



Building Resilient Communities for Sustainable Development

REQUEST FOR PROPOSAL

RFP/RN01002/BASELINE ASSESSMENT/2021

CONSULTANCY FOR BASELINE 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

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

Solicitation Reference No.	RFP/RN01002/BASELINE 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: www.racida.org
Point of contact for clarifications, questions and amendments	Racida General Procurement, Procurement@racida.org
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Solicitation Issue Date	January 28 th , 2021 East African Time.
Initial Deadline for Submission of Proposals	February 11 th , 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>Mandatory Eligibility Requirement</p> <ul style="list-style-type: none"> • Must be an Individual/ Registered firm consultant • Must submit CV of Key Personnel • Provide certificate of Incorporation/ Business Registration • The firm shall not be sanctioned or blacklisted by any government or institution <p>Technical Evaluation Criteria</p> <ol style="list-style-type: none"> i. Consultant Academic and Professional Qualification- 20% ii. Consultant's Prior Work Experience- 35% iii. Methodology/Approach- 35% iv. Language and analytical skills -10% <p>NB. The minimum technical score shall be 75%. Only the best candidate shall be engaged for financial negotiations.</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 national 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. Baseline Survey Objectives

- I. Establish baseline information against which the project log frame indicators at community level which will be used as a threshold for this project to assess outcomes and impact.
- II. To document the first responder capacities and histories of each local partner and the

The Specific Objectives and indicators are detailed below:

Project Goal (Outcome)	Indicators (possibly plus quantity structure)	
	Output value (quantitative & qualitative)	Target value (target) (quantitative & qualitative)
Increased effectiveness and efficiency of the 3 partners in dealing with small and medium disasters in the selected counties by 2023.	7664 Responses (St. John 7655, RACIDA 6, MIDP 3) 50% satisfaction with the First Response provided by the 3 organisations in selected counties. Determined by the most recent financial reports	<ul style="list-style-type: none"> • 20% increase in the number of First Responses, carried out by the 3 partners with funds from their fundraising efforts or from the County's emergency funds. • 20% increase in the level of stakeholder satisfaction with the First Response provided by the 3 organisations in selected counties. • 10 % increase in funds raised by each organisation for small and medium-scale disaster response by 2023.

Sub-targets (output)	Indicators (possibly plus quantity structure)	
	Output value (quantitative & qualitative)	Target value (target) (quantitative & qualitative)
Output 1.1. Strengthen the technical first response capacity (advocacy, lobbying and M&E) of the 3 partners by 2023.	30% technical capacity of the 3 organisations to respond to small and medium disasters Determined at baseline.	<ul style="list-style-type: none"> 50% increase in the technical capacity of the staff of the 3 organisations to respond to small and medium-sized disasters. A lobbying, advocacy and campaign strategy from the 3 partners is in place
Output 1.2 Improve county policies, funding mechanisms and coordination structures through county partners in selected counties by 2023.	There is no separate funding mechanism for First Response in any of the counties. A total of 14 coordination mechanisms for all 3 partners	<ul style="list-style-type: none"> A separate funding mechanism for first response has been established in at least 2 counties. At least 2 new first response coordination mechanisms have been established in the counties.
Output 1.3 Community members' awareness of their role in the first response system and the mandate of first responders in selected counties has increased by 2023.	15% Knowledge of the First Response System and First Responders among community members in selected counties. The number of social audits is 0	<ul style="list-style-type: none"> 20% increase in knowledge of the first response system and first responders among community members in selected counties. 2 Social audits on small and medium scale disaster operations were conducted in selected counties.
Output 1.4 The capacity of in-country resource mobilisation partners for first response in selected counties is improved by 2023.	None of the 3 partners has its own fundraising department.	<ul style="list-style-type: none"> By the end of the project, there is an established fundraising department per partner.

The Baseline will seek to collect baseline data on the indicator which will guide achieving the above mentioned specific goal of the project, as defined in the project proposal (will be made available to consultant).

3. Key Questions to be addressed by the Survey,

- How much funding has each organization mobilized to respond to small and medium-scale disasters in 2019 and 2020, and what is the proportional contribution of this funding to each organization's annual budget?
- How satisfied are stakeholders with each organization's responses to small and medium-scale disasters?
- What is the advocacy and lobbying experience of each organization?

- What is the level of knowledge of the First Response System and First Responders among community members in selected counties?
- What are the types of funding and sources of funding available for first responders to respond to small and medium-scale disasters?
- What first response coordination mechanisms exist in these counties, and how are they used?
- How many partners have an established fundraising department?

