

Amendment to Request for Proposal

Amendment number: 1

Reference Request for Proposal Number: RFP-CATALYZE-Sahel-2020-0057

Amendment effective date: October 16, 2020

Description of Amendment:

1. This amendment serves to modify the Anticipated Contract Period of Performance on Page 4 of the RFP from ending on September 30, 2024 to ending on **August 30, 2024**.
2. This amendment serves to remove item H “Evidence of contractor responsibility” under evaluation pass/fail criteria on Page 5.
3. This amendment serves to correct a typo in Annex A: Scope of Work in Section V. Sahel Platform Year 1 Tasks. The blue header for the last sub-section that read “Manage and monitor implementation of P4R Sub-awards with FIs (Task 2.7)” in the original RFP has been modified to say “Manage and monitor implementation of P4R **Sub-awards with FFs** (Task 2.7)” below.
4. This amendment serves to modify the qualification listed for the Team Leader position from “Fluency in French and English, written and spoken” to **“Fluency in French, written and spoken, with the ability to understand English.”**

Request for Proposal (RFP)

Subject RFP #:	RFP-CATALYZE-Sahel-2020-0057
RFP Issue Date:	October 5, 2020
Terms of Reference:	Sahel Platform Implementation in Burkina Faso
Project	CATALYZE Innovative Blended Finance
The Company	Palladium International LLC
Country of Performance	Burkina Faso
Closing Date and Time	October 30, 2020, 17h00 GMT (local time Burkina Faso)
Questions Deadline	<input checked="" type="checkbox"/> Accepted at catalyze.procurements@thepalladiumgroup.com by October 13, 2020, 17h00 GMT (local time Burkina Faso) <input type="checkbox"/> N/A
Details for Submission	Submissions will be accepted: <input checked="" type="checkbox"/> Electronically: email to catalyze.procurements@thepalladiumgroup.com <input type="checkbox"/> In hard copy (sealed bids)
Offer Validity Period	2 months

Thank you for your interest in the above procurement. As implementer of the Project, Palladium invites you to submit a proposal for the terms of reference below. Your proposal must be valid for the Offer Validity Period.

Please email your notice of intention to submit a proposal and any comments on the Scope of Work (Annex A) by the Questions Deadline. Answers to questions shall be distributed to all offerors that have indicated an intention to submit a proposal by the deadline.

Please submit your proposal in accordance with the Details for Submission above by the Closing Date and Time. This RFP in no way obligates Palladium to award a contract nor does it commit Palladium to pay any cost incurred in the preparation and submission of a proposal. Palladium bears no responsibility for data errors resulting from transmission or conversion processes.

CATALYZE Procurement Team

Terms and conditions

1. Proposal Conditions

By submitting a proposal, potential suppliers are bound by these terms and conditions. Potential suppliers must submit offers with all details provided in English and with prices quoted in a single currency.

2. Proposal Lodgement

The Company may grant extensions to the Closing Time at its discretion. The Company will not consider any quotes received after the Closing Time specified in the RFP unless the Company determines to do so otherwise at its sole discretion.

3. Evaluation

The Company may review all proposal to confirm compliance with this RFP and to determine the best proposal in the circumstances.

4. Alterations

The Company may decline to consider a proposal in which there are alterations, erasures, illegibility, ambiguity or incomplete details.

5. The Company's Rights

The Company may, at its discretion, discontinue the RFP; decline to accept any proposal; terminate, extend or vary its selection process; decline to issue any contract; seek information or negotiate with any potential supplier that has not been invited to submit a proposal; satisfy its requirement separately from the RFP process; terminate negotiations at any time and commence negotiations with any other potential supplier; evaluate proposals as the Company sees appropriate (including with reference to information provided by the prospective supplier or from a third party); and negotiate with any one or more potential suppliers.

6. Amendments and Queries

The Company may amend, or clarify any aspect of the RFP prior to the RFP Closing Time by issuing an amendment to the RFP in the same manner as the original RFP was distributed. Such amendments or clarifications will, as far as is practicable be issued simultaneously to all parties.

Any queries regarding this RFP should be directed to the Contact Person identified on the cover page of this RFP.

7. Clarification

The Company may, at any time prior to execution of a contract, seek clarification or additional information from, and enter into discussions and negotiations with, any or all potential suppliers in relation to their proposals. In doing so, the Company will not allow any potential supplier to substantially tailor or amend their proposal.

8. Confidentiality

In their proposal, potential suppliers must identify any aspects of their proposal that they consider should be kept confidential, with reasons. Potential suppliers should note that the Company will only agree to treat information as confidential in cases that it considers appropriate. In the absence of such an agreement, potential suppliers acknowledge that the Company has the right to disclose the information contained in their proposal.

The potential supplier acknowledges that in the course of this RFP, it may become acquainted with or have access to the Company's Confidential Information (including the existence and terms of this RFP and the TOR). It agrees to maintain the confidence of the Confidential Information and to prevent its unauthorised disclosure to any other person. If the potential supplier is required to disclose Confidential Information due to a relevant law or legal proceedings, it will provide reasonable notice of such disclosure to the Company. The parties agree that this obligation applies during the RFP and after the completion of the process.

9. Alternatives

Potential suppliers may submit proposals for alternative methods of addressing the Company's requirement described in the RFP where the option to do so was stated in the RFP or agreed in writing with the Company prior to the RFP Closing Time. Potential suppliers are responsible for providing a sufficient level of detail about the alternative solution to enable its evaluation.

