

**ILRI**

INTERNATIONAL  
LIVESTOCK RESEARCH  
INSTITUTE

**International Livestock Research Institute**

*Consultative Group on International Agriculture Research*

*Addis Ababa, Ethiopia*

**ILRI**

INTERNATIONAL  
LIVESTOCK RESEARCH  
INSTITUTE

*REQUEST FOR PROPOSALS*

*IMPACT ASSESSMENT OF NEW FOREIGN EXCHANGE DIRECTIVE ON SALARIES*

*REF No: - ILRI-AA/SC/0011/24*

**OCTOBER 2024**

## INTRODUCTION / OVERVIEW

**RFP No:** ILRI-AA/SC/0011/24

**RFP Title:** Impact assessment of new foreign exchange directive on salaries

**RFP Issued By:** International Livestock Research Institute (ILRI)

**Registration for Information:**

To ensure you receive modifications to the RFP, send an email to [eth-purchasing@cgiar.org](mailto:eth-purchasing@cgiar.org) requesting that your organization to be on the distribution list.

**Submission of Questions regarding the RFP:**

Questions regarding the RFP should be submitted in writing to [eth-purchasing@cgiar.org](mailto:eth-purchasing@cgiar.org) no later than October 11, 2024, and ILRI will send answers to questions to all registered parties.

**Closing/Submission Date and Time:** October 25, 2024 @ 4:30 PM

**Language of Proposals:** Bidders must respond in English.

**Instructions for Submission of Proposals:**

Bidders must submit their comprehensive Technical and Financial Proposals electronically to the secure email account [ilriettender@cgiar.org](mailto:ilriettender@cgiar.org) Ensure that you write " **Impact assessment of new foreign exchange directive** " in the subject line without any modifications. Bidders must receive an autoreply from the [ilriettender@cgiar.org](mailto:ilriettender@cgiar.org) email for the successful submission of your bids; otherwise, you should contact [ethpurchasing@cgiar.org](mailto:ethpurchasing@cgiar.org) for support.

**Award:**

A fixed-price contract is anticipated. Issuance of this request for proposals does not constitute an award commitment on the part of ILRI, nor does it commit ILRI to pay for costs incurred in the submission of a proposal.

**SECTION I- INVITATION TO BID**

1. ILRI invites eligible consultancy firms to assess the impact of the new foreign exchange directive change on staff salaries by conducting a comprehensive survey on the impact of devaluation and inflation with comparator organizations.
2. Questions regarding the RFP should be submitted in writing to [eth-purchasing@cgiar.org](mailto:eth-purchasing@cgiar.org) no later than October 11, 2024, and ILRI will send answers to questions to all registered parties.
3. Bidders must submit their comprehensive Technical and Financial Proposals electronically to the secure email account [ilriettender@cgiar.org](mailto:ilriettender@cgiar.org). Ensure that you write "**Impact assessment of new foreign exchange directive**" in the subject line without any modifications. Bids must be submitted on or before October 25, 2024. Bidders must receive an autoreply from the [ilriettender@cgiar.org](mailto:ilriettender@cgiar.org) email for the successful submission of your bids; otherwise, you should contact [ETH-Purchasing@cgiar.org](mailto:ETH-Purchasing@cgiar.org) for support.
4. This invitation for bids extends to both national and international consulting firms possessing experience in conducting comparable salary-related surveys. For international consultants, a presence in Ethiopia is required, or collaboration with a local consulting firm that satisfies the requirements outlined in this RFP is necessary. Bidders are required to provide relevant and valid licenses, along with a detailed business profile and a comprehensive list of organizations served to date.

Address: [Addis Ababa] CMC road near Gurdshola.  
[P.O. Box:5689]

Phone: [+251-116-17-20-00]

Fax: [+251-116-17-20-01]

E-Mail: [ETH-Purchasing@cgiar.org](mailto:ETH-Purchasing@cgiar.org)

**ILRI reserves the right to reject any or all bids.**

**ILRI Ethiopia**

## SECTION II- INSTRUCTION TO BIDDERS.

### **2.1** *COST OF BIDDING*

The bidder shall bear all costs associated with the preparation and submission of its bid, and ILRI will in no case be responsible or liable for those costs, regardless of the conduct or outcome of the bidding process.

