



Global Communities

To: Prospective Offerors

Issue Date: July 26, 2024

RFP#: GC/WCI/001/2024

REQUEST FOR PROPOSALS (RFP): CONSULTANCY TO SUPPORT THE WORKER COOPERATIVE INCUBATOR

Global Communities' Cooperative Leadership Engagement Advocacy and Research Plus (CLEAR)+ project (2023-2028), is a USAID-funded Cooperative Development Program (CDP) aimed at advocating for the development of worker cooperatives with a focus on youth employment. CLEAR+ promotes cooperative policy reforms and improved business strategies and performance through local Business Service Providers (BSPs) using a market systems approach (MSA). The CLEAR+ project has three primary objectives which work jointly to strengthen the Kenyan cooperative system as listed below:

I) Improved Enabling Environment for Cooperatives through strengthening public awareness and understanding of the worker cooperative model and improving policies and legal frameworks for cooperatives.

II) Strengthened Cooperative Capacity by employing a market system through early-stage development of worker cooperatives and improved access to services through local Business Service Providers (BSPs) and cooperative developers.

III) Project Learning Applied in the Development Community by encompassing learning and research, contributing to the global knowledge management and documentation of worker cooperative impacts through a Worker Cooperative Toolkit for cooperatives and development practitioners.

CLEAR+ is seeking for a firm to support the execution of a worker cooperative incubator. This initiative will be led by the selected partner under the CLEAR+ project in collaboration with Global Communities and the Democracy at Work Institute (DAWI) - a US-based organization supporting the promotion and development of worker cooperatives. The selected partner will be responsible for planning and implementing the Cooperative Incubator.

Interested bidders should submit their proposals electronically in accordance with the language of the solicitation to the address specified. The proposals must be received no later than **August 6, 2024**.

Responding bidders are advised that this solicitation does not in any way obligate Global Communities to make a contract award or compensate the responding bidders for any costs associated with the preparation and submission of their proposals. Any questions or requests for information should be addressed in writing by no later than **August 2, 2024**, to procurementke@globalcommunities.org

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

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

REQUEST FOR PROPOSAL (RFP)	
RFP NUMBER: RFP No. GC/WCI/001/2024	ISSUE DATE: July 26, 2024
CLIENT: Global Communities	PROGRAM: Cooperatives Leadership Engagement Advocacy and Research plus (CLEAR+)
PRURPOSE: CONSULTANCY TO SUPPORT THE WORKER COOPERATIVE INCUBATOR	
ISSUED BY: Global Communities/ Kenya Watermark Business Park, Karen PO Box 1661 Sarit Centre Nairobi 00606 Kenya Tel: +254 781 829 768/ +254 769 646 830 www.globalcommunities.org	PROPOSAL DUE DATE: August 6, 2024 QUESTIONS DEADLINE: August 2, 2024
This Request for Proposal contains the following sections:	
Part 1	Instructions to Offerors
Part 2	Evaluation Factors for Award
Part 3	Statement of Work
Part 4 Annexes	Annex A – Budget Template Annex B – Evidence of Responsibility

Part 1: Instructions to Offerors

I. GENERAL INSTRUCTIONS TO OFFERORS

- A. The Offeror is requested to submit a proposal directly responsive to the terms, conditions, and clauses of this RFP. Proposals not conforming to this solicitation will be categorized as unacceptable, thereby eliminating them from further consideration.
- B. Proposals must be received no later than, **August 6, 2024**. Proposals must remain valid for a minimum of sixty (60) days. The Offeror may submit its proposal by the following means:

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

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

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

2. Copy of KRA PIN certificate and valid Tax Compliance Certificate.
3. Copy of professional and academic certificates i.e., only degree certificates and above are required.

II. SPECIAL RFP CONSIDERATIONS

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

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

III. INSTRUCTIONS FOR THE PREPARATION OF THE TECHNICAL PROPOSAL

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

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

D. The technical proposal shall include the following elements:

1. Technical Approach

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

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

2. Applicants Qualification and Experience

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

3. Past Performance

The Offeror shall submit a list of all current contracts and subcontracts and those completed within the last five (5) years that are similar in size, scope, and complexity to the STATEMENT OF WORK in this RFP. Additionally, for the three most recent similar contracts, the Offeror shall provide recommendation letters from the respective clients.