10. Reference Material

If the RFP references any other materials including, but not limited to, reports, plans, drawings, samples or other reference material, the potential supplier is responsible for obtaining the referenced material and considering it in framing their proposal. And provide it to the Company upon request.

11. Price/Cost Basis

Prices or costs quoted must show the tax exclusive price, the tax component and the tax inclusive price.

The contract price, which must include any and all taxes, supplier charges and costs, will be the maximum price payable by the Company for the Goods and/or Services.

12. Financial information

If requested by the Company, potential suppliers must be able to demonstrate their financial stability and ability to remain viable as a provider of the Goods and/or Services over the term of any agreement.

If requested by the Company, the potential supplier must promptly provide the Company with such information or documentation as the Company reasonably requires in order to evaluate the potential supplier's financial stability.

13. Referees

The Company reserves the right to contact the potential supplier's referees, or any other person, directly and without notifying the potential supplier.

14. Conflict of interest

Potential suppliers must notify the Company immediately if any actual, potential or perceived conflict of interest arises (a perceived conflict of interest is one in which a reasonable person would think that the person's judgement and/or actions are likely to be compromised, whether due to a financial or personal interest (including those of family members) in the procurement or the Company).

15. Inconsistencies

If there is inconsistency between any of the parts of the RFP the following order of precedence shall apply:

- (a) these Terms and Conditions;
- (b) the first page of this RFP; and
- (c) the Schedule

so that the provision in the higher ranked document will prevail to the extent of the inconsistency.

16. Collusion and Unlawful Inducements

Potential suppliers and their officers, employees, agents and advisors must not engage in any collusive, anti-competitive conduct or any other similar conduct with any other potential supplier or person or quote any unlawful inducements in relation to their proposal or the RFP process.

Potential suppliers must disclose where proposals have been compiled with the assistance of current or former the Company employees (within the previous 9 months and who was substantially involved in the design, preparation, appraisal, review, and or daily management of this activity) and should note that this may exclude their proposal from consideration.

Potential suppliers warrant that they have not provided or offered any payment, gift, item, hospitality or any other benefit to the Company, its employees, consultants, agents, subcontractors (or any other person involved in the decision-making process relating to this RFP) which could give rise to a perception of bribery or corruption in relation to the RFP or any other dealings between the parties.

17. Jurisdiction

This RFP shall be subject to the laws of the District of Columbia, United States of America. The language of the arbitration will be English.

The Potential Supplier and the Company will use their best efforts to settle amicably any dispute, controversy, or claim arising out of, or relating to this RFP or the breach, termination, or invalidity thereof. If no agreeable settlement can be found, any dispute, controversy, or claim arising out of or relating to this RFP or the breach, termination, or invalidity thereof, shall be settled by mediation through the American Arbitration Association by filing a request for mediation with the AAA and the other party. The Parties will be bound by any arbitration award rendered as a result of such arbitration as the final adjudication of any such dispute.

Schedule - Terms of Reference

Company Information

Palladium is a global leader in the design, development and delivery of Positive Impact — the intentional creation of enduring social and economic value. We work with corporations, governments, foundations, investors, communities and civil society to formulate strategies and implement solutions that generate lasting social, environmental and financial benefits.

Project Background

USAID CATALYZE (“the Project”) is a global project designed to facilitate partnerships and craft solutions to mobilize \$2 billion in blended private sector and other financing to USAID partner countries. The program can work in any development sector or region, enabling USAID Bureaus and Missions around the world to efficiently facilitate investment solutions that respond to the needs of specific sectors, issues, and geographies and leverage private sector financing to achieve development objectives.

Through the Sahel Platform buy-in activity (“the Platform”), the CATALYZE Project has been mobilized to improve the flow and reach of financing to smallholder farmers in a number of key value chains in Burkina Faso and Niger. By focusing on priority geographies but enabling linkages and support to stakeholders across these countries, the project will support improved products and services offered by financial institutions, prepare smallholder producers and other stakeholders to better receive and manage financing, and work across the value chain to identify and mobilize new sources of financing for farmers.

Activities will be focused primarily, but not exclusively, in priority geographies, including Sahel, Centre-Nord, and Est in Burkina Faso.

Although this assignment largely focuses on work in Burkina Faso, it is envisioned that some of the work will include remote support to priority geographies in Niger including Maradi, Tillabéri, and Zinder.

Goal and Objectives

The Sahel Platform will be focused on three primary objectives in Burkina Faso and Niger.

- Expand access to finance for enterprises and producers in targeted sectors and groups
- Develop a network and build the capacity of local Financial Facilitators
- Build the capacity of FIs to utilize a broad range of financial instruments and financing structures to increase access to finance.

The Access to Finance objective (Objective 1) is primary. Platform activities will be designed to achieve Objectives 2 and 3 to accomplish the primary objective.

Purpose of the Assignment

The Company is seeking a professional services organization (“the Subcontractor”) in Burkina Faso to support technical implementation for the Platform across all three Objectives for the life of the Sahel Platform activity. The Subcontractor will be responsible for providing technical leadership and oversight of the Platform’s activities. This will include managing the Sahel Platform’s network by growing and maintaining a pipeline of financial institutions, finance facilitator, and a portfolio of target enterprises. The Subcontractor will also collect data and report on the Platform’s progress in mobilizing private capital that will serve as the basis for learning and review sessions that contribute to program design enhancement. Overall, the partner firm will provide consulting, advisory, adaptive management, and administrative support services with an appropriate mix of full- and part-time personnel.