### **2.2** *CONTENTS OF BID DOCUMENTS*

The bidder is expected to examine all instructions, forms, terms, and specifications in the bid documents. Failure to furnish all information required by the bid documents or to submit a bid not substantially responsive to the bid documents in every respect will be at the bidder's risk and may result in the rejection of its bid.

### **2.3** *CLARIFICATION OF DOCUMENTS*

**2.3.1** A prospective candidate making enquiries of the bid document may notify ILRI in writing or by post, fax or email at the entity's address indicated in the Invitation for bids (1.3).

**2.3.2** ILRI will respond in writing to any request for clarification of the bid documents, which it receives no later than three (3) days prior to the deadline for the submission of bids. Written copies of the ILRI's response (including an explanation of the query but without identifying the source of inquiry) will be sent to all prospective bidders who have received the bid documents.

### **2.4** *AMENDMENT OF DOCUMENTS*

**2.4.1** At any time prior to the deadline for submission of bids, ILRI, for any reason, whether at its own initiative or in response to a clarification requested by a prospective bid, may modify the bid documents by issuing an addendum.

**2.4.2** All prospective bidders who have obtained the bid documents will be notified of the amendment by post, fax or email and such amendment will be binding on them.

**2.4.3** In order to allow prospective bidders reasonable time in which to take the amendment into account in preparing their bids, ILRI, at its discretion, may extend the deadline for the submission of bids.

## **2.5** *BID PRICES & TERMS OF PAYMENT*

**2.5.1** The bids shall indicate on the Price Schedule the unit prices where applicable and total bid prices of the goods or services it proposes to provide under the contract. Price quoted by the bids shall be fixed and not subjected to variations on any account.

**2.5.2** Prices shall be quoted in USD.

**2.5.3** ILRI is duty and VAT exempt. Offers should show a breakdown of the VAT amount.

## **2.6** *PERIOD OF VALIDITY OF BIDS*

Bids shall remain valid for 90 days from the final date of Bid Submission prescribed by ILRI pursuant to clause 2.10 of Instructions to Bidders (ITB). A Bid valid for a shorter period may be rejected as non-responsive. In exceptional circumstances, ILRI may solicit the Bidders' consent to an extension of the period of validity. The request and the responses thereto shall be made in writing. Bidders granting the request will not be required nor permitted to modify their Bids.

## **2.7** *BIDDERS ELIGIBILITY AND QUALIFICATIONS.*

The documentary evidence of the bidder's qualifications and experience to perform the contract if its bid is accepted shall establish to ILRI's satisfaction that the bidder has the financial and technical capability necessary to perform the contract.

## **2.7**      *DEADLINE FOR SUBMISSION OF BIDS*

Bidders must submit their comprehensive Technical and Financial Proposals electronically to the secure email account [ilriettender@cgiar.org](mailto:ilriettender@cgiar.org). Please ensure that your technical and financial documents are submitted as separate files when you submit your proposal. Ensure that you write " **Impact assessment of new foreign exchange directive** " in the subject line without any modifications. Bids must be submitted on or before October 25, 2024. Bidders must receive an autoreply from the [ilriettender@cgiar.org](mailto:ilriettender@cgiar.org) email for the successful submission of your bids; otherwise, you should contact [eth-purchasing@cgiar.org](mailto:eth-purchasing@cgiar.org) for support.

## **2.8**      *MODIFICATION AND WITHDRAWAL OF BIDS*

**2.8.2**      The bidder may modify or withdraw its bid after the bid submission, provided that written notice of the modification, including substitution or withdrawal of the bid received by ILRI prior to the deadline prescribed for the submission of bids.

**2.8.3**      No bid may be modified after the deadline for submission of bids.

**2.8.4**      No bid may be withdrawn in the interval between the deadline for submission of bids and the expiration of the period of bid validity.

