

Subaward Request for Applications

RFA Release Date:	28 June 2021
Deadline for Questions:	18:00 EAT, 2 July 2021
Closing/Submission Deadline:	18:00 EAT, 9 July 2021
RFA Code:	IB09TAP3
SUBJECT:	Consultancy to conduct a gender assessment, develop an action plan & provide implementation advisory support

Dear Applicants,

This document constitutes a request for applications (RFA) from eligible bidders for a project funded by the Commercial Agriculture for Smallholders & Agribusinesses (CASA) Technical Assistance Facility. It is accompanied by a template for a letter of intention to submit an application and a budget template. Interested bidders should sign and return the letter of intention to submit an application to TechnoServe per contact details described in Section E (submission guidelines). Upon receipt of that letter, which also serves as a non-disclosure agreement, TechnoServe may provide additional information to the bidder.

This consultancy opportunity, which was previously released on May 27, 2021 as a closed restricted tender, is being re-issued as an open competitive tender. The budget has been increased from £16,000 to £25,000 in view of the longer-term support required and as a response to feedback from potential bidders. Previous bidders still interested in being considered, should resubmit their proposals in response to this new RFA.

Issuance of this RFA does not constitute an award commitment on the part of TechnoServe, nor does it constitute a commitment to pay for costs incurred in the development of an application.

Questions regarding the RFA requirements must be submitted in writing to nmartinez@contractor.tns.org by the deadline listed above. Include the RFA Code and Subject in the subject line for your questions.

TechnoServe, CASA TAF and the UK Government's Foreign, Commonwealth & Development Office (FCDO) aim to create an inclusive culture of best practice with the delivery partners with whom it engages and which receive UK taxpayers' funds. All Supply Partners and Subrecipients should adhere to the overarching principles of the Supply Partner Code of Conduct to:

- Act responsibly and with integrity
- Be transparent and accountable
- Seek to improve value for money
- Demonstrate commitment to poverty reduction and FCDO priorities
- Demonstrate commitment to wider HMG priorities

A. Background

Established in 1968, TechnoServe works with enterprising people in the developing world to build competitive farms, businesses, and industries. We have worked in more than 40 countries across

Africa, Latin America, and Asia, assisting thousands of businesses and improving the incomes of millions of people.

We provide business solutions to poverty by linking people to information, capital and markets. With five decades of proven results, we believe in the power of private enterprise to transform lives.

The CASA TAF is an £8 million FCDO funded Technical Assistance Facility (TAF) to support agribusinesses that have received development finance institution (DFI) or impact investor financing to extend and deepen their smallholder impact. The facility will provide grants and technical assistance to agribusinesses that have received financing from a DFI (e.g., CDC, FMO, Norfund) or an impact/patient capital investor (e.g., China-Africa Development Fund, Root Capital, Acumen, AgDevCo) for projects which will increase the volumes of purchases from smallholders and bring new smallholders into business supply chains. CASA-TAF's aim is to increase the development impact of individual deals and help build an evidence base of the potential development returns from agribusiness investments that can be used to raise expectations of investors from future deals. CASA-TAF has the potential to re-define the role that private investments in agriculture can play towards driving development impact for millions of smallholder producers across the globe. Over 5 years, our objective is to work with 35 agribusinesses to increase sales and productivity of over 100,000 smallholders, and increase jobs and rural income generation opportunities.

To meet our objectives, we are working with at least 35 agribusinesses to design and implement commercially viable, high-impact and sustainable inclusive business plans. One of the businesses supported is Countryside Dairy (CSD), a rapidly growing processor of milk and dairy products in Kenya, which plans to expand its smallholder (SHF) suppliers from ~500 to ~10,000 SHFs in the next 5 years.

Through a technical assistance (TA) offering, CASA TAF will support CSD to develop, pilot and roll out a dairy hub model of milk offtake and service provision for farmers. A separate and concurrent project within the TA (Project 1) involves a farmer needs assessment, training curriculum development and design of a tiered farmer loyalty benefits scheme. Given the opportunity to increase touchpoints with farmers, this consultancy (Project 2) will focus specifically on the needs and requirements of women producers, to identify the gaps in the company's gender inclusion capabilities and to enable Countryside and CASA TAF to better understand the barriers and entry points for increasing women's participation in the supply chain and access to benefits.