To ensure a smooth handover and transition during the first two weeks of performance, the selected Subcontractor will work closely with the incumbent Subcontractor firm who is supporting the Sahel Platform during the initial phase of implementation (September 2020 – January 2021). The Subcontractor will also

work closely with a home office-based Activity Management Unit (AMU), who will help drive Platform vision and direction in the first 2 months that will later shift to an advisory role as the Subcontractor assumes more technical leadership.

A complete scope of work is attached as **Annex A**.

Type of Contract

Palladium intends to issue a Cost Plus Fixed Fee, Level of Effort Type Subcontract to the selected offeror.

Anticipated Contract Period of Performance

January 18, 2021 – August 30, 2024

Place of Performance

The activities to be performed under this contract including remote support to the Sahel Platform team in Niger will take place in Burkina Faso. See the Instructions for Submission of Cost Proposal for travel assumptions.

Instructions for Submission of Technical Proposal

For the technical proposal, the offeror may submit either a MS Word document **or** a MS PowerPoint presentation with the following page/slide limits:

Content	MS Word Max # of Pages	MS PowerPoint Max # of Slides
1. Cover page with firm contact info and signed by an authorized representative of the company	1 page	Do not include in PPT file. Submit as a word doc.
2. Background and Organizational Capacity on the firm and relevant expertise	2 pages	2 slides
3. Past Experience and Capability Statement (with a completed Summary Project Table (see Annex B for template). Please also complete one Relevant Project Table for each project previously performed by the firm (not older than five years), demonstrating expertise in a. mobilizing private capital b. supporting banks and microfinance institutions (MFIs) to increase access to finance (additional consideration for increased access to finance for women, youth, agriculture, and SMEs), and c. previous experience with donor-funded projects	4 pages	4 slides
4. Proposed methodology for technical implementation and a work plan showing how the firm would execute this project including a timeline for task and deliverable completion	4 pages	4 slides
5. Management Approach with proposed team composition with roles and responsibilities and reporting structure. CVs of proposed personnel for each position.	2 pages per CV	1 slide per CV
6. All supporting documentation specified below in the pass/fail evaluation criteria.	No page limit	Do not include in PPT file. Submit as a word doc.

Instructions for Submission of Cost Proposal

Offers must submit a cost proposal. CATALYZE will provide a budget template upon request. The cost proposal consists of:

- (a) Budget in Microsoft Excel with all formulas visible (unlocked)
- (b) Accompanying Word Document with all cost assumptions and explanations. **Note:** Cost explanations should not be part of the Technical proposal but saved separately in the Cost Proposal.

Key assumptions

- Budget should include two sets of columns to indicate estimated costs in both West African CFA Franc and USD, using \$1USD = 558.573 CFA exchange rate.
- All prices are to be inclusive of relevant taxes (please disaggregate)
- Separate unit cost in both USD and CFA and number of units
- Break down activity costs into as much detail as possible. A sample budget template is attached.
- Offeror should budget for: labor costs to complete tasks and deliverables listed in Annex A Scope of Work, travel to/from interviews, information sessions.

Accounting System and Internal Controls

In order to implement a cost reimbursement-type contract under U.S. Government funding, the implementer must have an adequate accounting system and internal controls.

Evidence of an adequate accounting system should include a written opinion or other statement from either (1) a U.S. Government-contracted auditor, (2) a cognizant U.S. Government agency official, or (3) a U.S. Government Prime Recipient or Prime Contractor that has issued the implementer a cost-type agreement and has conducted an audit to determine that the system is adequate (please provide such a report or audit for Palladium’s review).

If you do not have an accounting system that has been determined to be adequate by any of the above three reviewers but you believe your accounting system is adequate, you must state this in your cost volume submission to Palladium and will be required to complete a risk assessment questionnaire. As part of the proposal or application process Palladium will review your submission and may require an independent audit or review of your accounting system before the award. If Palladium determines that your accounting system or system of internal controls is not adequate due to correctable issues/deficiencies, Palladium may include additional terms and conditions in any resulting agreement and require that a corrective action plan be put in place to correct any deficiencies. Palladium shall not award cost type contracts or awards if the implementer’s accounting system is deemed inadequate unless Palladium determines that the action plan for correcting the accounting system is timely and acceptable and issues may be mitigated through additional terms and conditions in the interim. In the case where an implementer’s systems are deemed totally inadequate for cost type agreements, Palladium may at its sole discretion consider other than a cost reimbursement-type mechanism to contract with.

Evaluation and Award Process

Proposals will be evaluated using a best value trade off methodology. This is a three-stage process.

- (1) The first set of criteria is graded on a pass/fail basis. Offerors must meet the following minimum eligibility qualification criteria and provide supporting documentation:

	Requirement	Supporting Documentation
(a)	Must be a registered legal entity in BURKINA FASO for a minimum of one year	Copy of certificate or articles and memorandum of associate
(b)	Must have an adequate accounting system and internal controls	1. A written opinion or other statement from either (1) a U.S. Government-contracted auditor, (2) a cognizant U.S. Government agency official, or (3) a U.S. Government Prime Recipient or Prime Contractor that has issued the implementer a cost-type agreement and has conducted an audit to determine that the system is adequate (please provide such a report or audit for Palladium’s review). 2. A statement in your cost volume submission to Palladium
(c)	Agree to the terms of working with CATALYZE	1. Due diligence form (Attachment 1, completed and signed form to be submitted with proposal) 2. Code of Conduct form

