



REQUEST FOR PROPOSAL

RFP/RN01001/CAPACITY ASSESSMENT/2021

CONSULTANCY FOR ORGANIZATIONAL CAPACITY ASSESSMENT FOR FANISKISHA KUKABILI JANGA IMPROVING FIRST RESPONDER SECTOR IN KENYA

RURAL AGENCY FOR COMMUNITY ASSISTANCE AND DEVELOPMENT (RACIDA) IN COLLABORATION WITH THE JOHANNITER INTERNATIONAL ASSISTANCE

**Disclaimer:** RACIDA reserves the right to determine the structure of the process, number of short-listed participants, the right to withdraw from the proposal process, the right to change this timetable at any time without notice and reserves the right to withdraw this tender at any time, without prior notice and without liability to compensate and/or reimburse any party

**Synopsis of the Request for Proposal (Individual Consultant / Registered firm)**

Solicitation Reference No.	RFP/RN01001/CAPACITY ASSESSMENT/2021
Title of Solicitation	ORGANIZATIONAL CAPACITY ASSESSMENT FOR FANISKISHA KUKABILI JANGA IMPROVING FIRST RESPONDER SECTOR IN KENYA
Issuing Office & Address	RURAL AGENCY FOR COMMUNITY ASSISTANCE AND DEVELOPMENT (RACIDA) Website: <a href="http://www.racida.org">www.racida.org</a>
Point of contact for clarifications, questions and ammendments	Racida General Procurement, <a href="mailto:Procurement@racida.org">Procurement@racida.org</a>
Email Address for submission of Proposals/ Quotes	Racida General Procurement, <a href="mailto:Procurement@racida.org">Procurement@racida.org</a>
Solicitation Issue Date	January 28 <sup>th</sup> , 2021 East African Time.
Initial Deadline for Submission of Proposals	February 11 <sup>th</sup> , 2021 Deadline for Submission of Proposals
Anticipated Award Type	CONSULTANCY AGREEMENT
Submission and Evaluation Criteria	<p>Bidder must provide the below listed information</p> <p><b>Mandatory Eligibility Requirement</b></p> <ul style="list-style-type: none"> <li>• Must be an Individual/ Registered firm consultant</li> <li>• Must submit CV of Key Personnel</li> <li>• Provide certificate of Incorporation/ Business Registration</li> <li>• The firm shall not be sanctioned or blacklisted by any government or institution</li> </ul> <p><b>Technical Evaluation Criteria</b></p> <ol style="list-style-type: none"> <li>i. Consultant Academic and Professional Qualification-20%</li> <li>ii. Consultant's Prior Work Experience- 35%</li> <li>iii. Methodology/Approach- 35%</li> <li>iv. Language and analytical skills -10%</li> </ol> <p><b>NB. The minimum technical score shall be 75%. Only the best candidate shall be engaged for financial negotiations.</b></p>

## Terms of Reference

### 1. Background and Rationale

Kenya is subject to recurrent, cyclical, and erratic disasters characterized as natural (climatological, hydrological, biological, and the like) or man-made (technological, social, chemical, and the like). When disasters occur in Kenya, local actors are the first to respond. However, these local actors are undermined by gaps and shortcomings within the Kenya Disaster Response System.

As such, the BMZ, the Johanniter, and three local NGO first responders – The Rural Agency for Community Development and Assistance (RACIDA), St. Johns Ambulance of Kenya, and Merti-Integrated Development Programme (MID-P) – commissioned a systemic analysis of Kenya's Disaster Response System to identify key areas for investment and capacity building. The analysis revealed several categories of barriers that hinder effective service delivery by first responders in Kenya, which relate to policy, legal and institutional frameworks, structures and systems, resources and community/public awareness.

Based on these gaps, the consortium is investment to strengthen the capacity of the three nationals first responders (RACIDA, St. Johns Ambulance of Kenya, and MID-P) to accomplish the following: a) increase their technical capacity; b) improve their in-country fundraising capacity for timely intervention; c) increase their public recognition and accountability; d) share and develop the "Knowledge Products" of first responders, i.e. share and document best practices to better learn from successes and failures. The project will coordinate their activities with other actors such as the police, the County Steering Committees, the Northern Frontier Alliance in ASAL, etc. to avoid duplication, exploit synergies and ensure the transmission of relevant information.

