



Building Resilient Communities for Sustainable Development

REQUEST FOR PROPOSAL

Reference No: RACIDA/ RACIDA/AKM/375/2022/01

Consultancy for Baseline Evaluation of RACIDA's Building Resilience of Agro-Pastoralist Communities (BRAP) project in Mandera and Wajir Counties in Kenya and Liban Zone in Ethiopia Project

**Rural Agency for Community Development and Assistance (RACIDA) in Partnership
Diakonie Katastrophenhilfe**

Document Release Date: 7th February 2023

Deadline for Submission of Bids: 20th February 2023

Time: 5:00 PM EAT

Submission Method: Email

Disclaimer: RACIDA reserves the right to determine the structure of the process, the 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.	RACIDA/AKM/375/2022/01
Title of Solicitation	Consultancy for Baseline Evaluation of RACIDA's Building Resilience of Agro-Pastoralist Communities (BRAP) project in Mandera and Wajir Counties in Kenya and Liban Zone in Ethiopia
Issuing Office & Address	Rural Agency for Community Development Assistance Website: www.racida.org
Point of contact for clarifications, questions, and amendments	RACIDA General Procurement, Procurement@racida.org
Email Address for submission of Proposals/ Quotes	RACIDA General Procurement, Procurement@racida.org
Solicitation Issue Date	7 th January 2023
Initial Deadline for Submission of Proposals	20 th February 2023 5:00 PM East African Time
Baseline Locations	Kenya(Mandera& Wajir), and Ethiopia(Liban Zone)
Target Beneficiaries	44,209 individuals
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 Consultant/ Registered Consultancy Firm • Must submit CV (s) of Key Personnel • Must submit a certificate of Incorporation/ Business Registration • Must submit a certificate of Tax Compliance • Must Submit Business KRA PIN • 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 in financial negotiations.</p>

1. Background and Rationale

RACIDA in partnership with Protestant Agency for Diakonie and Development for Bread for the World (BfdW) and Diakonie Katastrophenhilfe (DKH) is implementing an integrated humanitarian and resilience response in Mandera and Wajir Counties in Kenya and Liban Zone in Ethiopia. The project contributes to strengthening the resilience of (agro)pastoralist communities in dryland areas of the Mandera Triangle, which encompasses the Somali Region of Ethiopia (Liban zone), Mandera and Wajir Counties in Kenya, to address and decrease disaster and conflict risks (risks being aggravated by climate change).

Mandera and Wajir counties in Kenya and the neighboring Liban Zone in Ethiopia are vulnerable to natural hazard-related disasters such as droughts and floods which are further aggravated by human-induced hazards like conflicts both localized and cross-border in nature. Due to recurrent droughts, pastoralists and agro-pastoralists have lost a significant number of livestock assets accumulated over many years which is their main livelihood source thus reducing their coping capacity and resilience. Since 2020, communities living in southern and southeastern Ethiopia and Northern Kenya have been facing drought situations worsened by successive failed seasons. The situation has caused loss of life, crops, migration as well as has forced pastoralists to walk longer distances in search of water and pasture, often crossing zonal, regional/county, and country borders.

In both Kenya and Ethiopia, the household purchasing power among (agro)pastoralists is rapidly declining due to the reduction of key income sources (farm produce and livestock) coupled with sharp increases in domestic and imported cereal and other commodity prices due to global supply chain constraints. The current crisis is not solely due to the poor rain seasons over the past two years, but also a result of the gradual erosion of community resilience and traditional coping mechanisms by successive shocks and limited development investments. It is anticipated that climate change will increase both the frequency and intensity of droughts in the region; therefore, recognizing and addressing the underlying causes of vulnerability is key to improving communities' resilience and capacity to cope with shocks. It is important to meet the immediate food security, water and health/nutrition needs of drought-affected communities in the Mandera Triangle if a worsening of the situation is to be prevented. However, meeting these immediate needs must be done in a way that builds on and is strongly linked to ongoing efforts by community, government and other stakeholders to improve the long-term resilience and coping capacity of affected communities and households.