**2.8.5**      ILRI may at any time terminate procurement proceedings before contract award and shall not be liable to any person for the termination.

**2.8.6**      ILRI may give prompt notice of the termination to the bidders and will not give reasons for termination.

## **2.9**      *CLARIFICATION OF BIDS*

To assist in the examination, evaluation, and comparison of bids ILRI may at its discretion, ask the bidder for a clarification of its bid. The request for clarification and the response shall be in writing, and no change in the prices or substance shall be sought, offered, or permitted.

**2.10 REJECTION POINTS:**

- 2.10.1 Bidders who are bankrupt or being wound up, having their affairs administered by the courts, have entered into an arrangement with creditors, suspended business activities, or are the subject of proceedings concerning those matters.
- 2.10.2 Bidders who are in any analogous situation arising from a similar procedure provided for in national legislation or regulations.
- 2.10.3 Bidders who have been convicted of an offence concerning their professional conduct by a judgment.
- 2.10.4 Bidders who have been guilty of grave professional misconduct proven by any means which the contracting authority can justify.
- 2.10.5 Bidders who have not fulfilled obligations relating to the payment of taxes in accordance with the legal provisions of the country in which they are established.
- 2.10.6 Bidders who have been the subject of a judgment which has the force of res judicata for fraud, corruption, involvement in a criminal organization, or any other illegal activity detrimental to the Communities' financial interests.
- 2.10.7 Bidders who, following another procurement procedure or grant award procedure financed by the Community budget, have been declared to be in serious breach of contract for failure to comply with their contractual obligations. Tenderers must certify that they are not in one of the situations listed above.
- 2.10.8 Bidders who, following another procurement procedure or grant award procedure financed by the Community budget, have been declared to be in serious breach of contract for failure to comply with their contractual obligations. Tenderers must certify that they are not in one of the situations listed above.

**2.11 Other reasons for not awarding the Contract**

Contracts may not be awarded to Candidates or Tenderers who, during the procurement procedure:

- Are in a conflict of interest,
- Are guilty of misrepresentation in supplying the information required by the contracting authority as a condition of participation in the contract procedure or fail to supply this information,
- Any attempt by a tenderer to obtain confidential information, enter into unlawful agreements with competitors or influence the evaluation committee or ILRI during the process of examining, clarifying, evaluating and comparing tenders will lead to the rejection of his offer and may result in administrative penalties. Award will be made to the lowest priced responsive and responsible bidder, whose offer is most advantageous to ILRI, after a thorough evaluation of all offers, considering the following evaluation factors:

#### **2.11 AWARD CRITERIA**

All bids will be evaluated on the basis of evaluation criteria below. Proposals will be assessed as follows:

The technical and financial proposals shall have a 80% and 20% weight, respectively. Please ensure that your technical and financial documents are submitted as separate files when you submit your proposal.

- (a) Conformance with Technical Requirements.
- (b) Conformance with the Terms and Conditions of the RFP
- (c) Total Offered Price
- (d) Past Performanc

i. It is only responsive and responsible bidders that are eligible for the award. “Responsive offer” is one which complies with all the terms and conditions of the RFP without material modifications. A material modification is one which affects the price, quantity, quality, delivery or installation date of equipment or materials, or which limits in any way responsibilities, duties or liabilities of the Bids or any rights of ILRI, as any of the foregoing have been specified or defined in the RFP.



- ii. A “responsible bidder” is one who has the technical expertise, management capability, workload capacity, and financial resources to perform the work.
- iii. ILRI reserves the right to accept or reject any bid and to annul the bidding process and reject all bids at any time prior to contract award, without thereby incurring any liability to the affected bidder or bidders or any obligation to inform the affected bidder or bidders of the grounds for the procuring entity’s action.
- iv. A bidder who gives false information in the bid document about its qualification or who refuses to enter into a contract after notification of contract award or who is not fully qualified to provide the goods and services as specified in the contract or who has demonstrated prior difficulties in providing goods and services in a timely fashion shall be considered for debarment by ILRI from participating in future procurement.