The direct beneficiaries of the project are staff of the three consortium members, i.e. RACIDA, St. John Ambulance and MID-P whose technical, advocacy and fundraising capacities will be strengthened, as well as selected members of the County/National ASAL Forums and the County Steering Group.

### 2. Consultancy Objectives

The main purpose of this consultancy is to undertake an Organizational Capacity Assessments (OCAs) and to develop Organizational Capacity Development (OCD) plans for the three local partners – RACIDA, MID-P, and St. Johns. Each OCA will entail a systemic and comprehensive review of each organization's internal functions (organizational base), program performance, and its relationship with its target groups and stakeholders in communities and the public and private sectors. OCA results will be used to develop the capacity of First Responder partners (RACIDA, MID-P, and St. Johns) based on identified and prioritized gaps provided by the OCAs and outlined in the OCD plans.

technical, advocacy, and lobbying

### 3. Specific Objectives

Specifically, the consultancy aims to:

**First**, analyze the organizational capacities according to three dimensions (**technical capacity, past performance, lobbying, and accountability**). These are further detailed below:

- i. Assess and analyze the capacity of the organizational base and internal functions of the first responder organization (technical capacity):
  - a. Key Elements may include
    - i. How the organizations expresses its basic values and has articulated the reasons for its existence (vision, mission, values).
    - ii. Organizational structure and systems: whether or not the organization's management and its division of duties and responsibilities are explicit and visible.
    - iii. Effectiveness of its leadership and staff competence according to roles.
    - iv. Sustainability e.g. diversified funding base more especially local fundraising.
    - v. Communication, feedback and teamwork within the organization.

- vi. Process of delegation and its effectiveness.
- vii. Financial management system; realistic budgets, effective financial controls, and accurate information to support decision-making.
- viii. HR systems, SOPs/Manuals (Standard Operating Procedures).
- ix. Data Management and Storage to avoid organizational memory loss.
- ii. Assess the organization's program performance / outputs (past performance):
  - a. Key elements may include:
    - i. The organization's capacity (human & financial resources) to plan and to implement planned activities.
    - ii. Capacities related to project management, technical skills and knowledge /expertise competencies in research, policy influencing, respond to emergencies.
    - iii. Ability to involve beneficiaries in their work (e.g. MEAL, in project cycle management, advocacy work).
    - iv. Ability to deliver quality and timely programs compliant with Donor rules and regulations.
    - v. Ability to carry out lobbying and advocacy work on the wellbeing of constituents represented by First Responders at local, national, regional and international levels.
    - vi. Ability to identify and effectively respond to abuse, violence, exploitation and neglect against constituents/beneficiaries.
    - vii. Relevance of activities: the content of activities and the implementation methods/approaches used are relevant in relation to the organization's vision, operational objectives and context.
- iii. Assess and analyze the organization's capacity to undertake external lobbying and advocacy across sectors and stakeholders (lobbying):
  - a. Key elements may include:
    - i. The organization's capacity to engage with government policy making bodies and systems.
    - ii. Relations with government – both national and local
    - iii. Coordination with existing NGO/CSO lobbying spaces.
    - iv.
- iv. Assess and analyze the organization's capacity to create and maintain positive external relations (To Relate):
  - a. Key elements may include:
    - i. Acceptance and support from target groups: the target groups' assessment of the organization and the demand for its activities
    - ii. Relations with other actors in civil society – e.g. Community leaders, CBOs and NGOs, donors etc.
    - iii. Relations and acceptance with the government – both national and local.
    - iv. Conduct a validation workshop with partners for the organizational assessment findings
    - v. Study/review current systems/policies that are in place

**Second**, to develop organizational capacity development plans (OCDs) on the basis of OCA findings. Consultants will identify key areas for capacity development and strengthening informed by – but not limited to - the i, ii, and iii detailed above.

Key elements under this specific objective may include:

- i. Finalization of OCAs through meetings and discussions with the key and relevant leaders and management staff of partner organizations.
- ii. Identify and develop appropriate OCD framework/ plans.
- iii. Conduct validation workshop for final OCAs and OCD framework/plans.

#### 4. Scope of Services

The constant/consultancy firm shall ensure the completion of the activities in accordance with the terms and conditions of the consultancy contract.

The consultancy will cover organizations capacity assessments and development of capacity strengthening plans for three first responder organizations – RACIDA, MID-P and St. Johns. The assessments will cover governance structures, constituencies, policy, program, financial, and HR manuals, standards, and practices. Based on the organizational capacity assessment, the consultant should development organizational specific OCD frameworks or plans for each organization. The plans should provide concrete capacity development actions that enable first responder organizations to achieve institutional capacity development goals.

