# REQUEST FOR PROPOSAL

**Identification**

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Establishing Animal Health Industry Associations - Uganda, Tanzania, Nigeria, Senegal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prepared by</td>
<td>GALVmed Operational Support &amp; External Affairs</td>
</tr>
<tr>
<td>Date of issuance</td>
<td>February 17, 2020</td>
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<tr>
<td>Deadline</td>
<td>March 25, 2020</td>
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</tbody>
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1 Introduction

1.1 Project description and scope of Request for Proposal (RFP)

The Global Alliance for Livestock and Veterinary Medicines (GALVmed) is a registered charity organisation working to make livestock vaccines, medicines and diagnostics accessible and affordable to the millions in developing countries for whom livestock is a lifeline. Given the urgency to find solutions to the pervasive governance challenges encountered in the accessibility and availability of veterinary health products, the need for public-private engagements that would strengthen the Industry’s ‘doing business’ environment through increased interactions and collaborations between animal health manufactures, distributors and retailers and government becomes very important for advancing progressive policies, laws and regulations. GALVmed is especially keen to see strong private-private and public-private dialogues that will lead to collaborations that seek to maximize access and affordability of legitimate animal health vaccines and products to counter the use of illegal, low quality and fake products in some markets.

In line with the goal of improving smallholder income and productivity through access to, and usage of effective animal health products, GALVmed is looking to support the development and strengthening of Animal Health Associations (AHA) in select countries that will drive the Industry’s collective private sector agenda and engagements with government [and other actors] to address policy and regulatory issues constraining the Industry’s enabling environment to access and deliver animal health products.

To support the establishment and/or strengthening of AHA in select countries in sub Saharan Africa, GALVmed is seeking proposals from relevant organisations capable of: (i) conducting a rapid stakeholder and context review to identify key factors necessary to anchor the formation of successful and vibrant AHA1 [in Nigeria, Senegal, Tanzania and Uganda]; and, (ii) supporting the initial operationalisation of each AHA.

This work will be conducted between May 2020 and March 2021 and will entail two separately delivered by related components.

- Component 1 – AHA exploration, formation and launch: this component will involve:
  
  a. Undertaking a rapid exploratory (desktop/remote) stakeholder and context review that would: (a) ascertain the feasibility of establishing a new [or strengthening an existing] association; (b) gather information on the vision, goals, objectives, service offerings potential members, partnerships, funding, governance etc. of the proposed associations; (c) identify possible existing and/or appropriate association membership models; (d) ascertain the degree of stakeholder interest; (e) gain clarity on the level of importance of different issues including political will and technical ability to engage in policy/regulatory reform etc.;
  
  b. Identifying, engaging and assisting a core group of strategic stakeholders to drive the association formation/strengthening process in the country; and,

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1 Target is to fully launch and operationalise AHA in at least two counties; and also, advance the formation process in another two countries. Select countries are: Nigeria, Tanzania Uganda and Senegal.
c. Supporting country level outreach meetings/engagements among industry stakeholders leading up to the formation and official launch (or relaunch) of the association.

Delivery of key outputs of this component, which is the launch of AHA in each country, is expected to by September 2020.

- **Component 2 – AHA operationalization and institutional strengthening:** this component will drive the provision of initial facilitative support to the associations to establish good management practices and tools [strategic plans, operational plans and budgets, monitoring and evaluation tools etc.], as well as, provide technical assistance to enhance their efforts in outreach engagements/activities, membership campaigns/drives, policy advocacy engagement to accelerate the associations’ achievement of early wins and outcomes.

Collectively, the delivery of the two components will provide, in each of these countries, animal health industry players with a single platform/vehicle to engage with the market and policy processes. This will professionalise input suppliers’ engagement within a country, strengthen the enabling environment, making a country attractive for increase private sector investment, thereby improving the quality of products and services provided to smallholder farmers.

GALVmed has a total budget of $250,000 to be applied to this entire project [Component 1 & 2].