		3. Business Ethics 4. Environmental policy acknowledgement Items 2-4 can be downloaded in full at http://www.thepalladiumgroup.com/policies
(d)	DUNS number	Provide the DUNS number or proof of applying for the DUNS number
(e)	Must not have any active exclusions from the working with the US government (www.sam.gov), the UN (Sanctions List), or the US Department of the Treasury Office of Foreign Asset Control	N/A
(f)	Company must not be a foreign government-controlled organization	Due diligence form
(g)	Company must not have controlling interest held by a government, government agency, or agent thereof	Due diligence form

(2) If these minimum criteria are met, the offer's technical proposal will be evaluated as follows:

Evaluation Criteria	Documents Evaluated	Points
Organizational capacity – experience implementing USAID-funded projects, cost-reimbursable award type preferred	Firm background section	15
Past Performance	Past experience and capability narrative (4 pages max), completed Annex B tables by project, and client or partner reference letters	45
(a) Experience mobilizing private capital	Examples of previous work and designs for: mobilizing capital from public and/or private sectors to focus groups and/or sector, facilitating an enabling environment conducive to investment	(15)
(b) Experience supporting banks and MFIs to increase access to finance	Examples of previous work increasing access to finance with additional consideration for increased access to finance for women, youth, agriculture, and SMEs	(15)
(c) Demonstrated understanding and application of adaptive management ¹	Examples of holding pause-and-reflect activities, adaptive management based on technical M&E evidence that demonstrates learning and improvement.	(15)
Proposed methodology for technical implementation	Workplan	20
Personnel – four technical personnel who meet minimum qualifications; demonstrated ability to mobilize and lead technical teams	CVs and personnel section	20 (5 each CV)
Total		100

(3) Only offers with a technical proposal that receive an average score of 70 points or above will have their cost proposal evaluated. The offeror's cost proposal will be evaluated for:

- Having an adequate accounting system and internal controls
- Proposed total price, relative to other offers received
- Realism and reasonableness of the work to be performed
- Price reflects a clear understanding of the requirements
- Price is consistent with various elements of the technical proposal
- Compliance with USAID cost principles (For profit entities – Cost Principles in FAR Part 31)

Palladium reserves the right to award under this solicitation without further negotiations. The offerors are encouraged to offer their best terms and prices with the original submission.

Procurement Integrity and Ethics

It is Palladium's Policy that no gifts of any kind and of any value be exchanged between vendors/contractors and Palladium personnel. Discovery of the same will be grounds for disqualification of the vendor/contractor from participation in any Palladium's procurements and may result in disciplinary actions against Palladium personnel involved in such discovered transactions.

¹ <https://usaidlearninglab.org/lab-notes/what-adaptive-management-0> Adaptive management is not about changing goals during implementation, it is about changing the path being used to achieve the goals in response to changes.

Submission

Please review the additional documentation and proposed contracts terms and conditions which should be given consideration when preparing your proposal. By submitting your offeror you certify that that you are in agreement with the contract terms and conditions as included in this solicitation and that all prices include all aspects of the required compliance with the terms and conditions of the proposed contract.

If submitting in hard copy, the technical proposal and cost proposal must be in separate, sealed envelopes. Mark envelopes with the RFP number and offeror's name. If submitting electronically, send two separate emails with the subject lines: "RFP-CATALYZE-Sahel-2020-0057, Technical Proposal" and "RFP-CATALYZE-Sahel-2020-0057, Cost Proposal." Ensure all required documents are attached. The RFP number can be found on the cover page.

Offers received past the deadline stated on the cover page will be deemed non-responsive and will not be considered for award.

Resulting Award

This RFP in no way obligates Palladium to award a contract. Palladium may opt to select multiple offers in response to this RFP.

Any contract/purchase order resulting from this solicitation must be signed by both parties in order to be considered valid and in force. All costs associated with, but not limited to, production, preparation and/or delivery of goods or services, including deliveries, accepted by Palladium staff, without a fully executed (signed by both parties) contract/purchase order, are at the vendor's risk only. Palladium shall not pay for any costs, without limitation, associated with production, preparation or delivery of goods and/or services under this or any other contract/purchase order, which has not been signed by both parties.

If your proposal is successful, you will be required to enter into the Company's standard contract for the types of goods or services being provided. In the provision of the Goods and Services, you will be required to comply with the Company's policies, including (without limitation) its Business Partner Code of Conduct and any relevant client terms and conditions. Potential suppliers must also comply with the Company's Business Partner Code of Conduct in the submission of any proposals pursuant to this RFP.

If you are bidding as part of a joint venture, partnership or similar, please make this clear in your submission. Likewise, if you propose to subcontract any part of the goods or services provision, then disclose this fact within your submission. The Company may require additional information from you and approval for subcontracting will not be automatic as subcontractors will be subject to Palladium's Due Diligence process.

Annex A: Scope of Work

CATALYZE: Sahel Platform Implementation Phase

Place of Performance: Burkina Faso

Period of Performance: on or about January 18, 2021 to September 30, 2024

I. Background

USAID CATALYZE (“the Project”) is a global project designed to facilitate partnerships and craft solutions to mobilize \$2 billion in blended private sector and other financing to USAID partner countries. The program can work in any development sector or region, enabling USAID Bureaus and Missions around the world to efficiently facilitate investment solutions that respond to the needs of specific sectors, issues, and geographies and leverage private sector financing to achieve development objectives.