The consultant is expected to develop the OCA tools and guidelines to undertake the consultancy, under the guidance of RACIDA and Johanniter.

### 5. Methodology

The consultant is expected to utilize a participatory approach in assessment and capacity strengthening. RACIDA, the Johanniter, MID-P, and St. Johns will own the process of the OCA and OCD, whereas the main role of the consultant is to lead the overall process and to provide technical support and guidance to individual First Responder partners.

Pending the submission of the OCA and OCD tools and guidelines, the consultant is expected to use the following procedures in undertaking this exercise:

Step of the Process	Lead Actor
1. Organize a planning skype call with the consultant, RACIDA, MID-P , St. Johns Ambulance Kenya and the Johanniter to agree on OCA workshop tools and workshop program	Consultant, RACIDA, MID-P , St. Johns Ambulance Kenya and the Johanniter
2. Share the OCA program to First Responder partners in advance and confirm their full commitment	Consultant
3. Plan and conduct a holistic OCA for each First Responder partner	Consultant, RACIDA, MID-P, St. Johns, and the Johanniter
4. Establish which capacity strengthening needs identified during the OCA that should be prioritized into the OCD Framework	First Responder partners with support from the consultant and the Johanniter
5. Develop OCD framework/plans	First responder partners with consultant, and the Johanniter
6. Budget for planned actions in the OCD Framework template	First Responder partners with support from the consultant and the Johanniter
7. Documentation of OCA/D workshop and outputs	Consultant to submit to each First Responder for review and then to Johanniter for approval
8. Complete the OCD Framework	First Responder partners with support from Consultant and Johanniter
9. Submission of OCD Framework for approval	Consultant
10. Approval of OCD Framework	RACIDA and the Johanniter

## 6. Key Deliverables:

### i. Organizational Capacity Assessments (OCAs):

- a. An inception report with clear tools, methodologies proposed.
- b. The Consultant is to provide the **OCA first drafts** to RACIDA for review. Each of the reports should be concise and not more than 20 pages.
- c. The consultant will **present findings** of the first draft report in a **validation workshop** with each First Responder member and **incorporate comments** from the validation workshop for a **second draft**.
- d. The **final comprehensive report** of the organizational assessment with recommendations and plans for capacity development to RACIDA and the Johanniter.

### ii. Organizational Capacity Development Plans (OCD)

- a. Individual OCDs will be delivered for each First Responder partner.
- b. Monitoring plans with indicators for measuring change in First Responder capacity.

## 7. Management and Support of the Consultant

The consultant will be contracted by RACIDA and will directly report to RACIDA in undertaking the OCAs and OCD frameworks/plans.

## 8. Location of the Consultancy

The OCA and OCD development will take place in the head offices of First Responders across Kenya (Nairobi and Isiolo)

## 9. Duration of Role

The capacity assessment and delivery of capacity strengthening support is expected to be completed with 40 working days starting from the date both RACIDA and the selected consultancy firm/company sign the agreement in full.

## 10. Key Selection Criteria

- Master's degree in social sciences, particularly Law, Sociology, Social Work,
- Psychology, Project Management or related fields.
- Strong financial management background.
- Proven consultancy experience within the field of organizational capacity assessments and development for Civil Society Organizations of at least 5 years.
- Extensive hands-on experience in organizational capacity assessment and development, capacity building strategic plan development, proposal development and fundraising, mentoring and coaching.
- Experience of working in a resource poor environment.
- Experience working in Kenya is an asset.
- Fluency in English is mandatory.
- Knowledge and experience of emergency response and humanitarian response in East Africa is an asset.

## 11. Key Knowledges / Skills

Demonstrable knowledge and skills in:

- Assessing individual and organizational needs.
- Designing training plans and modules based on individual and organizational needs
- Organizing and facilitating the conduct of capacity building activities.
- Mentoring and coaching colleagues at work.
- Reviewing, updating and developing strategic plans, fundraising strategies, monitoring and evaluation policies, systems and tools, advocacy strategies, and action plans.
- Developing concept notes and project proposals.
- Networking and partnership building.