***a. Governing Law***

Contract agreement shall be made in accordance with the laws and regulations of the Federal Democratic Republic of Ethiopia.

***b. Notices***

Any notices or other communications given by either party shall be in writing or fax, shall be in English.

The signing of the Service contract Agreement:

- i.** Within 30 days of receipt of the service contract agreement, the successful Bidder shall sign, date and return it to the purchaser.
- ii.** Failure of the successful Bidder to comply with the requirement of clause 2.16.1 shall constitute sufficient grounds for the annulment of the award and forfeiture of the Bid Security, in which event the Purchaser may make the award to the next lowest evaluated Bidder or call for new Bids.

## SECTION III - TERMS OF REFERENCE

### BACKGROUND

The International Livestock Research Institute ([ILRI](#)) is a non-profit institution helping people in low- and middle-income countries to improve their lives, livelihoods and lands through the animals that remain the backbone of small-scale agriculture and enterprise across the developing world. Specifically, ILRI works with partners to improve food and nutritional security and to reduce poverty and environmental degradation in developing countries through research for efficient, safe, and sustainable use of livestock. Employing more than 600 people, including scientists from more than 40 countries, ILRI is a [CGIAR](#) research center co-hosted by Kenya and Ethiopia and operating 11 other regional (4) and country (7) offices across Africa and Asia.

### 1. ASSIGNMENT SCOPE

On July 29, 2024, the National Bank of Ethiopia (NBE) implemented a new foreign exchange directive, transitioning from a determined forex market to a market-driven exchange rate. The immediate outcome of this change was a rapid depreciation of the Birr causing an increase in the cost of basic goods.

ILRI is seeking a consultancy firm to assess the impact of this change on staff salaries by conducting a comprehensive survey on the impact of devaluation, inflation with comparator organizations.

### 2. PROPOSED TIMELINES

The complete assignment, including the preparatory phase and required fieldwork, will be delivered to ILRI no later than two months after the contract award.

### 3. SPECIFIC DELIVERABLES

The International Livestock Research Institute (ILRI) seeks a professional, accredited consultancy firm to undertake a review of its salary and development of salary scale for its Ethiopia office and advise the impact of devaluation and the impact of inflation on disposable income. The consultant will also advise management on the implementation of the outcome of the survey and develop a special measures policy.

#### 4. RFP PROCESS TIMELINE

ILRI will follow the tentative timeline below for this RFP. Any changes to this timeline will be communicated to the tenderers.

<b>Event</b>	<b>Responsible party</b>	<b>Tentative Dates</b>
Send RFP	ILRI	October 3, 2024
Last date for ILRI to respond to questions and/amend the RFP	ILRI	October 15, 2024
Proposal submission deadline	Bidder	October 25, 2024
RFP evaluation	ILRI	October 31, 2024
Proposal presentation	ILRI	November 5, 2024
Negotiate agreement	ILRI/selected bidder	November 8, 2024
Sign contract for service	ILRI/bidder	November 13, 2024
Service commencement date	Selected bidder	November 15, 2024

#### 5. PROPOSAL FORMAT

Please do not submit generic marketing materials, broadly descriptive attachments, or other general literature. Responses to this RFP must consist of the following:

- Cover letter: with the name of the consultancy firm, contact details, and brief profile on the applicant firm.
- A technical proposal that addresses understanding the TOR and the proposed methodologies for carrying out the work.
- Financial proposal: share cost breakdown in USD.
- Workplan: a detailed program of the work to be undertaken, including a timeline explaining expected results and listing deliverables.
- Certificate of disclosure.