RACIDA is implementing an integrated lifesaving and resilience intervention to address the immediate humanitarian needs of drought-affected communities in the Mandera, Wajir, and Liban zone as well as support them in building their resilience capacities to respond and mitigate shocks of future disasters. The project is designed to complement ongoing interventions in the three regions. In Wajir County, RACIDA will support the ministry of health (MOH) to provide health and nutrition services in hard-to-reach areas through outreaches, on job training of community health volunteers (CHVs) on nutrition and hygiene promotion in communities; water trucking services to most needy villages; rehabilitation of strategic water points; support beekeeping and fodder production; and disaster risk reduction (DRR) activities in the target villages. In Mandera, activities include fodder production, provision of agricultural inputs (drought-resistant seeds, training, and assorted tools), rehabilitation of underground tanks, beekeeping, and DRR activities. In Liban Zone in Ethiopia, activities include; behavior change communication (BCC) on maternal, infant, and young child nutrition (MIYCN) and hygiene, cash transfers, water trucking, beekeeping, fodder production and provision of agricultural inputs (drought-resistant seeds, training and assorted tools), and DRR activities. The various activities implemented under this project are looked at from thematic integrated

approach with the ultimate goal being to improve the nutrition status of children, women, and households in general.

To ensure that the project is well implemented, targeted, and measured, RACIDA has issued this Terms of Reference (ToR) to solicit proposals for a baseline survey of the project.

2. Baseline Survey Objectives

- I. Establish baseline information on the project's logical framework indicators against which the progress of the project in achieving its outcomes and impact can be measured and monitored.
- II. Collect Project contextual information
- III. To produce a survey report with recommendations based on findings that can guide project implementation.

2.1.1. Project Indicators

The Specific Project Indicators, which the consultant will be expected to contribute towards knowledge of are detailed below:

Objective: 1	The most urgent priority needs of the most vulnerable households in the drought-affected communities in Kenya (Mandera, Wajir) and Ethiopia (Liban zone) are met
Indicator 1:	Reduced Coping strategy Index (rCSI)
Indicator 2:	% of beneficiaries (disaggregated by sex, age, and disability) report that humanitarian assistance is delivered in a safe, accessible, accountable, and participatory manner throughout all phases of the project
Objective: 2	Sustainable access to traditional livelihoods and water for targeted agro-pastoralist farmers and groups is strengthened
Indicator 1:	% of the targeted agropastoral farmers that report an increase in the production of fodder and drought-resistant cereals by end of the project
Indicator 2:	At least 50% of target beneficiaries supported with access to water have access to clean and safe water throughout the project period
Objective 3:	The resilience of targeted local pastoralists communities to cope with conflicts and natural disasters is enhanced
Indicator 1:	At least 60% of the 800 households targeted through CMDRR sensitization and EWI apply Community Managed Disaster Risk Reduction (CMDRR) knowledge and EWI to mitigate the impact of disasters and enhance the recovery process by end of project
Indicator 2:	At least 75% percent of Community Disaster Risk Management Committees (CDRMCs) collaborate effectively with the Woreda Disaster Risk Management Committee (DRM) and the NDMA to implement one priority action plan during the project period

3. Key Survey Questions

- a) % of target beneficiaries with access to clean and safe water.
- b) What is the state of water sources targeted through Bread for the World/Diakonie Katastrophenhilfe assistance?
- c) What percent of targeted communities have access to clean and safe water? Distance to the nearest water source and time taken to access water at water point?
- d) What methods do you use to make sure that the water is safe for drinking and home use?
- e) What is the current state of the water infrastructure targeted for assistance through Bread for the World/Diakonie Katastrophenhilfe?
- f) What are the current water safety measures in place (household level and at water point), and how effective are they?
- g) Are there water user committees managing operations and maintenance of water infrastructures? How many WUC exist? How many are active?
- h) What existing coordination forums exist in project target areas, and how can they be used during implementation?
- i) What are the current hygiene practices embraced by the target community beneficiaries and what are the consequences/impacts of these practices on their health?
- j) What is the current food security status of the targeted communities (using food security indicators such as household dietary diversity (HDDS), Food Consumption Score (FCS), and Reduced Coping Strategy Index (rCSI).
- k) How long did the food stored from last harvest last in months, before the next harvest?
- l) What viable livelihood options exist in target communities, and to what extent are they viable?
- m) What are the current IYCF practices in the target communities?
- n) What are the existing factors limiting access to health and nutrition services in the target communities and how best can they be addressed by the intervention?
- o) What is the current status of livestock disease surveillance and vaccination efforts in Liban zone and Mandera County and how best can they be improved? (Who is conducting the surveillance and how often)
- p) How have community livelihood assets been affected by ongoing disasters and how can the proposed intervention contribute to the protection of livelihood assets.
- q) What are the current fodder and cereals production levels in the target communities.
- r) What is the current knowledge levels on Community Disaster Risk Reduction?
- s) What are the community's current disaster risk reduction and adaptation measures, and to what extent are they effective?
- t) How many Community Disaster Risk Management Committees exist in the community? And are they active in coordinating community DRR activities? Are they coordinating with County government / woreda administration?
- u) What are the existing channels for relaying early warning information, how often and to what extent are they effective?
- v) How does the community feel about the relevance of the interventions in each of the proposed sub sectors?
- w) What are the channels that communities prefer for communication and feedback?
- x) What do community recommend to ensure that humanitarian assistance is delivered in a safe, accessible, accountable, and participatory manner throughout all phases of the project?