4. Baseline Target Audience

The population of interest for this baseline study are people and stakeholders living in and representing the targeted areas, the three partner organizations, and interagency emergency response coordination mechanisms, such as the ASAL Network. This includes community members and other stakeholders from **Mandera, Isiolo, Meru and Embu, as well as in Kiambu, Nyeri and Laikipia counties.**

5. Data Collection Methods

The baseline study will employ a mixed method approach to ensure comprehensive and robust quantitative and qualitative data is gathered not only to provide baseline data for the project’s logical framework but also to provide a comprehensive background context on the current effectiveness and relevance of first responder activities; an overview of each first responder partner organizations’ experience in fundraising, rapid response, and advocacy; and stakeholder perceptions and knowledge of the First Responder System and first responders.

In order to meet these objectives, the methodology will consist of the following elements:

- 5.1. Methods:** Literature review, quantitative community member perception surveys, focus group discussions, and key informant interviews.
- 5.2. Data sources:** Household surveys, key informant interviews, focus group discussions, program records, organizational audits, organizational surveys, and observation.
- 5.3. Literature Review**

The secondary data review will look at existing literature relating to the Kenya First Responder System, capacity-building of first responders in similar settings, and first responder systems and networks. Reviewed literature will include academic works, grey literature produced by NGOs, Government Agencies, UN Agencies, government research institutions, and a review of project reports, evaluations, and documents produced by each organization. The literature review will be presented as a stand-alone section of the final report and will also feed into the methodology.

5.4. Quantitative Data Collection:

The assessment will include a randomized quantitative perception survey. The survey will collect data on the perception and knowledge of the Kenya First Responder System and the stakeholders of first response, including first responder partners. All data collected will be disaggregated by sex, age, and disability.

5.4.1. Sampling Framework

A sample of respondents, stratified by gender, will be randomly selected in each target area for the quantitative survey. The sample will be statistically representative of the populations living in each target area based on the acceptable statistical sampling techniques. This should be in line with various contextual factors and proposed project site.

5.4.2. Sampling Approach

To identify survey respondents, the survey will use a random sampling approach. This approach will employ randomized GIS sampling, which takes satellite imagery of the regions targeted. Data collectors will go to each GPS point and conduct an interview with the closest household to the point. In order to ensure gender representation, participants will be classified as either male or female, according to the sampling framework above. In each classification, data collectors will seek respondents of that gender. If there is more than one adult within the household of that specific gender, the data collectors will provide an introduction to the assessment and ask household members who they think among them can provide information given the nature of the assessment.

5.5. Qualitative Data Collection

In addition to quantitative data collection, the baseline study will also include a qualitative data collection component to generate more in-depth understanding of community dynamics, provide direct data for qualitative indicators, and triangulate and explain quantitative findings. Two key methods will be used for qualitative data collection:

1. Focus Group Discussions (FGDs):

FGDs will gather qualitative data to triangulate, explain, and expand upon the quantitative data gathered, explore in further detail the challenges and success of the First Responder System, and elucidate the barriers being faced by each stakeholder in enabling efficacious disaster response.

Participants will be purposefully selected by data collectors in the field based on selection criteria for each sample group. Each focus group will consist of eight to 10 participants. To account for the sensitive nature of the information which might be discussed during the FGDs, female facilitators will be involved in conducting the female FGDs and male facilitators involved in male FGDs.

2. Key Informant Interviews (KIIs):

KIIs will be conducted with each relevant project stakeholder group, including government officials, partner staff at field and HQ levels, affected communities, and representatives of interagency first response coordination mechanisms, among others. KIIs will be conducted using both closed and open-ended questions.

6. Survey Quality & Ethical Standards

The consultant shall take all reasonable steps to ensure that the Survey is designed and conducted to respect and protect the rights and welfare of the people and communities involved and to ensure that the Survey is technically accurate and reliable, is conducted in a transparent and impartial manner, and contributes to organizational learning and accountability. Therefore, the Survey team shall be required to adhere to the Survey standards and applicable practices as recommended by International Federation of Red Cross and Red Crescent Societies.

Utility: Surveys must be useful and used.

Feasibility: Surveys must be realistic, diplomatic, and managed in a sensible, cost effective manner.

Ethics & Legality: Surveys must be conducted in an ethical and legal manner, with particular regard for the welfare of those involved in and affected by the Survey.