Through the Sahel Platform buy-in activity (“the Platform”), the CATALYZE Project has been mobilized to improve the flow and reach of financing to smallholder farmers in a number of key value chains in Burkina Faso and Niger. By focusing on priority geographies but enabling linkages and support to stakeholders across these countries, the project will support improved products and services offered by financial institutions, prepare smallholder producers and other stakeholders to better receive and manage financing, and work across the value chain to identify and mobilize new sources of financing for farmers.

Activities will be focused primarily, but not exclusively, in priority geographies, including Sahel, Centre-Nord, and Est in Burkina Faso.

Although this assignment largely focuses on work in Burkina Faso, it is envisioned that some of the work will include remote support to priority geographies in Niger including Maradi, Tillabéri, and Zinder.

II. General Goal and Objectives

The Sahel Platform will be focused on three primary objectives in Burkina Faso and Niger.

- Expand access to finance for enterprises and producers in targeted sectors and groups
- Develop a network and build the capacity of local Financial Facilitators
- Build the capacity of FIs to utilize a broad range of financial instruments and financing structures to increase access to finance.

The Access to Finance objective (Objective 1) is primary. Platform activities will be designed to achieve Objectives 2 and 3 to accomplish the primary objective.

The Subcontractor will be expected to manage and monitor the implementation of the Pay for Results (“P4R”) incentives programs to motivate financial institutions to lend to agricultural producers, other agricultural value chain actors and SMEs, while also incentivizing transaction advisors (or financial facilitators, or “FFs”) who link financial institutions and other sources of finance with the farmers, cooperatives, and enterprises in need in targeted regions and sectors.

Reporting to the Palladium CATALYZE: Sahel Platform Activity Leader and working closely with the Sahel Platform team, the Subcontractor will help drive the Platform’s adaptive management by providing insights and guidance that will shape future iterations P4R initiatives for FIs and FFs in Burkina Faso.

The Subcontractor will assist CATALYZE to:

- Ensure sound application of the best, most relevant, and most recent information, knowledge, and experience, as it applies to solving a wide array of development objectives in multiple geographies and sectors
- Advance the scaling of blended finance investments in support of development programming

III. Subcontractor Personnel

The Subcontractor must furnish the key personnel specified below in accordance with the minimum qualifications, experience, and roles and responsibilities noted.

Prior to replacing any of the specified individuals, the Subcontractor must notify both the Activity Leader and Program Manager reasonably in advance and must submit written justification (including proposed substitution) in sufficient detail to permit evaluation of the impact on the program. No replacement of key personnel must be made by the Subcontractor without the written consent of the Activity Leader.

<p>Team Leader</p>	<p><u>Tasks and Responsibilities:</u> Responsible for technical implementation and effective management of the project in coordination with home office AMU and Sahel teams in Burkina Faso and Niger. Serves as the primary client-facing representative on the project, with overall responsibility for supervising project staff, managing day-to-day relations with USAID and counterparts in government, private sector, and civil society. Implements overall Platform communications strategy. Quality assurance across technical work. Ensures timely delivery of periodic reports to USAID as required. Reports to Activity Leader.</p> <p><u>Qualifications</u></p> <ul style="list-style-type: none"> • Experience managing projects in economic growth, access to finance, investment, livelihoods, agricultural value chains, market systems strengthening, or related fields; • Demonstrated experience in a senior project management role • Demonstrated technical knowledge in access to finance (both demand and supply side), innovative finance, private sector engagement and related themes in the context of agricultural value chains • Proven experience integrating gender equality, female empowerment, and social inclusion into development projects; • Experience working with donor projects, USAID preferred; • region would be a plus; • Ability to work collaboratively with a variety of stakeholders; • Strong management and leadership skills, including the ability to mentor staff; • Excellent communication and interpersonal skills; and • Fluency in French, written and spoken, with the ability to understand English.
<p>Data Collection & Reporting Analyst</p>	<p>Manages data collection across Platform components in Burkina Faso. Inputs data into monitoring system and Unified Pipeline and Sub-Award Management Database. Supports data visualization and analysis. Conducts quality assurance reviews and spot checks. Analyzes data, liaising with Component Leads, to develop and explore learning questions and to provide insights for adaptive management. Reviews Activity progress reports and oversees accurate reporting of results. Reports to Team Leader, coordinates with CATALYZE M&E Senior Manager.</p>
<p>Financial Inclusion Expert (part-time)</p>	<p>Supports Component 1 Activities: P4R for FIs to mobilize lending from banks, MFIs, and other FIs by managing relationships/subcontracts with supply-side actors (FIs/investors). Provides advice and guidance to the Platform team on working with FIs for DCAs as needed. Reports to Team Leader, coordinates with Financial Inclusion Advisor.</p>
<p>Finance Facilitator Expert (part-time)</p>	<p>Supports FF Certification and ad-hoc training requests. Supports implementation of FF on-boarding and orientation. Ensures FFs have access to tools and information required to develop a pipeline of clients, mobilize</p>

	capital, and invoice for payments. Reports to Team Leader/Senior FF Advisor. Reports to Team Leader, coordinates with Finance Facilitator Manager.
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CATALYZE Sahel Platform Team Structure

The Subcontractor will work closely with a home office-based Activity Management Unit (AMU), a Burkina Faso-based administrative team, and a Niger-based implementing partner. The AMU is comprised of an Activity Leader, a Project Delivery Manager, and a Senior Associate. The responsibility for setting technical direction and leadership will gradually shift from the Sahel AMU team to the Subcontractor in the first few months of the contract.