Evaluation Criteria

The OECD/DAC criteria¹ will be used to carry out this evaluation. Criteria and specific question developed / adapted / selected based on the most important aspects of the project, particularly for advancing

- a) Appropriateness of the project design
- b) Effectiveness of project interventions
- c) Efficiency
- d) Sustainability measures
- e) Expected Impact by other stakeholders
- f) Replicability

Others include

- a) Integration of Cross Cutting Issues: Age, Gender, Inclusion and environmental impact
- b) Lessons learnt relevant for the project

3.1. Baseline Target Groups

The populations of interest for this baseline study are people living within the areas targeted under this project, with a special focus on caregivers of children under 5 years, women of reproductive age, livestock owners and farmers, youth, IDPs, and people living with disabilities.

4. Methodology

4.1. Methods Overview

Methodology: The consultant is expected to utilize a mixed-methods approach using literature reviews of existing secondary data, quantitative data from the targeted villages, and qualitative data from relevant stakeholders in the 3 target areas. The methods are summarized below:

- 1. Desk Review of key documents and secondary data from the target areas.
- 2. Interview/Households Surveys
- 3. Focus Group Discussions
- 4. Key Informant Interviews
- 5. Direct observation checklist

4.2. Literature Review

The consultant will be required to conduct a thorough and robust review of existing literature relating to WASH, nutrition, agriculture, and livelihoods. The literature review will be presented as a stand-alone section of the final report and will inform the interpretation of the survey findings as well as the development of recommendations.

4.3. Quantitative Data Collection

The core of the assessment will consist of a randomized quantitative survey. The survey will collect **disaggregated** data on food security, nutrition, WASH (Water Supply, Hygiene Promotion, and WASH NFI), agriculture, food security, and livelihoods. The consultant will be required to clearly outline how people with disabilities will be involved in the survey and to include in their recommendation how they can most effectively participate meaningfully in the project.

All data will be disaggregated by sex, age, and disability where appropriate. The baseline study will sample community members and other stakeholders from the project locations. The consultant is expected to propose a methodology that is scientific, culturally appropriate, and will leverage both qualitative and quantitative data. The consultant is expected to develop a quantitative survey tool that captures all the indicators and survey questions outlined in the TOR as well as the project documents. The final tool will be approved by RACIDA.

4.3.1. Sampling Framework

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

4.3.2. Sampling Approach

RACIDA expects the consultant to employ a sampling framework that utilizes a two-stage cluster sampling with probability proportionate to size (PPS) design.

4.3.3. Survey Administration

The survey will be administered using ODK/Kobo Tool Box. A number of checks will be put in place to ensure the quality and accuracy of the data collected. These will include but are not limited to:

- A thorough testing process for the data collection tool in line with standard operating procedures for tool development and testing, involving multiple layers of testing to ensure that the tool functions properly.
- A pilot phase in the field during which the tool is thoroughly checked and tested prior to final use.
- Daily checks of data collected to ensure that it is comprehensive and does not contain any mistakes.
- Daily debriefs with the data collection team to ensure that any problems encountered during data collection are identified and resolved.
- Regular spot checks on the field during data collection to ensure data collectors are properly administering survey questionnaires.
- A final, thorough, data cleaning process which will include verification of any potentially inaccurate data and revisits to the field if necessary.

4.4. Qualitative Data Collection

Qualitative data collection methods will include Focus Group Discussions (FGDs), Observation checklist ,Key Informant Interviews (KIIs) with community members, leaders, RACIDA staff, ministry officials, community health workers, and other relevant partners deemed appropriate, and filed observations. The consultant team is expected to propose KII and FGD participants on the basis of their knowledge and on guidance from RACIDA.

Qualitative data collection tools will be determined by RACIDA project priorities and guidance from the consultant knowledge and expertise.