Impartiality & Independence: Surveys should be impartial, providing a comprehensive and unbiased assessment that takes into account the views of all stakeholders. **Transparency:** Survey activities should reflect an attitude of openness and transparency.

Accuracy: Surveys should be technical accurate, providing sufficient information about the data collection, analysis, and interpretation methods so that its worth or merit can be determined.

Participation: Stakeholders should be consulted and meaningfully involved in the Survey process when feasible and appropriate.

Collaboration: Collaboration between key operating partners in the Survey process improves the legitimacy and utility of the Survey.

It is also expected that the Survey will respect the seven Fundamental Principles of the Red Cross and Red Crescent: 1) **humanity**, 2) **impartiality**, 3) **neutrality**, 4) **independence**, 5) **voluntary service**, 6) **unity**, and 7) **universality**.

Future Use of the Data

All data collected will be the sole property of RACIDA, The Johanniter, and BMZ. The consultant must not use the data for their own research purposes, nor license the data to be used by others without the written consent of RACIDA, the Johanniter, and BMZ.

7. Obligations of Key Participants in the Consultancy

Obligations of the Consultant

- Give leadership to the technical team throughout the baseline exercise.

- Inform the Program Manager and M&E Officer in a timely fashion on the progress made and any challenges encountered.
- Conduct the consultancy as per agreements in TOR, and contract, and if modifications are necessary, bring to the attention of the Program Manager before making any changes.
- Report on a timely basis as per the TOR and contract agreement.
- Declare any possible conflict of interest before signing the contract
- Participatory share draft report and discuss the feedback and general findings with the Consortium team.
- Cater for his/her transport to the site or within his/her bid can indicate the Consortium to provide i.e transport to the communities and exclude costing on the same within the bid.
- Organize for his/her own accommodation and cater for other expenses they may likely to incur during the assignment.

Obligations of the Consortium Members

- Make sure the Consultant is provided with the necessary and required resources i.e. the project documents- proposal, reports and any other that the consultant may need.
- Give logistical information and attend to any concerns that may arise during the baseline exercise
- Facilitate the work of the consultant in accessing beneficiaries and other local stakeholders
- Monitor the daily work of the consultant and bring to the attention of the consultant/RACIDA any concerns that may arise
- Provide technical oversight in the review of all deliverables
- Provide timely comments on the draft report

8. Process:

The baseline evaluation study shall be conducted in January 2021 in accordance with the COVID 19 protocols. RACIDA will carry out the selection of the research assistants and the consultant shall be responsible for the undertaking of the training and data collection.

The tentative proposed timeframe includes:

- 1 day Inception meeting and tools development.
- 1 day secondary data collection and review of desk documents.
- 1 day training of enumerators
- 3 days primary data collection
- 2 days data analysis.
- 2 days report writing and submission of draft 1.
- 2 days final report submission.

The consultant should submit the final report by February 2021.

The evaluation shall be undertaken within the following phases.

An inception meeting with the consultant with the RACIDA and partners to familiarize the parties with each other.

Submission of inception report

Tools development; the consultant shall prepare the necessary tools for the evaluation and submit them to the RACIDA/JUH and partners for review.

Secondary data collection of relevant data through physical or online reviewing of the respective resources by the consultant

Primary data collection by the data collection team through field visit to Mandera, Isiolo, Meru and Embu as well as in Kiambu, Nyeri and Laikipia counties. Analysis of data and report writing by the consultant.

Submission of the draft report to RACIDA/JUH and partner by the consultant for reviews and feedback.

Final report submission to RACIDA/JUH and partner by the consultant.

9. Outputs and Deliverables

The consultant shall:

- Submit an inception report, including the data collection and analysis approach, data collection tools and a detailed work plan.
- Develop a first draft of the baseline report and share with Johanniter for review with partners.
- Develop and share the final report with RACIDA/Johanniter including the findings, recommendations. The report will be prepared in English.
- Provide the electronic version of the draft report, the electronic version of the final report and annexes in Word Format and four hard copies to RACIDA/JUH.

Tentative Timetable

Activities	2021 January/February						
	Week 1			Week 2			
An inception meeting with the consultant with the Partner/JUH team to familiarize the parties with each other.							
Tools development and inception report; the consultant shall prepare the necessary and submit them to the Partner/JUH team for review.							
Secondary data collection of relevant data through physical or online reviewing of the respective resources by the consultant.							
Training of enumerators for the baseline. Undertaking of primary data collection by the evaluation team through field visits/ remote management of field data collectors. This shall focus on the refugees, host communities, government authorities and Partner/JUH staff.							
Analysis of data and report writing by the consultant.							
Submission of the draft report to Partner/JUH by the consultant for reviews.							
Final report submission to Partner/JUH by the consultant.							