**Programme Background**

The animal health industry is a very important sector that provides food and income for millions of people. Livestock farming contribute significantly to food security and trade, with millions of people reliant on it for their livelihoods. With animal health is closely linked to the welfare of people, animal disease is a major constraint to the sector and the use of poor quality or counterfeit veterinary medicines exacerbates this issue leading to negative socio-economic impacts. While GALVmed and other organisations have been making strides in developing vaccines and markets to enable smallholders to better feed the world while bettering themselves, the challenges of counterfeit animal health products, fragmented markets, inadequate and uncoordinated control and enforcement of the regulatory environment and prevalence of stringent taxes and requirements on livestock product imports continues to constrain effective private sector engagement in the industry. Overcoming these challenges is of great significance in improving livestock productivity and bettering the lives of smallholder farmers relying on livestock for livelihood.

Formulation of Animal Health Associations in Nigeria, Senegal, Tanzania and Uganda potentially affords a mechanism to fight the highlighted challenges hampering the effective and efficient functioning of the industry. It will allow stakeholders to have a unified voice capable of driving an economically viable and professional industry that offers quality service to farmers. Drawing from experiences of associations like South African Animal Health Association, changes to challenges like slow registration of products by authorities can be influenced through association policy advocacy and engagement.

The successful applicant will thus be expected to deliver both Component 1 and 2 that only differ in terms of the underlying work and required level of interaction with industry stakeholders, association members and GALVmed. While it would be preferable for one single applicant to drive this work in all select countries, the significant country contextual differences and GALVmed’s intention to hasten the project’s outputs and outcomes may necessitate we break this work into regions [West and East
Africa] or countries if we find that applications received lend themselves this. In the event different applicants are selected to drive the exercise in specific countries or regions, GALVmed will coordinate the work to ensure the project is well synchronised to learn and share from the experiences of different countries/regions.

Considering this, applicants are thus are encouraged to form the necessary partnerships and collaborations to show that they can effectively meet the requirements of both Component 1 and 2 and deliver in each of the identified countries within the specified timeframe.

2 General information

2.1 Contact information

The primary contact for this RFP is Rabogajane Busang
E: Rabogajane.Busang@galvmed.org
T: +44 (0) 131 445 6190

2.2 Provisional timing

GALVmed has prepared a provisional timetable for the selection process as summarised below:

<table>
<thead>
<tr>
<th>Activity</th>
<th>Date</th>
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</thead>
<tbody>
<tr>
<td>Request for Proposal (RFP) advertised</td>
<td>February 17th 2020</td>
</tr>
<tr>
<td>Open questions from potential applicants</td>
<td>Feb 24 – 27th 2020</td>
</tr>
<tr>
<td>GALVmed comprehensive response to all raised questions</td>
<td>Feb 28, 2020</td>
</tr>
<tr>
<td>Close RFP</td>
<td>5pm EAT, March 13 2020</td>
</tr>
<tr>
<td>Evaluation of proposals</td>
<td>March 16 – 20th 2020</td>
</tr>
<tr>
<td>Select shortlist presentations and discussions with GALVmed</td>
<td>March 23 – 26th 2020</td>
</tr>
<tr>
<td>Communicate decision</td>
<td>March 27th 2020</td>
</tr>
<tr>
<td>Agreement on ToR deliverables, milestones and timelines</td>
<td>April 1st 2020</td>
</tr>
<tr>
<td>Contract preparation</td>
<td>April 2 – 16th 2020</td>
</tr>
<tr>
<td>Contract signed</td>
<td>April 21, 2020</td>
</tr>
<tr>
<td>Officially, work commences</td>
<td>May 1st, 2020</td>
</tr>
</tbody>
</table>

2.3 Exchange of information

We request you to submit by e-mail your full Proposal in PDF format under the project name and addressed to the contact persons.

3 Instructions and Terms

3.1 General approach to the preparation of this Proposal
Your proposal must meet the requirements set out in this RFP and specifically contain a description of how you intend to set up the required Animal Health Associations in Nigeria, Senegal, Tanzania and Uganda.