The Burkina Faso-based finance & administration team consists of a Director of Finance and Administration and a Grants and Procurement Manager. The Niger-based implementing partner will be comprised of a Financial Institution (FI) Advisor, Finance Facilitator (FF) Manager, a Project Finance Specialist, and a Data Collection & Reporting Analyst. The Niger-based implementing partner will commence operations in January 2021.

More details on the responsibilities and reporting lines can be found in the Staffing Table below and the Organizational Charts in **Annex C**.

Home Office AMU Team

Activity Leader (Washington, D.C., US)	Roughly equivalent to Home Office Project Director. Works closely with Manager/PD on all matters that involve budgets, invoicing, forecasts, compliance, USAID approvals/notifications. Leads work planning, field staffing plan, recruitment of country Team Lead(s). Reports to the Executive Director/COP.
Project Development Facility Lead (London, UK)	Leads Component 3 Activities: Project Development Facility by identifying and leading the structuring of strategic partnerships to meet target community infrastructure needs. Lead identification and connection with international investors and sponsors. PF Specialists responsible for identifying local sponsors. Drive discussions with investors interested in the Platform target communities. Reports to the Team Leader.
Project Delivery Manager (Washington, D.C., US)	Works closely with Activity Lead on all matters that involve budgets, invoicing, forecasts, compliance, USAID approvals/notifications. Leads budgeting of work plan, recruiting of country staff. Writes/reviews/ posts JDs, participates in interviews of prospective in-country staff. Reports to CATALYZE Operations Director.
Project Delivery Associate (Washington, D.C., US)	Supports Activity Lead and others. Supports all budgeting, invoicing, forecasts, compliance, USAID approvals/notifications, recruiting, work planning, editing, "field" voucher checks, etc. Reports to Project Delivery Manager.

Burkina Faso-based Administrative Team

Director of Finance & Administration (DFA)	Oversees all financial and administrative aspects of the Platform, ensuring processes run smoothly and enable swift implementation. Helps develop templates and tools and maintains a high standard of compliance. Serves as the primary link between technical team and support functions. General responsibilities will include accounts payable, cost allocation, quarterly reporting, payroll, and budget preparation. Review field office expense reports and corresponding receipt packages monthly ensuring that reporting methods and supporting documentation are followed. Monitor field
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	<p>office compliance with Palladium's internal policies and procedures for hiring and compensating consultants and oversee procurement of goods and services.</p> <p>Supports Components to plan events and takes the lead on logistics and execution. Reports to HO AMU Activity Management Unit, coordinates with Team Leader and CATALYZE Director of Finance & Compliance.</p>
Grants & Procurement Manager	<p>Manages all grants and procurements including the procurement of goods and services for Platform implementation. Leads procurements from beginning (initial scope development) to end (contract/award) with an emphasis on compliant, efficient, and effective Platform implementation. Supports finalization of grants processes and tailoring of CATALYZE project management manual for the Sahel Platform. Oversees grant process and P4R subcontract management.</p> <p>Works closely with Data Collection & Reporting Analyst, FF Manager, and FI Advisor to administer, track, and manage all P4R subcontracts by establishing and monitoring a Unified Pipeline and Sub-Award Management Database. Responsible for finalizing and disseminating RFPs, drafting contracts for final review, verifying milestone completion, and managing P4R payments against milestones. Ensure proper application of ERF tools/forms for all investments. Reports to DFA.</p>

Niger-based Team

FI Advisor	<p>Leads Component 1 Activities: P4R for FIs to mobilize lending from banks, MFIs, and other FIs by managing relationships/subcontracts with supply-side actors (FIs/investors). Provides advice and guidance to the Platform team on working with FIs for DCAs as needed. Reports to Team Leader</p>
FF Manager	<p>Leads Component 2 Activities: P4R for FFs by building capacity and networks of Finance Facilitators in both countries. Identifies areas for capacity building and fields demand-driven training requests. Designs on-boarding and orientation for FF partners. Ensures FFs have access to tools and information required to develop a pipeline of clients, mobilize capital, and invoice for payments. Reports to Team Leader.</p>
Project Finance Specialist	<p>Work with USAID Programs such as Yalwa and ViMPlus to identify, assess, and prioritize investible community mini-grid, water, and storage infrastructure needs. approach technical project sponsors and help develop project profiles and pitch materials. Support registration and application for community infra investments via WATIH APS-459. Reports to Project Development Facility Lead.</p>
Data Collection & Reporting Analyst	<p>Manages data collection across Platform components in Niger. Inputs data into monitoring system and Unified Pipeline and Sub-Award Management Database. Supports data visualization and analysis. Conducts quality assurance reviews and spot checks. Analyzes data, liaising with Component Leads, to develop and explore learning questions and to provide insights for adaptive management. Reviews Activity progress reports and oversees accurate reporting of results. Reports to Team Leader, coordinates with CATALYZE M&E Senior Manager.</p>
Grants & Procurement Manager	<p>Manages all grants and procurements including the procurement of goods and services for Platform implementation Leads procurements from beginning (initial scope development) to end (contract/award) with an emphasis on</p>

	<p>compliant, efficient, and effective Platform implementation. Supports finalization of grants processes and tailoring of CATALYZE project management manual for the Sahel Platform. Oversees grant process and P4R subcontract management.</p> <p>Works closely with Data Collection & Reporting Analyst, FF Manager, and FI Advisor to administer, track, and manage all P4R subcontracts by monitoring a Unified Pipeline and Sub-Award Management Database. Responsible for finalizing and disseminating RFPs, drafting contracts for final review, verifying milestone completion, and managing P4R payments against milestones. Ensure proper application of ERF tools/forms for all investments. Reports to DFA.</p>
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IV. Subcontractor Responsibilities