4.4.1. Focus Group Discussions

The FGDs will have the following goals:

- Gather qualitative data to triangulate, explain, and expand upon the quantitative data gathered.
- Explore in more detail the challenges facing community members and the perceived gaps in food security, livelihood, health/nutrition, WASH, and Livestock.
- Identify specific barriers faced by different groups in each target area in terms of accessing services, participating in the development of the local community, and how to overcome these barriers.
- Explore the community's understanding of CMDRR and how they can be involved in CMDRR.
- Other themes as determined by RACIDA and the Consultant.

4.4.2. Key Informant Interview

KIIs will also be conducted as part of the qualitative data collection. Interviews in each target area will be expected to be inclusive of all relevant key community groups and will include **PLWDs**.

The interviews will have the following goals:

- Understand the current trends for food security, nutrition, WASH, CMDRR, and livestock and in the capacity of the communities to respond to, plan for, and implement mitigation measures in response to these trends.
- Understand the current management, planning, gaps ,Challenges and implementation best practices of mitigation mechanisms for food security, livestock, WASH and nutrition/health.

5. Survey Quality and Ethical Standards

5.1. 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 IFRC.

- **Utility** – 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.
- **Transparency** – Survey activities should reflect an attitude of openness and transparency.
- **Accuracy** – Survey should be technically 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 Red Crescent: 1) Humanity, 2) Impartiality, 3) Neutrality, 4) Independence, 5) Voluntary Service, 6) Unity, and 7) Universality

5.2. Future Use of the Data

All data collected will be sole property of RACIDA/DKH and other relevant stakeholders. 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.

6. Obligations

6.1. Obligations of the Consultant

- Give leadership to the technical team throughout the assessment
- Inform the Program Manager, and M&E Officer in a timely manner of the progress made and any challenges encountered.
- Conduct the consultancy as per agreements in TOR, and contract, and if modifications are necessary, bring them to the attention of the Program Manager before making any changes.
- Report on a timely basis as per the ToR and the contract agreement
- Declare any possible conflict of interest before signing the contract.
- Produce a draft report and discuss the feedback and general findings with RACIDA team before submitting the final report.
- Cater for his/her transport to the site or within his/her bid can indicate RACIDA 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 incur during the assignment.

6.2. Obligations of RACIDA

- Make sure the Consultant is provided with the necessary and required resources i.e. the project documents- proposal, reports and any other documents 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.

7. Qualifications and Experience of Consultant

The lead consultant must have a background and experience in Nutrition, DRR, WASH Public Health, food security or a related field. The lead consultant must have a degree in public health, nutrition, agriculture, WASH or related field and experience in Emergency Response and Recovery programming, with a broad understanding of WASH, Agriculture, Food Security, and Nutrition.

7.1. Key Selection Criteria

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

- Degree in Public Health, Nutrition, Agriculture, Public Policy, or another related field.
- Demonstrated experience in conducting high-quality baselines or related projects in the past five years (sample reports are required during the bid analysis).
- Extensive hands-on experience in the sectors of Nutrition, Health, Food Security, WASH, DRR, Agriculture and Livelihoods.
- Experience working in ASAL areas.
- Fluency in English, Kiswahili . Knowledge of the local language is an added advantage. Knowledge and experience of developmental and humanitarian response in East Africa is preferred.
- Strong interpersonal and communication skills.
- The consultancy team must have a statistician to analyze quantitative and qualitative data.

7.2. Application Evaluation Criteria

Evaluation Criteria	Sub criteria/Description	Score
Consultant Academic and Professional Qualification	Degree in Public Health, Nutrition, Health Economics, Public Policy, or another related field.	20%
Consultant Prior Work Experience	Detailed and specific experience in undertaking similar roles highlighting; <ol style="list-style-type: none">1. Proven consultancy experience with baseline assessments for emergency and resilience response programming, with sectoral experience in nutrition, WASH, food security and livelihoods.2. Demonstrated experience in conducting high-quality baselines for a related project in the past three years (sample reports are required during the bid analysis).3. Extensive hands-on experience in the sectors of Health, Nutrition, Livelihoods, WASH, and Food Security.4. Experience working in a resource scarce environment.	35%

	<p>5. Knowledge and experience in emergency response and resilience response in East Africa is an asset.</p> <p>6. The consultancy team must have a statistician to analyses quantitative and qualitative data. It is preferred that this person have both professional and academic background in public health/agricultural statistics and econometrics.</p> <p><i>Bidder must attach detailed CVs</i></p>	
Methodology/Approach	<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. Firm Experience Sample work done: Citation (web link) of at least 3 knowledge products developed and disseminated 4. Detailed budget breakdown based on expected daily rates and initial work plan. 	35%
Language and analytical skills	<p>Demonstrated capacity for high-level analysis and report writing, includes:</p> <ul style="list-style-type: none"> • Strong writing, analytical and information presentation skills. • Capacity building, mentoring and coaching skills. • Development of high-quality survey reports (share a sample) • Developing concept notes and project proposals. • 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 teamwork and a consensus-led approach to work. 	10%