3.2 Validity of the proposal

If GALVmed decides to initiate a contract with your organization/company, the financials stated in the proposal will be valid for the period to be agreed to in the contract. It is however appreciated that financials could change periodically due to reasons such as macro-economic factors. A governance process will be followed to adopt new versions. All financials to be shown in US dollars.

3.3 Agreement

By submitting the Proposal, you acknowledge that you have read all elements of the RFP, including any additional documents, and that you are conscious of all conditions and limitations. Submitting your Proposal under this RFP implies that the applicant agrees to all conditions specified in the RFP.

3.4 Cost for preparing the proposal

Your organization/company is responsible for all costs that arise as a result of participating in this RFP process, including but not limited to cost of research, your participation in meetings and discussions, preparation of the Proposal and providing additional information requested by GALVmed. These costs are not recoverable from GALVmed. If GALVmed decides to initiate a contract with your organization/company, no costs incurred prior to the signature of the contract will be reimbursed.

3.5 Liability

By submitting your Proposal, you waive any possibility of entitlement to claim damages or equity, with respect to every possible matter that arises in relation to the RFP process.

3.6 Use of information and confidentiality

All Proposals and information that are exchanged in response to this RFP are subject to the CDA between GALVmed and your organization/company, in addition to any Letters of Intent, Project Initiation Sheets or contracts signed between GALVmed and your organization/company.

3.7 Validity of verbal agreements

Discussions or verbal agreements with any employee or representative of GALVmed shall not influence or change the conditions of this RFP. Any alleged verbal agreement or appointment made by you with employees or representatives of GALVmed will be replaced by the definitive contract resulting from this RFP process. Verbal information from GALVmed to the applicants will not be considered binding for GALVmed, as well as any document provided by others than those specified in the RFP process.

3.8 Obligations under this RFP

In no way does this RFP bind GALVmed to conclude an agreement, contract, or any other obligations with your organization/company. GALVmed reserves the right to accept or decline the Proposal, or part of the Proposal, for whatever reason. GALVmed also reserves the right to end at any point, the RFP progress with one or more applicants; or in full and introduce a new RFP which will nullify and replace the prior RFP.
3.9 Rights of GALVmed to terminate the process

GALVmed reserves the rights, without reason, to end at any time the RFP process. GALVmed also does not pledge, explicitly or implicitly, that this process will result in a business transaction with anyone.

4 Terms of Reference

4.1 Background

The animal health industry (AHI) brings together a myriad of different actors who are far from homogeneous. In almost all countries GALVmed is engaged, private sector is highly fragmented with local private sector [largely made up of micro and small-scale enterprises] tending to favour protectionist policies to lock out bigger multinational companies. The legacy of fragmentation and mutual suspicion that has characterised the AHI has made it difficult for sectoral concerns to be voiced over the demands of narrow parochial interest. In responding to this challenge, GALVmed has initiated a project that collaborates with national AHI stakeholders to strengthen national-level umbrella bodies or AHI apex associations. The project will seek to strengthen AHI associations with the aim of increasing private sector coordination and engagement with the market and public sector to improve the quality of products and services provided to smallholder framers. GALVmed will particularly be keen to ensure that the associations are able to:

a. Engage with national and regional policy processes to improve veterinary medicines regulation;

b. Increase private-private and public-private dialogues and partnerships;

c. Promote industry transparency, good governance by setting an example of openness and self-regulation; and,

d. Disseminate of information while also building market understanding among members.

4.2 Rationale and Scope

Many actors in the animal health sector would agree that one of the key actions needed to improve animal health service delivery rests on developing and implementing the right policies and institutions that would ensure a supportive enabling environment for the efficient implementation of animal health interventions. As part of advocating for an enabling business environment, in countries where animal health industry associations are present (representing the collective voice of private sector) e.g. in South Africa and India, they have played an instrumental in advocating for actions to address legal, regulatory, procedural and institutional barriers that affect all phases of private sector investment and growth in the animal health industry including policy and regulatory advocacy, product quality control, investment in product research and development, product awareness creation and education, market research/analysis and intelligence etc. In South Africa and India, animal health associations have stood out as important bodies that play a critical role in partnering with government to put in place appropriate polices and regulation that would encourage private sector investment and growth while also advancing best practices, education, industry leadership or the technical standards for which the industry adheres. Understanding and appreciating the value of animal health associations GALVmed would like to support select country partners strengthen existing (or form new) industry associations that consist of manufacturers, distributors and retailers of veterinary medicinal products. These associations will act as a platform for private sector to engage
with the market and public sector to improve the quality of products and services provided to smallholder farmers through strengthening the enabling environment for increased private sector investment.