10. Management of the Baseline Study

- Partner/JUH shall prepare a contract that the consultant shall sign to commit him/her; the consultant shall be answerable to the Partner/JUH team. The Head of Mission shall represent JUH.
- The consultant shall be responsible for execution of the data collection analysis, report generation and submission.
- The consultant in collaboration with the JUH/partner will constitute a data collection team.
- Partner/JUH and partner shall be responsible for the day-to-day management and remuneration and all other costs associated with the exercise. This shall not be included in consultant's bid.

- The JUH/partner shall provide that the logistical arrangements related to the evaluation be availed. These include; one vehicle for transport in the field, JUH/Partner in accompanying role will facilitate access to any required government officials requested by the consultant.
- The consultant shall have the overall responsibility for the operational and administrative management of the evaluation.

11. Quantity structure

1. An inception meeting (physical/ online) with the consultant with the Partner/JUH team to familiarize the parties with each other before the signing of the contract.
2. Tools development and submission of inception report. The consultant shall prepare the necessary and submit them to the Partner/JUH /partner for review.
3. Secondary data collection of relevant data through physical or online reviewing of the respective resources by the consultant.
4. Primary data collection by the evaluation team through physical field visit and coordination of the enumerators.
5. Analysis of data and report writing by the consultant by the end of January 2021.
6. Submission of the draft report to JUH/ partner by the consultant for reviews by end of January 2021.
7. PowerPoint presentation highlighting key points from the Baseline survey
8. Final report submission to JUH/partner by the consultant by February 2021.

Documents available upon request

- Introductory project documents
- Structure of the baseline study report

12. Qualifications and Experience of Consultant

The independent consultant/consultancy firm must demonstrate experience and expertise as follows:

- Demonstrated experience in conducting high quality baselines for related project in the past three years (sample reports are required ruing the bid analysis).
- Previous consultancy experience working with German Government funded projects.
- Experience conducting field assessments and working in the targeted areas.
- Sectoral experience and contextual knowledge of Mandera, Isiolo, Meru, and Embu as well as Kaimbu, Nyeri, and Laikipia.
- An understanding of political, social and cultural context in Kenya is essential.

13. Application requirement

Written response to this TOR in terms of proposal detailing understanding of the task, proposed methodologies of the Survey, expected activities and deliverables, and financial bid.

Detailed CVs of al professional(s) who will work on the Survey.

Professional references: Please provide atleast 3 references from your previous clients and full contact details of the referees.

Evaluation Criteria:

Evaluation Criteria	Sub criteria/Description	Score
Consultant Academic and Professional Qualification	<ul style="list-style-type: none"> • <i>Master’s degree in social sciences, particularly Law, Sociology, Social Work, Psychology, Project Management or related fields. Strong financial management background.</i> 	20%



<p>Consultant Prior Work Experience</p>	<p>Detailed and specific experience in undertaking similar roles highlighting;</p> <ol style="list-style-type: none"> 1. Proven consultancy experience within the field of organizational capacity assessments and development for Civil Society Organizations of at least 5 years 2. Extensive hands-on experience in organizational capacity assessment and development, capacity building strategic plan development, proposal development and fundraising, mentoring and coaching. 3. Experience of working in a resource poor environment. 4. Experience working in Kenya is an asset. 5. Knowledge and experience of emergency response and humanitarian response in East Africa is an asset. <p><i>Bidder must attach detailed CV</i></p>	<p>35%</p>
<p>Methodology/Approach</p>	<p>Understanding of the terms of reference that includes:</p> <ol style="list-style-type: none"> 1. Outline of methodology and approach of implementing this assignment. 2. Proposed assignment plan that includes clear timelines for the assignment that demonstrates the understanding of the assignment expectation. 3. Sample work done: Citation (web link) of at least of 3 knowledge products developed and disseminated 4. Detailed budget breakdown based on expected daily rates and initial work plan. <p><i>Maximum 10 pages</i></p>	<p>35%</p>
<p>Language and analytical skills</p>	<ul style="list-style-type: none"> • Strong analytical and information presentation skills • Fluency in English is mandatory. • 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. 	<p>10%</p>