The Subcontractor in Burkina Faso will support technical implementation for the Platform across all three Objectives for the life of the Sahel Platform activity. The Subcontractor will be responsible for providing technical leadership and oversight of the Platform’s activities. This will include managing the Sahel Platform’s network by growing and maintaining a pipeline of financial institutions, finance facilitator, and a portfolio of target enterprises. The Subcontractor will also collect data and report on the Platform’s progress in mobilizing private capital that will serve as the basis for learning and review sessions that contribute to program design enhancement. Overall, the partner firm will provide consulting, advisory, adaptive management, and administrative support services with an appropriate mix of full- and part-time personnel.

To ensure a smooth handover and transition during the first two weeks of performance, the selected Subcontractor will work closely with the incumbent Subcontractor firm who is supporting the Sahel Platform during the initial phase of implementation (September 2020 – January 2021). The Subcontractor will also work closely with a home office-based Activity Management Unit (AMU), who will help drive Platform vision and direction in the first 2 months that will later shift to an advisory role as the Subcontractor assumes more technical leadership.

Reporting, Learning and Review

The Subcontractor will provide timely inputs for periodic reports to USAID as required. Further, the Subcontractor will support the design and implementation of Learning and Review Activities by coordinating with all relevant parties of the Sahel Platform to review Activity actions, outputs, and outcomes. Based on the data collected, the Subcontractor firm will help draw out learnings and insights that will help enhance program design and enhance factors contributing to program success.

V. Sahel Platform Year 1 Tasks

During the Sahel Platform’s Year 1 period (August 1, 2020 – September 30, 2021), the Subcontractor shall undertake the tasks listed below. A full Gantt chart for Year 1 Activities can be found in **Appendix C**.

Manage and monitor implementation of P4R Sub-awards with FIs (Task 1.5)

The Grants and Subcontract Manager in each country will be involved in structuring the P4R sub-awards with FIs to integrate key reporting requirements, ensuring we have the data to support the attribution. The Data Collection & Reporting Analyst in each country will ensure accuracy through spot-checking monitoring systems; employing management tools to manage transaction pipeline data; and by working with the HO M&E team and core M&E subcontractor to conduct assessments at the beginning, mid-point, and end of the project. Collection of baseline data, in addition to the market assessments, will also help ensure additionality throughout the project.

Based on a system developed and refined for USAID in Ghana and Kenya, the Sahel Platform team will employ a Unified Pipeline and Sub-Award Management Database that will collect data on each financial transaction supported by the Platform—including the name of the firm supported, the loan size, loan purpose, GIS data, financing entity, terms, and sector—ensuring clear attribution of the project’s activities to verifiable

results. The system also tracks the performance of FIs against their sub-award ceilings, allowing the team to reallocate funds from under-performing awardees to those successful at mobilizing financing and structuring projects.

The Platform team will work with local consultants to develop an environmental review form (ERF) to apply to every investment that will be included as a requirement in FI sub-awards. The ERF form will be user-friendly and ensure investments do not contravene USAID policies. The FI Advisor and the Grants & Procurement Manager will train FI partners in the use of the ERF tool in the first year and provide refresher trainings in the out years.

The Platform will collaborate with a wide variety of stakeholders, monitor project results and changing circumstances on the ground, and adjust implementation accordingly. The team will develop a learning agenda focused on the effectiveness of mobilizing capital to the target geography and sectors.

Anticipated results: Highly adaptive FI incentives program.

Manage and monitor implementation of P4R Sub-awards with FFs (Task 2.7)

The Grants and Procurement Manager in each country will also be involved in structuring the P4R sub-awards with FFs to integrate key reporting requirements, ensuring we have the data to support the attribution. The Data Collection & Reporting Analyst in each country will ensure accuracy through spot-checking monitoring systems; employing management tools to manage transaction pipeline data; and working with the HO M&E team and core contractor to conduct assessments at the beginning, mid-point, and end of the project. Based on a system developed and refined for USAID in Ghana and Kenya, the Sahel Platform team will employ a Unified Pipeline and Sub-Award Management Database that will collect data on every financial transaction supported by the Platform—including the name of the firm supported, the loan size, loan purpose, GIS data, financing entity, terms, and sector—ensuring clear attribution of the project’s activities to verifiable results. The system also tracks the performance of FFs against their sub-award ceilings, allowing the team to shift funds from under-performing awardees to those successful at mobilizing financing and structuring projects.

The Platform team will work with local consultants to develop an environmental review form (ERF) to apply to every investment that will be included as a requirement in FF sub-awards. The Team Leader/Senior FF Advisor and the Grants & Procurement Manager will train FF partners in the use of the ERF tool in the first year and provide refresher trainings in the out years. Preliminary estimates of amounts to be catalyzed can be found in *Table 1: Sahel Platform Indicators and Targets – Preliminary Estimates* on page 17.

Anticipated results: A highly adaptive FF incentive system and expanded access to finance for agriculture. By the end of the Platform’s period of performance, each country should have a network of high capacity FFs.