CASA TAF and Countryside will require the services of a consultant gender expert/firm to conduct a gender assessment and develop a strategy and action plan that can be used to refine the dairy hub activities and loyalty programme, to optimise impact on women as well as commercial return for families and businesses. The consultant will further provide execution support and reinforcement throughout the pilot period, ending in August 2022.

B. Project Description:

The selected consultant/firm will carry out a gender assessment to provide evidence to better understand the constraints and opportunities for reaching more women and identifying and tailoring resources and services, to help women earn and control more income and incentivise their participation in the dairy value chain. The assessment will build on findings from the CASA TAF gender-responsive inclusive business plan diagnostic tool, which was administered for CSD in May 2021. This tool examines the extent to which businesses are applying gender-responsive practices to increase the number of women suppliers, increase their performance, and access benefits.

Based on the findings of the diagnostic tool, the consultant will identify issues for deeper investigation during the gender assessment. The results of the gender assessment will then determine the areas for improving Countryside’s engagement with women suppliers that should be included in the hub design. The resulting action plan should focus on options for adapting current practices and potentially integrating additional interventions to better reach, meet the needs, and benefit women suppliers.

Scope of work

- Contract consultancy to conduct a gender assessment, develop an action plan and provide implementation advisory support.
- Key objective: to understand the constraints and opportunities for reaching more women, while identifying / tailoring resources & services to incentivise women’s participation in the dairy value chain, as well as help them earn and control more income.

This Technical Assistance (TA) intervention will investigate the ways in which CSD is promoting and supporting gender equity and inclusion through internal systems and policies. The assessment will be used to identify areas where CSD can improve the way it engages with women to drive development impact.

A list of potential women inclusion interventions for the dairy hubs have been developed, and preliminarily prioritised according to indicative impact potential, complexity and risks. The list, which is not exhaustive, and could be added to and/or refined by the TA provider, includes:

	Potential opportunity	Concept	Indicative impact potential	Complexity & risks
Decreasing priority	Farmer selection criteria	• Prioritize targeting women for inclusion in leadership and membership of extension program	High impact	Medium complexity
	Payment modalities	• Encourage conscious decisions around control over milk income	High impact	Medium complexity
	Offer services on check-off (short term credit)	• Offering services on check-off through a dairy hub is likely to benefit female farmers, as it strengthens the weak connection to traditionally male service providers	Medium impact	Low complexity
	Training curriculum	• Make sure training language is inclusive	Medium impact	Low complexity
	Extension employment	• Increase presence of female extension employees & lead farmers	Medium impact	Medium complexity
	Labor reducing technology	• Providing support technology such as chaff cutters & milk machines that reduce daily labor benefits women, as they are the main providers of daily labor	Medium impact	High complexity
	Personal health insurance	• Sudden healthcare costs likely need to be paid by selling-off dairy cows	High impact	High complexity

Phase 1 activities and outputs:

- Review findings from the CASA TAF gender-responsive diagnostic (GRD), participate in review/follow up discussions with Countryside and CASA TAF to identify gaps and areas to focus for deeper investigation in the gender assessment.
- Building on issues emerging from the GRD, conduct a comprehensive gender assessment of company practices, constraints and opportunities to increase gender inclusion at company and supplier-base levels.
- Develop a gender-inclusive strategy with specific recommendations & action plan.
- In collaboration with the separately funded Project 1, prioritise, develop or select from existing material, gender training interventions and develop a project monitoring plan with

key gender indicators, to be incorporated into the overall project monitoring & evaluation plan.

- Provide training/orientation to management and staff on actioning gender inclusive methodologies and practices, and collecting gender disaggregated data.

Phase 2 activities and outputs:

- Provide change management support to implement gender inclusive interventions.
- Review and report on effectiveness and performance of dairy hub pilot gender activities against KPIs and make recommendations for improvement.
- Review the farmer loyalty programme strategy (Project 1) and identify gender-specific opportunities to increase impact of the gender-inclusive interventions through the loyalty scheme.
- Based on the review of the loyalty scheme, revise/update the gender inclusion action plan and MEL indicators, as required.
- Assist management to identify needs to course-correct and advise on areas to adapt the gender inclusive action plan in preparation for scale up.
- Periodically provide refresher training and advise staff on gender promotion and impact as needed.