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

IV. INSTRUCTIONS FOR THE PREPARATION OF THE COST PROPOSAL

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

- B. All cost and financial data should be complete in every detail and organized in a manner that facilitates clear review and permits cost analysis. The cost and financial data shall include the following information/data:
1. Proposed Level of Effort (LOE) and allocated number of consultants for each deliverable as described in section 4 of the SOW.
 2. Proposed daily rate in Kenya shillings i.e., a day is equivalent to 8 hours.
 3. Applicable taxes
 4. Administration cost e.g., Data and voice cost, transport cost, printing cost etc. where applicable as required in implementing the consultancy.
- C. The Offeror shall submit as part of its Cost Proposal **Annex B** “Evidence of Responsibility”, completed, and signed. See Part 4 of this RFP for a list of annexes.

Part 2: Evaluation Factors for Award

I. GENERAL – PROPOSAL EVALUATION

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

II. BASIS FOR CONTRACT AWARD

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

	Criteria	Maximum Score/Points
Technical proposal	Technical approach	30
	Applicants' qualification and experience	15
	Organizational Capabilities (Capacity and past performance)	15
Cost proposal	Cost effectiveness in relations to services to be provided including reasonableness of proposed LOE and daily rates and the Overall cost competitiveness weighed against other technically responsive bids.	40
	Total Marks	100

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

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

Part 3: Statement of Work (SOW)

1. CLEAR + Project Background

Global Communities' Cooperative Leadership Engagement Advocacy and Research Plus (CLEAR)+ project (2023-2028), is a USAID-funded [Cooperative Development Program](#) (CDP) aimed at advocating for the development of worker cooperatives with a focus on youth employment. CLEAR+ promotes cooperative policy reforms and improved business strategies and performance through local Business Service Providers (BSPs) using a market systems approach (MSA). The project is committed to integrating core principles such as gender equality and positive youth development (PYD) into cooperative development. The CLEAR+ project has three primary objectives which work jointly to strengthen the Kenyan cooperative system:

I) Improved Enabling Environment for Cooperatives

Objective 1 seeks to Improve the enabling environment for worker cooperatives by 1) Strengthening public awareness and understanding of the worker cooperative model and 2) Improving policies and legal frameworks for cooperatives. This will lead to strengthened government and stakeholder networks that are more responsive to the worker cooperative needs and reduce obstacles to the registration and success of worker cooperatives.

II) Strengthened Cooperative Capacity

CLEAR+ strategically employs a market systems approach to Strengthen worker cooperative capacity through early-stage development of worker cooperatives and improved access to services through local Business Service Providers (BSPs) and cooperative developers. CLEAR+ targets worker cooperatives in service sectors like tourism and engineering among others through technical assistance to develop robust hybrid business documents and capacity strengthening in governance, membership, management, marketing and production/service provision.

III) Project Learning Applied in the Development Community

Objective 3 seeks to encompass learning and research, contributing to the global knowledge management and documentation of worker cooperative impacts through a Worker Cooperative Toolkit for cooperatives and development practitioners.

2. Introduction

This Scope of Work (SOW) outlines the responsibilities and expectations for a Sub-contractor selected to support the execution of a worker cooperative incubator. This initiative will be led by the selected Sub-contractor under the CLEAR+ project in collaboration with Global Communities and the Democracy at Work Institute (DAWI) - a US-based organization supporting the promotion and development of worker cooperatives. The selected Sub-contractor will be responsible for planning and implementing the Cooperative Incubator. The Sub-contractor should consider and present ways in which the Incubator can be efficiently and sustainably carried forward.

3. Objectives

The primary objective of this subcontract is to actualize the successful implementation of the worker cooperative incubator, aimed at developing and strengthening worker cooperatives through their early-stage development.

