developed under this SOW. This data dictionary will refer to the specific location of the variables in the subsequent RMS instrument.
6. Develop a robust study methodology, sampling design and tools to conduct and generate a baseline report that summarizes the findings of the research and presents a set of clear and actionable recommendations to guide the design and implementation of the Regional Livestock Programme. The report should also identify knowledge gaps and areas for further research and analysis, anchoring key learning areas for the RLP.
7. Present the findings and recommendations to stakeholders, including representatives from implementing partners, government agencies, private sector actors, and civil society organizations, and facilitate discussions and feedback to ensure that the recommendations are relevant, feasible, and widely accepted.

8. Providing technical support and guidance to the implementing partners in the design and implementation of Phase I of the Regional Livestock Programme, including support in the development of detailed work plans, monitoring and results measurement frameworks, and capacity-building activities for the MRM and Program teams
9. Facilitate a sense-making workshop to reflect jointly with the RLP teams (in-country) on the findings and the MRM system developed.
10. Complete the report and submit feedback; revise and finalize (note: the report should include background/introduction, methods, limitations, results and interpretation/discussion. RLP Program team and HQ team members will contribute substantially to finalizing the draft)

## Consultant Deliverables

By the end of this contract period, the lead consultant will deliver (number of products per deliverable as listed below:

- a) **Desk review report** that summarizes relevant literature on livestock development, market systems, and climate resilience in the pastoralist and agro-pastoralist ASAL regions of Ethiopia, Kenya, and Somalia.
- b) **An inception report** that includes the research design, data collection methods, and findings from the target trade corridors in the ASAL regions. The report should analyze the socio-economic and cultural context, livestock production systems, market dynamics, trade flows, and climate risks and vulnerabilities.
- c) **Lesson Learnt Document** that provides insights and recommendations on the current status and potential for development of the livestock sector in the target trade corridors. The report should assess the barriers and opportunities for smallholder and medium-scale market actors to improve their competitiveness, resilience, and profitability, as well as identify the policy, institutional, and market system reforms needed to support these actors.
- d) **A pre-analysis plan (PAP)** that specifies the learning questions and hypotheses, indicators and variables used in the analysis, dummy tables showing disaggregation, sampling strategy and protocol, analysis approach, challenges, and limitations. The pre-analysis plan should emphasize a suitable sampling design recognizing the different sampling scenarios expected to demonstrate the longer-term effects of the program through phased approach. The pre-analysis plan also documents the specifications to develop the syntax (or provides the syntax itself) needed to analyze the data to achieve the objectives outlined in this SOW.
- e) **A data dictionary** that documents the variable names, labels, and value labels to be used by Mercy Corps for data collection in the subsequent recurrent monitoring surveys using the survey instrument developed under this SOW.
- f) **A baseline report** that summarizes the findings of the study and presents a set of clear and actionable recommendations to guide the design and implementation of the Regional Livestock Programme. The report should also identify knowledge gaps and areas for further research and analysis, anchoring key learning areas for the RLP. The report should include indicators for tracking and their benchmark values.
- g) **Context assessment and scoping report** to summarize the findings and recommendations presented to stakeholders, including representatives from implementing partners, government agencies, private sector actors, and civil society organizations. The report should document the feedback received and ensure that the recommendations are relevant, feasible, and widely accepted as part of informing the baseline process and outputs.
11. **Technical support and guidance** provided to the implementing partners in the design and implementation of Phase I of the Regional Livestock Programme, including *detailed work plans, monitoring and results measurement frameworks*, and capacity-building activities for the MRM and Program teams.
12. **A sense-making workshop report** that reflects jointly with the RLP teams (in-country) on the findings and the MRM system developed.

13. A final report that includes a background/introduction, methods, limitations, results and interpretation/discussion. The report should incorporate feedback and revisions from RLP Program team and HQ team members.

## The Consultant(s) will report to:

Joram N Kibigo, Regional MEL Advisor, AFRICA, and MEL Start Up Lead, RLP

## The Consultant will work closely with:

Program Team comprised of:

- Program Start Up Lead (RLP)
- Senior Director, East Africa Resilience (Mercy Corps Africa Region)
- Partner (IGAD, Helvetas) MEL Focal Leads and Country MEL Lead

## Required Experience and Skills

- Master's degree or equivalent experience in social sciences, research, or related field
- At least 10 years of experience working in international development, including 5 years work in conducting research for development projects.
- Strong methodological experience in quantitative research, including panel surveys.
- Experience conducting similar research studies in Ethiopia, Kenya and/or Somalia.
- Detail oriented to ensure quality and consistency.
- Ability to remotely manage and coordinate with evaluation stakeholders and implementers.
- Strong work ethic and the ability to work well independently and as part of a team.
- Written and oral fluency in English required.