- Ability to transfer skills and knowledge through formal or informal training and skills sharing.
- Developed analytical skills.
- Excellent interpersonal and communication skills, including the ability to communicate and work with a wide range of stakeholders in a participatory, respectful, collaborative manner, and to enhance effective work relationships.
- Commitment to team building and a consensus-led approach to work.

## 12. Application Specifications

Candidates interested in the position will be expected to provide the following documentation

- An in-depth technical response to the TOR by the consultant demonstrating an understanding of how the assessment will be undertaken.
- Initial work plan based on methodology outlined and availability of applicant.
- Company profile and/or CV of the consultant.
- Detailed budget breakdown based on expected daily rates and initial work plan.

## 13. Evaluation criteria

The below evaluation criteria will be used to select the consultant:

Evaluation Criteria	Sub criteria/Description	Score
Consultant Academic and Professional Qualification	<ul style="list-style-type: none"> <li>• <i>Master's degree in social sciences, particularly Law, Sociology, Social Work, Psychology, Project Management or related fields. Strong financial management background.</i></li> </ul>	20%
Consultant Prior Work Experience	<p>Detailed and specific experience in undertaking similar roles highlighting;</p> <ol style="list-style-type: none"> <li>1. Proven consultancy experience within the field of organizational capacity assessments and development for Civil Society Organizations of at least 5 years</li> <li>2. Extensive hands-on experience in organizational capacity assessment and development, capacity building strategic plan development, proposal development and fundraising, mentoring and coaching.</li> <li>3. Experience of working in a resource poor environment.</li> <li>4. Experience working in Kenya is an asset.</li> <li>5. Knowledge and experience of emergency response and humanitarian response in East Africa is an asset.</li> </ol> <p><i>Bidder must attach detailed CV</i></p>	35%
Methodology/Approach	<p>Understanding of the terms of reference that includes:</p> <ol style="list-style-type: none"> <li>1. Outline of methodology and approach of implementing this assignment.</li> <li>2. Proposed assignment plan that includes clear timelines for the assignment that demonstrates the understanding of the assignment expectation.</li> <li>3. Sample work done: Citation (web link) of at least of 3 knowledge products developed and disseminated</li> <li>4. Detailed budget breakdown based on expected daily rates and initial work plan.</li> </ol> <p><i>Maximum 10 pages</i></p>	35%
Language and analytical skills	<ul style="list-style-type: none"> <li>• Strong analytical and information presentation skills</li> <li>• Fluency in English is mandatory.</li> <li>• Designing training plans and modules based on individual and organizational needs</li> </ul>	10%

	<ul style="list-style-type: none"> <li>• Organizing and facilitating the conduct of capacity building activities.</li> <li>• Mentoring and coaching colleagues at work.</li> <li>• Reviewing, updating and developing strategic plans, fundraising strategies, monitoring and evaluation policies, systems and tools, advocacy strategies, and action plans.</li> <li>• Developing concept notes and project proposals.</li> <li>• Networking and partnership building.</li> <li>• Ability to transfer skills and knowledge through formal or informal training and skills sharing.</li> <li>• Developed analytical skills.</li> <li>• Excellent interpersonal and communication skills, including the ability to communicate and work with a wide range of stakeholders in a participatory, respectful, collaborative manner, and to enhance effective work relationships.</li> <li>• Commitment to team building and a consensus-led approach to work.</li> </ul>	
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#### 14 Financial Proposal

**FINANCIAL PROPOSAL** must be supported with a breakdown analysis and will provide the following information, but is not limited to:

- a. Professional fees chargeable
- b. Breakdown of the fees and disbursements
- c. Price must be quoted in Kenya Shilling (KES)
- d. All applicable taxes (withholding taxes) shall be included. If the financial proposal is silent on taxes, RACIDA shall assume that these are inclusive;
- e. Financial proposal shall be valid for a period of 60 days from the date of bid closure
- f. Financial proposal shall be sent as a separate attachment.

##### 1. How to Apply

###### Submission

- Proposals **MUST** be submitted **via email** to RACIDA General Procurement: [Procurement@racida.org](mailto:Procurement@racida.org) on or before the deadline indicated on the synopsis of the RFP
- All bidders **must** use the RFP reference number in the subject line of their email submission.
- Technical proposal and financial proposal shall be submitted as separate attachment.
- Neither technical nor financial proposals should exceed 10MB. The proposal with any subsequent modifications and counterproposals, if applicable, shall become an integral part of any resulting contract.
- Proposal must be provided in English Language