#### 6. MANDATORY DOCUMENTS

- a) Certificate of Incorporation/Certificate of Registration or equivalent
- b) List of company directors
- c) Tax compliance certificate or equivalent
- d) Firm's practice license or registration certificate issued by the relevant certifying authority.

e) Evidence of office physical location (attach a google map)

## 7. ISSUES TO BE ADDRESSED

Here are the various inter-related issues that ILRI would like to explore, summarized into four key areas. In consultation with ILRI, the consultant is expected to identify comparators. For all comparators, ILRI aims to gain a comprehensive understanding of how they handle salaries, salary adjustments, inflation, and devaluation:

**Policy on Salaries:** What are the policies and principles that comparators follow for salary adjustments? How do they manage inflation and which sources do they rely on for inflation rates? The consultant is required to analyze these inflation rates/sources and recommend the most suitable one for basic food baskets to ensure ILRI's pay remains adequate.

**Salary Adjustments:** When did comparators last increase staff salaries, and what was the average percentage increase? When do they plan to next increase salaries, and an indication of the expected percentage increase for 2025? What criteria comparators applied in reviewing salary based on changes in market trends and economic factors.

**Responses to Birr Depreciation:** What measures are comparators taking in response to the current depreciation of the birr, and what options are they exploring to address future anticipated devaluation? Recommendations on both short-term and long-term strategies to mitigate the impacts of currency depreciation.

**Salary Payment Modalities:** What actions are our comparators currently taking regarding salary payment modalities, and what are their future plan regarding pegging salaries to USD or paying salaries directly in foreign currencies? ILRI is aware that a few organizations are already pegging salaries to foreign currencies such as USD or are paying salaries in foreign currencies. Explore these practices and assess their feasibility in the context of ILRI.

**8. SCOPE OF WORK**

<b>NO.</b>	<b>DESCRIPTION</b>	<b>DELIVERABLES</b>
1	<p>Review ILRI Ethiopia salary against the market.</p> <ul style="list-style-type: none"> <li>• Assess the current depreciation of birr and analyze the impact on staff disposable income.</li>   <li>• Review the salary strategies and methodologies for organizations who have decided to peg salaries into foreign currencies or pay salaries in foreign currencies.</li> </ul>	<ul style="list-style-type: none"> <li>• Comprehensive analysis on the impact of the devaluation on salaries and provide a proposal to ensure staff maintain their purchasing power as before the new guideline by the Ethiopian government was implemented.</li>   <li>• An analysis on the legal and regulatory implications of pegging salaries to foreign currencies along with an assessment of the sustainability and risks associated with pegging salaries to USD, or paying salaries in USD considering the volatility of the Ethiopian Birr and potential changes in government policy.</li>   <li>• Analysis of the operational challenges of pegging or paying salaries in foreign currencies.</li>   <li>• Provide a comprehensive list of the most relevant comparators and their salary payment modalities including details such as whether they base salaries in birr, peg salaries to foreign currencies, pay salaries directly in foreign currency, or use hybrid methods.</li>   <li>• Provide a report on the strategies and methodologies used by organizations to peg or pay salaries in foreign currencies.</li>   <li>• Provide recommendation on the</li> </ul>

		best practice that ILRI could adopt.
2	<p>Design and development of the ILRI Ethiopia salary structure.</p> <ul style="list-style-type: none"> <li>• Review the current salary structure and identify the concern areas based on market practices.</li> </ul>	<ul style="list-style-type: none"> <li>• Proposal for a new salary structure to ensure that ILRI remains an employer of choice.</li> <li>• Develop a special measures policy-guidelines for managing devaluation.</li> </ul>
3	<p>Project closing</p> <ul style="list-style-type: none"> <li>• A management report that details the observations and recommendations in writing and discussed with ILRI. It should include internal control procedures and program compliance (for internal use).</li> <li>• An exit conference between ILRI's working group and the firm representatives to be held at the conclusion of the work.</li> <li>• A presentation to ILRI ILT which highlights the key changes and recommendations for their approval.</li> <li>• Presentation to staff outlining main changes post ILT approval.</li> </ul>	