To support the formation/strengthening of these associations, GALVmed seeks to contract an external firm to engage with select country partners and facilitate the formation/strengthening process of animal health associations in Nigeria, Senegal, Tanzania and Uganda.

The work will be carried out in two complimentary but separately delivered components as follows:

- **Component 1 – AHA exploration, formation and launch**: this component will involve:
  
a. Undertaking a rapid exploratory (desktop/remote) stakeholder and context review that would: (a) ascertain the feasibility of establishing a new [or strengthening an existing] association; (b) gather information on the vision, goals, objectives, service offerings potential members, partnerships, funding, governance etc. of the proposed associations; (c) identify possible existing and/or appropriate association membership models; (d) ascertain the degree of stakeholder interest; (e) gain clarity on the level of importance of different issues including political will and technical ability to engage in policy/regulatory reform etc.;

b. Identifying, engaging and assisting a core group of strategic stakeholders to drive the association formation/strengthening process in the country; and,

c. Supporting country level outreach meetings/engagements among industry stakeholders leading up to the formation and official launch (or relaunch) of the association.

- **Component 2 – AHA operationalization and institutional strengthening**: this component will drive the provision of initial facilitative support to the associations to establish good management practices and tools [strategic plans, operational plans and budgets, monitoring and evaluation tools etc.], as well as, provide technical assistance to enhance their efforts in outreach engagements/activities, membership campaigns/drives, policy advocacy engagement to accelerate the associations’ achievement of early wins and outcomes.

The selected applicant will work with GALVmed to identify possibly country partners, conceptualise and frame meeting agenda discussion points and action next steps agreed with country partners. However, the day-to-day management of the work [scheduling meetings, partner outreach, provision of technical and management institutional strengthening support etc.] in-country will be the responsibility of the successful applicant. In the proposal, the applicants should respond to their technical and administrative ability to provide these services.

### 4.3 Objective, Outcome and Outputs

The key objective of this work is to enhance coordination and collaboration of animal health input suppliers in select countries. In this respect, the two components will collectively deliver animal health

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2 Target is to fully launch and operationalise AHA in at least two counties; and also, significantly advance the formation process in another two countries.
associations that will provide a single platform for the private sector input suppliers in a country to engage other stakeholders (especially the public sector) while also providing a space for increased dialogue, exchange of information and knowledge, funding initiatives and joint activities within the industry that will improve the availability of animal health products and delivery of animal health services. This is expected to positively impact the availability and variety of good quality animal health products in the select countries. The successful applicant(s) will be expected to generate reports, lessons learned and case studies describing the process and outcomes of the work. The objective of these publications is to guide and inform GALVmed, its funders and the wider animal health industry.

Expected outcomes
- Strengthened coordination and collaboration between animal health industry manufacturers, distributors and retailers.
- Enhanced dialogue with governments and an opportunity to contribute to the development of national planning frameworks, policies, laws and/or regulations.
- Increased industry awareness of the opportunities and advantages of participating in the association.

Expected outputs/expected deliverables:
The key products to be delivered are as follows:

- Baseline report: for component 1, a baseline report showing: (a) the conditions in place to anchor an AHA based on stakeholder engagements and secondary data; (b) presentation of the different possible scenarios for how the association could be formed, anchored and sustained; and, recommendations for next steps for each country.
- AHA launch & final report: this will be a detailed and comprehensive end of Component 1 report that captures the association formation process, key lessons and industry recommendations to guide similar initiatives.
- Monthly reports, for component 2: these reports will be a status update of the monthly interventions/activities capturing progress, challenges and next steps for the next month. Financial reporting should also be included. The reports will be shared with both GALVmed and the associations.
- End of project technical report: this will be a comprehensive technical project completion report for both Component 1 and 2.
- High level (publishable) synthesis document combining Component 1 and 2: a synthesis of observations, lessons, recommendations and associated implications for future interventions. This will be written as a working paper that will be made available to the Associations, GALVmed partners, funders and widely disseminated to other stakeholders in the industry.