VI. Requirements

The Subcontractor shall:

- Work in compliance with USAID’s relevant policies and principles.
- Offer a demonstrated track record in successfully building the capacity of local individuals and/or Intermediaries in the blended finance domain.
- Demonstrate proven experience assisting USAID and/or other donor programming to execute initiatives of a similar size and complexity, especially those requiring the ability to address challenges across multiple sectors and development spheres, including, but not limited to education, health, youth employment, MSME finance and development, agricultural and rural development, and enterprise competitiveness, and particularly in low income and frontier markets
- Provide CVs (max 2 pages each CV) for the four personnel positions described in section III. Subcontractor Personnel.

Appendix A: Past Experience – Summary Project Table & Relevant Project Table

In the Past Experience section of the technical proposal, Offerors should be sure to include one completed Summary Project Table that lists all relevant projects in the appropriate cell; this acts as a cover page summary of the detailed project descriptions that will be included in the completed Relevant Project Table. After the Summary Project Table, please complete one Relevant Project Table for each project.

A. Summary Project Table

Please list each relevant project title under corresponding column and row to indicate a specific project's client and areas of expertise.

		Who was the client?	
		Donor Client (e.g. USAID, DFID, etc.)	Private/other Client
Area of Expertise	Market research studies	Project Name / Title; Project Name / Title;	Project Name / Title; Project Name / Title;
	Mobilizing private capital	Project Name / Title Project Name / Title;	Project Name / Title Project Name / Title;
	Access to Finance Services for bank(s)/MFIs	Project Name / Title; Project Name / Title;	Project Name / Title; Project Name / Title;

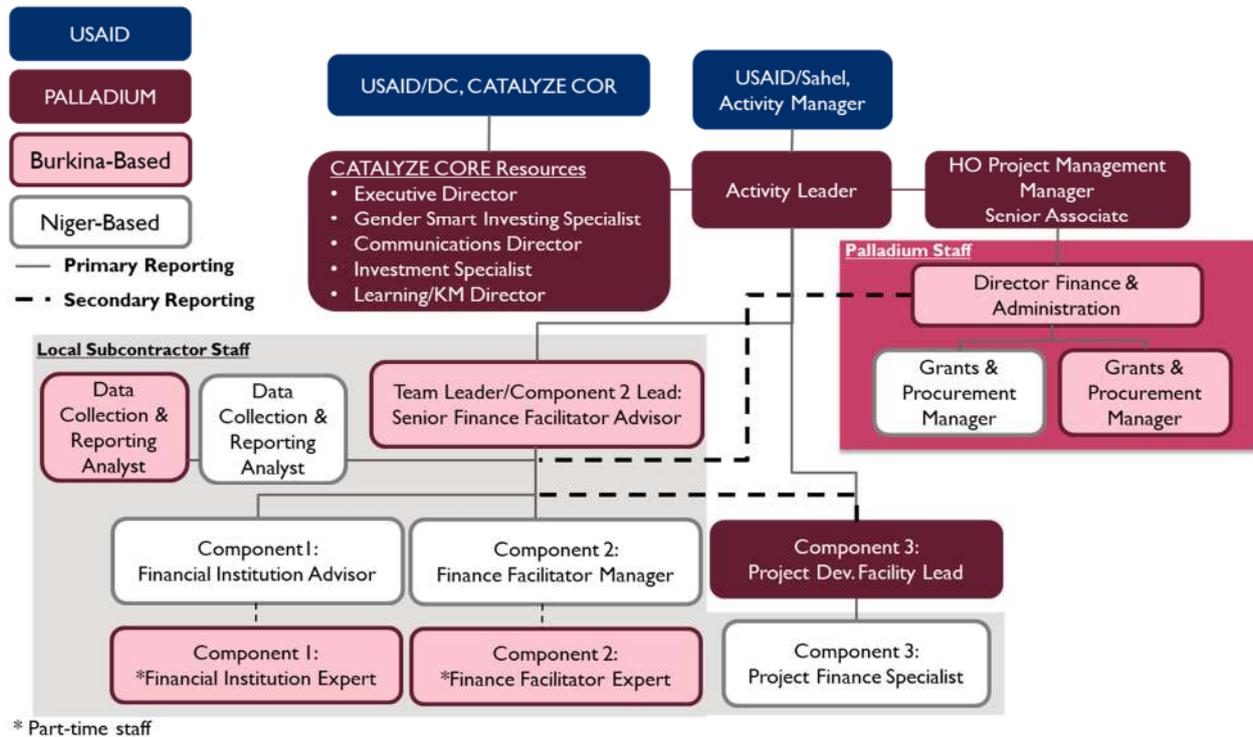
B. Relevant Project Table

Please use/complete the table below for each relevant project. **Note:** Project Tables must include the names and contact details of Clients/Donor points of contact to be considered.

Project Name / Title
1. Contract Dollar Value: [insert total contract value] Status (check one): Active _____ Completed _____
2. Dollar Value of private capital mobilized: [insert total value]
3. Date of Contract Start: [insert Date Month Year] Contract Completion Date (including extensions): [insert Date Month Year]
4. Client and/or Donor: _____ [insert Client/Donor name]
5. Name, Position title, Address, Telephone Number, and E-mail Address of the Client and/or Donor point of contact: [Please provide name and contact details of the project's client point of contact. Projects with missing Client Donor names and contact details will not be considered.]
6. Primary Location of Work: [City, Country] Description: [Please provide a brief description of the objectives, approaches and key outcomes of the project]

Appendix B: Sahel Platform Organizational Chart

CATALYZE: Sahel Platform – Long Term (Jan 2021 – Sep 2024)



Attachments

Attachment 1- Due Diligence Questionnaire