7.3. Application Requirements

Application materials should include the following:

- A Technical Proposal detailing the consultant's understanding of the task, proposed methodologies, expected activities and deliverables, proposed workplan, and the composition of the consultancy team to be engaged. The outline of the Technical Proposal is outlined in 7.3.1 and the team composition requirements are outlined in 7.3.2.
- A Financial Proposal detailing the costs that the consultant expects to be required to complete the assignment. The consultant is expected to account for all logistics and travel costs associated with the assignment.

- Detailed CVs of all professional staff who will work on the consultancy team.
- Must submit a certificate of Incorporation/ Business Registration
- Must submit a certificate of Tax Compliance
- Must Submit Business KRA PIN
- At least three professional reference from previous clients and full contact details of the referees.

7.3.1. Technical Proposal Format

- 1) Introduction: description of the firm, the firm's qualifications and statutory compliance. (1 page)
- 2) Background: Understanding of the project, context and requirements for services, Key questions (2 pages)
- 3) Proposed methodology - Indicate **methods to be used for each indicator with sample questionnaires** and highlight any areas where indicators may need adjustment. The targeted respondents should be indicated for each indicator. Proposed detailed questions should be indicated. Detailed sampling procedure needs to be indicated. (5 pages)
- 4) Firms experience in undertaking assignments of similar nature and experience from the geographical area for other major clients (Table with: Name of organization, name of assignment, duration of assignment (Dates)) reference person contacts. (2 pages)
- 5) Proposed team composition (As per 7.3.2). (1 page)
- 6) Work plan (Gantt chart of activity and week of implementation). (1 page)

7.3.2. Proposed Team Composition Format

- Name of Team Member
- Qualifications
- Years of Experience Related to Consultancy
- # of Days to be Engaged and Costs
- Roles(s) under this assignment

7.4. Submission of the Proposal

- Proposals **MUST** be submitted **via email** to RACIDA General Procurement: Procurement@racida.org on or before the deadline indicated on the synopsis of the RFP
- The Technical Proposal **must** conform to the proposed outline provided in 7.3.1. The proposed Team Composition should conform to 7.3.2.
- Bidders' submissions of technical and financial proposals should be submitted via email with the subject line *"Technical and Financial Proposal for Tender No. RACIDA/AKM/375/2022/01"*
- All bidders **must** use the RFP reference number in the subject line of their email submission.
- Technical proposal and the financial proposal shall be submitted as separate attachments.

- 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 written and submitted in English.

7.5. Duration of the Consultancy

The baseline will be conducted over 21 billable days from contract signing to delivery of the final report.

7.6. Deliverables

The following deliverables are expected from the consultant:

Inception report, detailing the baseline survey design, sampling methodology and framework, survey tools, and agreed-upon budget and work plan.

Draft baseline report that will contain the following elements:

1. Table of contents
2. Executive Summary
3. Objectives of the baseline, Methodology, and any challenges encountered in the field.
4. A presentation of the findings and the analysis.
5. Conclusions
6. Recommendations with clear guidelines on how they can be implemented.
7. Report Annexes:
 - Copies of original and cleaned data sets (with a codebook for both quantitative and qualitative data), including original field notes for KIIs and FGDs, as well as recorded audio material, if available, should be submitted with the draft report.
 - Hard and Digital Copies of Signed Consent provided by respondents.
 - PowerPoint presentation highlighting key findings from the baseline, presented at a feedback meeting to be held after completing the draft report.
 - Final baseline Survey Report – submitted as one digital copy and 2 bound and signed hard copies submitted to RACIDA by the agreed submission deadline.

7.7. Corruption or Fraudulent Practices

RACIDA requires that Bidders observe the highest standards of ethics during the procurement process and execution of contracts. A tenderer shall sign a declaration that he has not and will not be involved in corrupt or fraudulent practices.

RACIDA will reject a proposal for an award if it determines that the tenderer recommended for the award has engaged in corrupt or fraudulent practices in competing for the contract or completing any contract awarded.

A tenderer who is found to have indulged in corrupt or fraudulent practices risks being debarred from participating.

Please report any malpractices to complaints@racida.org.