For successful output delivery, the process needs to:
- Ensure excellent cohesion between Component 1 and 2 in each country. While it would be preferable for one single applicant to drive this work in all select countries, the significant country contextual differences and GALVmed’s intention to hasten the project’s outputs and outcomes may necessitate we break this work into regions [west and East Africa] or country level.
- Ensure excellent cohesion between GALVmed and the selected applicant. This is particularly critical to ensure the project links with GALVmed’s other interventions in the select countries.
- Ensure country stakeholders are provided the space and quipped with the tools to lead the association formation/strengthening process.
4.4 **Timelines**
The set up and operationalizing of AHA in the four countries will be rolled in a phased manner commencing in May 2020; the project is expected to end by March 2021.

4.5 **Qualification of Applicant**
The applicant will, through a submitted proposal, describe how they will deliver on the expected outcomes. A high-level business plan with financials as well as timeline of milestone delivery should also be included, and underlying assumptions articulated.

The applicant will also **provide GALVmed with evidence** of ability to undertake the specified duties including:

- Demonstrable experience carrying out similar work in different countries
- Technical\(^3\) ability to carry out desktop stakeholder and context reviews in Nigeria, Senegal, Tanzania and Uganda;
- Demonstrate capacity to mobilize, facilitate and coordinate relevant stakeholders; and,
- Ability to support the operationalisation of newly created organisations/associations.

4.6 **Proposal Guidelines**
Applicants are requested to follow the proposal guidelines in the table below and submit a proposal limited to twenty (20) pages, notwithstanding the separate annexes (CVs, performance references, current and past projects, Excel financials spreadsheet and Gantt chart). The table below summarizes the expected proposal document structure.

<table>
<thead>
<tr>
<th>Title</th>
<th>Description and Guidelines</th>
</tr>
</thead>
<tbody>
<tr>
<td>Title page</td>
<td>List of all key personnel (name, institutional address, phone, email)</td>
</tr>
<tr>
<td>Relevant credentials of the applicants</td>
<td>Provide an overview of the relevant competences</td>
</tr>
<tr>
<td>Setting up of AHAs</td>
<td>Description of approach that will be taken to set up then operationalise AHAs in each target country.</td>
</tr>
<tr>
<td>Business case</td>
<td>Provide all financials [broken down in the two components, per country] estimates in excel- maximum funding available $250k.</td>
</tr>
<tr>
<td>Risks</td>
<td>Anticipated risks in the implementation and a plausible mitigation strategy.</td>
</tr>
<tr>
<td>Timeline</td>
<td>Gantt chart (by months) that outlines the main implementation milestones</td>
</tr>
<tr>
<td>Key personnel of the applicant</td>
<td>CV of all key personnel (no more than 3 pages each) – that captures relevant experience.</td>
</tr>
</tbody>
</table>

4.7 **Additional information**
The applicant is required to submit proposal including the following annexes

- Past performance references for similar work conducted in the past.

\(^3\) This would include, for example, technical skills, in-country relevant stakeholder networks etc.
A list of relevant ongoing and past projects with budget amounts, funding bodies and durations. These should identify the specific role the applicant played in each project, particularly if they were part of a larger team. Please provide a description of no more than 1 page for each project.

Legal status of the organization as well as registration details, including number and country of registration.

A copy of the most recent financial statements.

Tax clearance certificates.

Procedures to minimize risk of fraud, bribery and corruption

Proposals will be evaluated and ranked in the order in which they represent the best value for GALVmed. Greater weight will be given to the technical services than to price, but price (value for money) remains an important determinant for selection.