Expected Deliverables & Impact

Countryside expects to reach 10,000 farmers by 2024, with 3x growth of milk volumes in the coming 3 years. The dairy hub model and extension activities are expected to increase the net dairy income per farmer by £95 p.a. by 2024. It is estimated that farmers will improve total milk volumes produced by 50% during that time. In addition, dairy hubs are expected to decrease the labour intensity in the long run by providing access to production technology. More women are expected to increase their milk sales directly with Countryside and to benefit from services provided by the dairy hubs, specifically tailored for them, enabling greater opportunity, added income and wider economic benefit.

Final milestones will be agreed with the successful TA provider during the contracting process and bidders should propose relevant additional ones in their proposals. At a minimum, the consultancy is expected to deliver the outputs below.

Illustrative timeline for deliverables*

Phase	Estimated Date	Deliverable
Phase 1 (2021)	August - September	<ul style="list-style-type: none"> • Gender assessment • Strategy and action plan • Monitoring plan KPIs
	October – December	<ul style="list-style-type: none"> ▪ Training of CSD management and staff • Implementation kick-off oversight
Phase 2 (2022)	January – March	<ul style="list-style-type: none"> • Company management engagement plan & report • Gender evaluation of loyalty scheme design • Updated strategy / action plan & indicators
	April – July	<ul style="list-style-type: none"> • Evaluation of pilot gender interventions with recommendations for adjustments, if needed • Refresher training logs

**Final list of deliverables and deadlines to be agreed during contracting.*

Budget

A total of up to £25,000 is available for the cost of implementing this consultancy. These funds are provided by the CASA TA Facility (£24,000) and by Countryside Dairy (£1,000). A performance-based fixed fee contract will govern the fee payments for the project.

Location

The project will be based in Kenya. Some strategic input / project management / oversight may be remote.

Value for money

Potential TA providers will be evaluated in terms of value for money with a benchmarking of bidder costs in relation to outputs before TA contracts are awarded.

The selected subrecipient will be subject to a Risk Assessment Analysis prior to contracting which will ascertain the TAF service provider's value for money capabilities and commitment. Proposed costs will be analysed in relation to market rates. However, payment will be based on performance once the project is contracted.

Duty of care

The Sub-recipient owes a duty of care to the Subrecipient personnel and is responsible for the health, safety, security of life and property and general wellbeing of such persons and their property and this includes where the Subrecipient personnel carry out the Services. An assessment of the consultant's duty of care capabilities will be undertaken pre-award.

Timing

The project will commence in September 2021 and will last 12 months.

Required Qualifications

To successfully implement this consultancy, the TA provider will propose a qualified agricultural gender expert, with experience of gender programming in agricultural value chains. Commercial agribusiness experience directly or indirectly, and impact-related performance measurement skills weighed favourably. The lead expert should have the following qualifications:

- An advanced degree and at least seven (7) years of experience in gender equality and women's empowerment in agriculture.
- Technical expertise in dairy or other agricultural value chain.
- Experience with the following:
 - Conducting gender analyses/assessments and action plans
 - Developing and communicating the value proposition for gender and social inclusion
- Excellent writing, presentation and communications skills
- Demonstrated ability to facilitate consultative meetings with community groups, producers, processors and to make presentations of technical findings to a wide audience.
- Experience designing or delivering gender focused programmes in Kenya.
- Prior experience working with private agribusiness companies.
- Strong computer skills, including MS Word, PowerPoint, and Excel.
- Ability to work independently, flexibly, and responsively.
- Ability to adapt to changing working conditions.

C. The Application and Subaward Process

Application Submission

The subaward application process under this RFA will consist of one phase of competition where a full application shall be submitted by interested parties to TechnoServe for evaluation. Application sections must include, but not limited to:

- **How the organisation intends to carry out the project** – proposed approach, activities and timelines, and project/stakeholder management plan. **Please note we are expecting activities to start immediately after contracting - please indicate ability to mobilise rapidly and confirm availability of the proposed team.*
- **Milestones and results** to be achieved over the life of the project
- **Team structure**; roles and responsibilities of each team member and management plan.
- **Budget details** (including any value for money arguments), which must be provided in Attachment 3 – Budget Template and compliant with FCDO’s Cost Eligibility Guidance for Commercial Contracts (found [here](#)):
- **Past performance and institutional capacity**
- **Risk Matrix and risk mitigation strategy** - A risk matrix should be included that outlines the risks to project success, the size/importance of each risk to the project, and the proposed mitigation strategy that the TA Provider will take to minimise the risk becoming a reality. The table should also include a column indicating how the TA Provider will track the status of the risk and how this will be reported on during the project.
- **Signed declarations** – Attachment 1 to this RFA
- **Duty of Care Response** – Attachment 2 to this RFA

Step 1:

Applications will be developed and submitted by the Applicant to TechnoServe utilising the templates provided (or other referenced material as stated in the RFA) in accordance with all guidelines by the stated submission deadline. Late submissions will not be accepted.