9. EVALUATION CRITERIA

**Technical requirements**

<b>Description</b>	<b>Marks</b>
<p>1. Firm’s proposed team to carry out the assignment.</p> <p>2. Lead consultant</p> <p>2.2 A minimum of master’s degree in the relevant field.</p> <p>2.3 Valid membership with a relevant professional body or its equivalent.</p> <p>2.4 At least 15 years’ experience conducting salary and benefit surveys.</p> <p>2.5 Detailed CV supported with certified copies of professional certificates and valid membership from the relevant professional bodies.</p> <p>2.6 Technical staff qualifications.</p> <p>Provide CVs of at least six technical staff with certified copies of professional certificates and valid membership from the relevant professional bodies with at least 10 years of experience with international donor-funded organizations in the relevant areas.</p>	<p>10</p>
<p>3. List of at least five reputable local and International organizations where you have provided consultancy services.</p> <p>3.2 Proof of satisfactory service from the clients listed above in the form of Award, LPO/LSO, Contract, and reference/recommendation letter.</p> <p>Notes: Submit letters of reference/recommendation from the client (on clients’ letterhead), which should include summary of services rendered, value of contracts, duration of the assignment carried out, contact person, address, and telephone numbers. The information provided for the compensation and benefit survey carried out by the vendor shall be subjected to verification to confirm the successful implementation.</p> <p>3.3 Provide a list of international networks of partners and /or collaborators if on this project.</p>	<p>10</p>
<p>4. Company Profile</p> <p>Provide a company profile that demonstrates at least 10 years’ experience in the relevant areas locally / or internationally.</p>	<p>10</p>

<p>5. Workplan Provide a detailed plan of the work to be undertaken, including timelines explaining expected results and listing deliverables. The proposed work plan should be consistent with the technical approach and methodology, showing your understanding of the TOR and ability to translate it into a feasible working plan</p> <p>5.2 Provide a work plan with timelines. 5.3 Proposed Methodology 5.4 Activity schedule. 5.5 Indicate the timelines for each of the key activities. 5.6 A list of the final documents (including reports) to be delivered as final output</p>	20
Presentation (As per the TOR)	20
Client reference call	10
Financial (cost)	20
Total	100



**SECTION IV -DISCLOSURE FORM AND CERTIFICATION**

Please submit the original disclosure form together with your proposal to ensure that your consultancy firm has no conflict of interest with ILRI and that it can provide the required quality of services.

The information you provide will be handled strictly confidential and is for the use of ILRI only.

This form must be fully completed. For those questions not applicable to your company, please fill in the blank with “N/A” or “NONE”. Should the space provided after each question be insufficient please record the information on a separate typed page and attach to the original.

1. List below the names and nationalities of all the Directors, major shareholders and/or Partners of your company.

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2. List any other Companies, Holding Companies or other organizations and their addresses who hold a substantial interest in your company.

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3. List the name of the Chairman and the Managing Director of your company.

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4. Do any of the company employees, particularly those in management positions, have any family members or friends employed by ILRI?

Yes

No

If yes, list their names and position in either organization.

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5. Do you have a code of conduct or ethics governing your director's and your employees' behavior?

Yes

No

If yes, please attach a copy with your proposal.

6. Are the organization's owned or leased premises insured against fire, theft, storm, etc.

Yes

No

If yes, list below the companies Insurer(s), Classes of Policies held, Amounts Insured.

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7. Are you insured for all third party or consequential liabilities and do you have a back-up system e.g., for disaster recovery?

Yes

No

## **CERTIFICATIONS**

The following certification statements must be signed and submitted with the vendor's offer on this original form.

I, \_\_\_\_\_, the Chairman/Director/ Managing Director of

\_\_\_\_\_ hereby agree to all Provisions and caveats governing the submission of our Offer.

II.I further certify that Request for Proposal, has been offered with the full intent of this company to supply the services as described at the rates we have indicated, which are guaranteed for the purposes of negotiating an agreement with ILRI and that all of the rates and charges have been verified, and are correct as indicated herein, and do not require any further amendment(s).

III.I further certify that all of the information we have supplied in the Disclosure form is full and complete and true, to the best of my knowledge.

IV.In addition, I certify that I have all of the necessary authority conferred upon me by this company to guarantee the rates and charges in this Offer, and all other information contained herein.

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Name: \_\_\_\_\_ Title: \_\_\_\_\_

Official stamp