## Additional Requirements (preferred)

- Prior experience with baseline surveys for Market Systems Development activities
- Familiarity with Resilience measurement approaches
- Consultants/firms with experience in pastoral areas in similar contexts, especially in the HORN highly preferred.

## Timeframe / Schedule

The proposed activities and schedule for the consultancy will be finalized in consultation with the selected consultant(s)/consultancy firm. Overall, **60 working days** have been provided for this assignment. The number of days required for each activity is an estimate; firms are welcome to suggest revised timelines in their concept notes. The consultant will charge Mercy Corps for the days used, not the estimated level of effort. Should the work require more time than the estimate, the consultant will agree on priorities with the RLP contact person and confirm changes to the consultancy work plan in writing. The anticipated completion dates are based on a consultancy agreement starting in June 2023. The total estimated LOE is 60 days.

\*\*\* NB - Consultancy Activities, Schedule, and Estimated Level of Effort (the consultant is expected to reproduce this in the inception report with a more realistic and practical focus)

## Payment Schedule

It is expected that consultants will be available to start on 15th of June 2023, with an initial meeting with the RLP Implementation team prior and leading to the actual start date. The consultants will then work through 1st August 2023, where the final report (refined to include donor's feedback) is to be shared. Note that Mercy Corps will only pay consultants for days worked.

The final invoice for services provided by the consultant should be provided to Mercy Corps immediately after the delivery of the final report after 31st of August 2023.

The following are the key deliverables aligned to the deadlines and payment schedule:

Deliverables	Timeline	Payment Terms
Engagement and signing of contract	June, 2023	N/A
Finalized Inception Report	June 2023	Daily rate x # of consultant days worked at time of deliverable submission
Progress Draft report with preliminary findings and analysis.	July, 2023	Daily rate x # of consultant days worked at time of deliverable submission
Final Assessment report with key findings and recommendations and updated program Documents	August, 2023	Daily rate x # of consultant days worked at time of deliverable submission

## Assessment and award of the assignment

Mercy Corps will evaluate **Technical and detailed financial proposals** to establish fit and award the assignment based on technical and financial feasibility. Mercy Corps reserves the right to accept or reject one or all proposals received without assigning any reason and is not bound to accept the lowest or the highest bidder. Only those shortlisted will be contacted.

Subcontracting to other entities is not allowed and will not be accepted under this assignment.

## Documents for Submission

In addition to the requirements specified above, interested evaluators (consulting firms/Individuals) should submit the following documentation for the proposal:

- Concept Note based on Mercy Corps [Template](#) — this needs to be detailed as possible, especially the analysis plan/methodology and any relevant techniques to increase the usability of the results
- CVs of proposed staff / team members noting identified roles and team lead as specified in team members' roles.
- 1-2 example reports from similar work, with a preference for work done in Ethiopia.
- Corporate Capacity statement (not to exceed two pages) detailing where they have worked, years of experience in the evaluation industry, office locations if any, and types of evaluation previously conducted.
- Three references for similar work carried out (name & contact information)

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## **Diversity, Equity & Inclusion**

Achieving our mission begins with how we build our team and work together. Through our commitment to enriching our organization with people of different origins, beliefs, backgrounds, and ways of thinking, we are better able to leverage the collective power of our teams and solve the world's most complex challenges. We strive for a culture of trust and respect, where everyone contributes their perspectives and authentic selves, reaches their potential as individuals and teams, and collaborates to do the best work of their lives.

We recognize that diversity and inclusion is a journey, and we are committed to learning, listening and evolving to become more diverse, equitable and inclusive than we are today.

## **Equal Employment Opportunity**

We are committed to providing an environment of respect and psychological safety where equal employment opportunities are available to all. We do not engage in or tolerate discrimination on the basis of race, color, gender identity, gender expression, religion, age, sexual orientation, national or ethnic origin, disability (including HIV/AIDS status), marital status, military veteran status or any other protected group in the locations where we work.

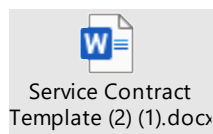
## **Safeguarding & Ethics**

Mercy Corps team members are expected to support all efforts toward accountability, specifically to our stakeholders and to international standards guiding international relief and development work, while actively engaging communities as equal partners in the design, monitoring and evaluation of our field projects. Team members are expected to conduct themselves in a professional manner and respect local laws, customs and MC's policies, procedures, and values at all times and in all in-country venues

## **6. Annexes**

### **Annex 1: Sample Contract**

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



### **Annex 2: Supplier Information Form**



Supplier  
Information.docx

## Annex 3: Price Offer Sheet



Price Sheet -  
Baseline Survey.xlsx