Organisations/Individuals must register on the CASA TAF service provider database ([here](#)). This is required and can be completed any time prior to submitting the application.

The main body of the technical proposal should be **no longer than 7 pages**. Annexes are not included in the page count.

Step 2:

Applications will be vetted by TechnoServe staff to ensure each application meets the requirements set forth in this RFA. Any applications failing to meet minimum requirements will be disqualified from competition. The minimum requirements include the eligibility criteria, use of application templates provided, submission by the deadline, etc.

Step 3:

Applications received within the application deadline that meet the minimum requirements set forth in the RFA will be evaluated by a Selection Committee using the following criteria:

Selection Criteria	Scoring
1. Technical approach: how the proposal addresses the terms of reference and objectives of the technical assistance project; feasibility of planned activities and anticipated results.	30

2. Illustrated capacity of the applicant to implement the project and past experience with similar projects; quality of references provided	20
3. Qualifications of proposed personnel; expertise, division of tasks among team members and readiness of proposed team to commence project	30
4. Budget reasonableness and cost effectiveness	20
Maximum Score	100

Step 4:

The Selection Committee will recommend those applications with the highest scores for award. As applicable, the Selection Committee may request applicants to provide additional information and edit their applications. In such cases, the Selection Committee will also establish a deadline for submission of revised applications.

Step 5:

Successful applicants will be notified by TechnoServe and will begin to work with TechnoServe staff to revise their applications to be incorporated into a full subaward. This step will include a pre-award risk assessment.

Step 6:

Following the successful conclusion of the application process and acquisition of any required donor approvals, TechnoServe will issue the successful applicant(s) with a subaward with details on the scale, scope, cost, and terms and conditions. Whenever possible, TechnoServe will meet with new subrecipients to provide an orientation outlining the main requirements for performance and reporting.

Step 7:

Throughout the duration of the subaward, TechnoServe will monitor the subrecipient's performance and compliance with all subaward terms and conditions.

D: Project Budget Submission and Costing guidelines

Individual subawards will vary depending on availability of funding, nature and scope of project activities, the period of implementation, and justification of costs proposed. Although consideration will be given to all applications received by the deadline, it is recommended that the total budget requested from TechnoServe **does not exceed £25,000**. Subawards will be issued on a competitive basis and only to a selected number of applicants.

While reviewing application budgets, the Selection Committee will ensure that:

1. All costs budgeted are eligible. Information on eligible and ineligible costs can be found . Budgeted costs categories may include but are not limited to:
2. The budget application reflects all the resources necessary for programme implementation (Direct and Indirect Costs, including all relevant taxes, as applicable).
3. The budget notes column provides details on all types of costs planned and cost justification.
4. All costs budgeted are eligible. Information on eligible and ineligible costs can be found [here](#). Budgeted costs categories may include but are not limited to:

- a. **Personnel:** Salaries and benefits for full and part-time staff involved in the project. Staff can be paid only for activities performed within the framework of the proposed project. All personnel expenses must be justified with information on the role of the proposed staff in project implementation.
- b. **Consultants and Other Outside Services:** Fees for any external consultants or contracted firms required to support subaward activities.
- c. **Travel:** Flights, per diem, and any other required travel costs for project personnel to conduct implementation activities.
- d. **Office Costs:** Any required cost for the subrecipient's local office to support project implementation.
- e. **Supplies and small equipment under £500:** Any project-related supplies and small equipment with a unit cost under **£500**.
- f. **Equipment:** Any project-related equipment with a unit cost above **£500**, such as project vehicles or generators.
- g. **Other Direct Costs:** Any other direct costs of the project, such as costs for conducting trainings, developing publications, etc.
- h. **Indirect Costs:** If applicable, organizational overhead costs. This must be an annually audited rate, or negotiated through FCDO's NPAC procedure.
- i. **Taxes:** The applicant agrees to adhere to the appropriate regulatory requirements and ensures that the correct taxes are included in the proposal in relation to the country in which the applicant operates.