Specific objectives include:

- Taking the lead role in the planning and execution of the incubator. The Sub-contractor will identify not less than one designated staff to lead event planning, mobilization and coordination services ensuring seamless execution.
- Support the recruitment and selection of participating worker cooperatives/pre-worker cooperatives and entrepreneurs.
- Linking identified Business Service Providers (BSPs) with worker coops and pre-coops for additional technical assistance.
- Develop a training agenda incorporating curriculum and content developed in collaboration with DAWI: Worker Cooperative Management Curriculum and other supplementary materials.
- Facilitate training and capacity-strengthening activities for the identified worker cooperatives/pre-cooperatives.

4. Scope

This sub-contract targets one cohort of worker cooperative incubator and targets of at least 7 worker cooperatives and 3 Business Service Providers (BSP) organizations within this period (at least 35 participants). The cohort will be hosted in Nyeri County.

The sub-contractor will undertake the following deliverables:

4.1 Selection and Recruitment

- Collaborate with CLEAR+ and DAWI to develop and implement selection criteria for participating cooperatives and pre-cooperatives.
- Assist in the recruitment and selection of existing cooperatives and pre-cooperatives demonstrating income-generating activity and sufficient member buy-in.

4.2 Coordination and Facilitation

- The Sub-contractor will assign at least one dedicated staff member to manage activity day-to-day coordination and address any issues, ensuring the smooth operation of the worker cooperative incubator.
- Coordinate the administrative and logistical requirements for the worker cooperative incubator, including venue arrangements, scheduling, and participant communications.
- Serve as the primary point of contact for participants, trainers, and other stakeholders.

4.3 Training Support

- The Sub-contractor will propose at least 2 trainers who will serve as lead trainers.
- Under technical mentorship and guidance from expert trainers from DAWI, serve as lead facilitators and trainers during the implementation of training sessions, workshops, and mentorship programs for selected worker coops.
- Develop interactive training agenda and activities engaging cooperatives and BSPs in hands-on activities to gain insights into various aspects of worker cooperative operations.
- Ensure that training materials and resources are available on time, and accessible to all participants.

4.4. Assessments

- In Collaboration with DAWI Design a framework to assess the progress and impact of the worker cooperative incubator.
- Collect data on the performance and outcomes of the cooperatives participating in the program.
- Provide regular progress reports to CLEAR+ and DAWI.
- Co-produce at least one learning product after each cohort.

5. Key Outputs

The sub-contractor will be expected to submit a detailed implementation plan for the worker cooperative incubator including the following items:

- Training Agenda.
- Attendance Lists.
- PowerPoint presentations.
- Captioned event photos.
- Summary Report after each cohort.
- End-of-assignment report incorporating key learnings and recommendations.
- Pre and Post Test Analysis.

6. Timelines

Activities	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24
Cohort 1					
Development of selection criteria, recruitment of participating worker coops/pre-coops and logistical planning	-	-	-	-	-
Coordination and facilitation of training sessions, workshops, and mentorship programs			-		
Reporting cohort 1				-	-

7. Minimum qualifications for the sub-contractor

- Must be a legally registered entity in Kenya.
- At least 10 years of experience in cooperative and community development.
- Proven track record in developing and supporting worker cooperatives.
- Demonstrated ability to manage sub-contracts of similar size and scope.
- Expertise in providing business development services, including training, mentoring, and consulting.

- Ability to design and deliver effective training programs for cooperative members.
- Team members with relevant qualifications and experience in cooperative development, and business development.

8. Minimum qualification for the proposed trainers

- A minimum of a bachelor's degree in business administration, cooperative management, economics, social sciences, or a related field. A master's degree is preferred.
- At least 5 years of experience in developing, managing, or supporting cooperatives in Kenya. Experience in worker cooperative development is preferred.
- Proven experience in designing and delivering training programs, workshops, and capacity-building initiatives for adults.
- Experience in business planning, financial management, and entrepreneurship support, particularly for small and medium-sized enterprises (SMEs) in Kenya.
- Ability to develop comprehensive training materials and deliver engaging, effective training sessions tailored to the Kenyan cooperative sector.
- Strong facilitation skills with the ability to foster interactive and participatory learning environments, considering local cultural contexts.
- Excellent verbal and written communication skills in both Kiswahili and English

Part 4: Annexes

Annex A – Budget Template

Annex B – Evidence of Responsibility