Pre-Agreement Costs - TechnoServe will not reimburse costs incurred prior to the effective date of the subaward. In special cases where pre-agreement costs are necessary to comply with the proposed delivery schedule, TechnoServe may discuss and negotiate with the applicant the approval of certain pre-agreement costs. Such costs are only eligible with the prior written approval of TechnoServe.

E. Submission Guidelines

Applicants must submit their applications, budgetary information as well as any other information responding to the terms, conditions, specifications and requirements of this RFA to:

TechnoServe Inc

To: Nadia Martinez

Agribusiness Advisor, Commercial Agriculture for Smallholders & Agribusinesses (CASA)
Technical Assistance Facility

Email Address: nmartinez@contractor.tns.org

Applications must be received by the submission deadline specified on the first page of this RFA. Late submissions will not be accepted.

F. Reporting Guidance

1. **Financial Reporting**

This is a Fixed Amount subaward. No financial reporting on expenditures is required.

2. **Programme Reporting**

Programme/technical reporting will be defined during the contract negotiation stage and is expected to be closely linked to the milestones to be defined in the Subaward.

Attachments to this RFA:



- | | |
|---------------|-----------------------|
| Attachment 1: | Declarations |
| Attachment 2: | Duty of Care Response |
| Attachment 3: | Budget Template |
| Attachment 4: | Letter of Intention |

[Please put on company letterhead]

Attachment 1 - Declarations

Declaration to Adhere to The Overarching FCDO Code of Conduct Principles

As a Supply Partner to the Department for International Development funded CASA-TAF, [ORGANIZATION NAME] is committed to adhering to the overarching principles of the Supply Partner Code of Conduct and to conducting business in an ethical, legal and socially responsible manner.

We agree to adhere to FCDO's overarching principles to:

- act responsibly and with integrity create impact with integrity by holding ourselves to high ethical standards, respecting the rule of law and behaving honestly and openly;
- be transparent and accountable by being aware of and complying with relevant laws and regulations, meeting our commitments to donors, and reporting any potential misconduct related to donor contracts or awards quickly; isk
- always seek to improve value for money by implementing strong policies and procedures around procurement, and providing economy, efficiency, and effectiveness in all of our work;
- always work to recognize, mitigate and manage risks; and
- demonstrate commitment to FCDO and HMG priorities.

[ORGANIZATION NAME] certifies that is has read and understood the FCDO Supply Partner Code of Conduct.

Declaration Regarding Anti-Terrorism, Security and Safeguarding

As a Supply Partner to the Department for International Development funded CASA-TAF, [ORGANIZATION NAME] is committed to implementing due diligence processes to provide assurance that UK Government funding is not used in any way that contravenes the provisions of the Terrorism Act 2000, and any subsequent regulations pursuant to this Act. [ORGANIZATION NAME] hereby certifies that it and its principles are not linked to terrorist offences, terrorist activities or terrorist financing.

[ORGANIZATION NAME] is committed to maintaining high levels of data security and is committed to demonstrating good to assure the prevention of actual, attempted or threatened sexual exploitation or abuse by employees or any other persons engaged in activities relating to FCDO funded work.

Declaration Regarding Tax Evasion, Bribery, Corruption and Fraud

[ORGANIZATION NAME] recognizes that FCDO and TechnoServe take a zero tolerance approach to tax evasion, corruption, bribery and fraud. [ORGANIZATION NAME] hereby certifies that it fully understands and is in compliance with relevant country level tax regulations and has policies in place to identify and mitigate potential or actual corruption, bribery and fraud.

Declaration Regarding Whistleblowing and Reporting

[ORGANIZATION NAME] will ensure staff involved in any FCDO funded business, can immediately report all suspicions or allegations of aid diversion, fraud, money laundering or counter terrorism finance to the Counter Fraud and Whistleblowing Unit (CFWU) at reportingconcerns@dfid.gov.uk or on +44(0)1355 843747.

[Please put on company letterhead]

Declaration Regarding Duty of Care

[ORGANIZATION NAME] recognizes it owes duty of care to its personnel and is responsible for the health, safety, security of life and property and general wellbeing of such persons and their property.

[ORGANIZATION NAME] warrants that it has:

- carried out the appropriate risk assessment with regard to its delivery of the services;
- provided the personnel with adequate information, instruction, training and supervision;
- appropriate emergency procedures in place to enable their provision of services so as to prevent damage to its personnel's health, safety, security of life and property and general wellbeing.

Name:

Title:

Date:

