

Request for Proposal (RFP)

Subject RFP #:	RFP-CATALYZE-Sahel-2020-0097
RFP Issue Date:	December 23, 2020
Terms of Reference / Specifications:	Local implementing partner for Niger early design phase
Project	CATALYZE Innovative Blended Finance
The Company	Palladium International, LLC
Country of Performance	Niger
Closing Date and Time	January 18, 2021, 17h00 GMT (local time Niger)
Questions Deadline	<input checked="" type="checkbox"/> Accepted at catalyze.procurements@thepalladiumgroup.com by January 8, 2021, 17h00 GMT (local time Niger) <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	90 days

Thank you for your interest in the above procurement. As implementer for the CATALYZE Innovative Blended Finance Project funded by United States Agency for International Development (USAID), Palladium invites you to submit a proposal for the scope of work attached in Annex A. Your proposal must be valid for the Validity Period.

Please email your notice of intention to submit a proposal 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.

Yours sincerely,

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 arise 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.

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 Finance for Resilience buy-in activity (“Sahel F4R” or “the Activity”), the CATALYZE Project will deploy \$10.7 million over four (4) years to connect financial intermediaries to companies of all sizes (Micro, Small, Medium and Large) in the agricultural sector and to youth entrepreneurs in Burkina Faso and Niger. It is based on a “Blended Finance” approach (using public funds to catalyze private funds) and uses the Pay-for-Results (P4R) principle of providing performance incentives to increase the mobilization of private funds and increase new investments in target sectors¹. The ultimate objective of the activity is to sustain growth, reduce poverty, and promote job creation in the Activity’s focus regions (Est, Centre-Nord, and Sahel of Burkina Faso and Maradi, Tillabéri, and Zinder of Niger).

It is expected that the team will be based in Niamey to facilitate interaction with financial industry actors. It is expected of the total capital mobilized under this activity, over 60% will be directed towards activities and organizations in the focus regions (Maradi, Tillabéri, and Zinder). Bidders should propose an approach that can deliver those results.

Goal and Objectives

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

1. Expand access to finance for enterprises and producers in targeted sectors and groups
2. Develop a network and build the capacity of local Financial Facilitators (FFs)
3. 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 CATALYZE Sahel Platform approach is to provide incentive payments to FFs and FIs upon securing finance for eligible enterprises. The Project does not anticipate technical assistance constituting a significant portion of our work.

Purpose

This locally based partner will provide early design and implementation support for the Pay for Results (“P4R”) incentive programs to motivate financial institutions to lend to agricultural producers, other agricultural value chain actors, and youth-led small and medium enterprises (SMEs). Simultaneously, the selected subcontractor will help incentivize transaction advisors (or financial facilitators, or “FFs”) who link financial institutions and other sources of finance with the farmers, cooperatives, and enterprises in need. Activities will focus on targeted regions and

¹ See USAID’s Primer on Pay for Results in Development
https://www.usaid.gov/sites/default/files/documents/1865/Pay_for_Performance_Primer_Final.pdf

sectors in Niger with some remote support to the CATALYZE Sahel team in Burkina Faso. A complete scope of work is attached as **Annex A**.

Type of Contract

Palladium intends to issue a Firm Fixed Price subcontract to the selected offeror.

Anticipated Contract Period of Performance

February 15, 2021 – February 14, 2022

Place of Performance

The activities to be performed under this contract will take place in Niger. See the Instructions for Submission of Cost Proposal for travel assumptions.

Key Deliverables and Timeline

Milestone No.	Deliverable	Deadline	Payment Amount
1	Input and feedback for tailoring FF training materials and toolkits. Active participation and written input as requested by the CATALYZE team and partners to support resource development tailored for potential/existing Nigerien FFs. (Task 1)	2-Apr-21	10%
2	Niger Market Assessment Report Review and Financial Institution Mapping Report including information on current financing and gaps, any policy issues impeding finance and/or investment. Ranking of 10-15 potential FI partners (including banks, MFIs, and others) based on their likely suitability for the FI P4R program. (Task 2)	19-Mar-21	15%
3	Financial Facilitation (FF) Partner Information Sessions Report that includes P4R program information presented and summarizes feedback on FF P4R program. (Task 3)	7-May-21	15%
4	Inputs for the final design of the P4R for financial institutions program including the incentive structure, rates, etc. (Task 4)	11-Jun-21	10%
5	Inputs for the final design of the P4R for finance facilitators program including the incentive structure, rates, etc. (Task 5)	16-Apr-21	10%

Milestone No.	Deliverable	Deadline	Payment Amount
6	Written evaluation and review of submitted P4R program applications from FIs (Task 6)	2-Jul-21	10%
7	Written evaluation and review of submitted P4R program applications from FFs. (Task 7)	6-Aug-21	10%
8	Completed Niger P4R FI/FF partner database that establishes a tailored data collection system for the purposes of Activity Monitoring, Evaluation, and Learning reporting and informing program design and implementation. (Task 8)	31-Jan-22	20%

Instructions to Offerors

Separate technical and cost proposals must be submitted by email no later than the time and date specified on the cover page.

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 as well as), 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. The initial budget guidance in the procurement forecast included an estimated ceiling of \$300,000. However, we expect bidders to provide a competitive budget based on actual, reasonable, and allowable costs. Value for money will be an important selection criterion.

CATALYZE has provided a simplified budget template in the attachments associated with this RFP.

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
- (c) Proof of an adequate accounting system and internal controls *(a firm may provide proof of past audits, copies of policies and procedures, accounting system software or subscription receipts, samples of time/financial accounting from past projects, etc)*

Key assumptions

- Budget should include two sets of columns to indicate estimated costs in both West African CFA Franc and USD, using \$1USD = 535.101 CFA exchange rate.
- All prices are to be inclusive of relevant taxes (please disaggregate)
- Separate unit cost 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.

Submission of Offers

Electronic proposals must be submitted by sending two separate emails, one for technical proposal and one for cost proposal with the RFP number in the subject lines. 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.

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 NIGER for a minimum of one year	Copy of certificate or articles and memorandum of associate
(b)	Agree to the terms of working with CATALYZE	<ol style="list-style-type: none"> 1. Due diligence form (Template provided as Attachment 1. Completed form must be submitted with proposal) 2. Code of Conduct form 3. Business Ethics 4. Environmental policy acknowledgement <p>Items 2-4 can be downloaded in full at http://www.thepalladiumgroup.com/policies</p>
(c)	DUNS number	Provide the DUNS number or proof of applying for the DUNS number
(d)	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

(e)	Company must not be a foreign government-controlled organization	Due diligence form (Attachment 1)
(f)	Company must not have controlling interest held by a government, government agency, or agent thereof	Due diligence form (Attachment 1)

(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 ²	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) 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

² <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.

- 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.

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.

Attachments

Please review the additional documentation and proposed contracts terms and conditions which should be given consideration when preparing your proposal. By submitting your bid you will 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.

Attachment 1 – Due Diligence Questionnaire

Attachment 2 – Simplified Budget

Attachment 3 – Firm Fixed Price Services Subcontract Template

Palladium Business Partner Code of Conduct and Child Protection Guidelines can be downloaded in full at: <http://www.thepalladiumgroup.com/policies> or request through email from Catalyze.procurement@thepalladiumgroup.com

Annex A: Scope of Work

Annex A: Scope of Work

CATALYZE Sahel Finance for Resilience: Early Design Phase in Niger

Estimated period of performance: February 2021 to January 2022
Focus regions: Maradi, Tillaberi, and Zinder

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 Finance for Resilience buy-in activity (“Sahel F4R” or “the Activity”), the CATALYZE Project will deploy \$10,7 million over four (4) years to connect financial intermediaries to companies of all sizes (Micro, Small, Medium and Large) in the agricultural sector and to youth entrepreneurs in Burkina Faso and Niger. It is based on a “Blended Finance” approach (using public funds to catalyze private funds) and uses the Pay-for-Results (P4R) principle of providing performance incentives to increase the mobilization of private funds and increase new investments in target sectors³. The ultimate objective of the activity is to sustain growth, reduce poverty, and promote job creation in the Activity’s focus regions (Est, Centre-Nord, and Sahel of Burkina Faso and Maradi, Tillaberi, and Zinder of Niger).

It is expected that the team will be based in Niamey to facilitate interaction with financial industry actors. It is expected that upwards of 60% of capital mobilized will go to activities and organizations in the focus regions (Maradi, Tillaberi, and Zinder). Bidders should propose an approach that can deliver those results.

II. General Goal and Objectives

The primary objective of the Sahel F4R is to expand access to finance for enterprises and producers in targeted sectors and groups.

Sahel F4R activities will be designed to achieve this objective by 1) developing the network and capacity of local Financial Facilitators; and 2) prompting financial institutions to increase access to finance. The CATALYZE Sahel F4R approach is to provide incentive payments to FFs and FIs upon securing finance for eligible enterprises. The Project does not anticipate technical assistance constituting a significant portion of our work.

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

³ See USAID’s Primer on Pay for Results in Development
https://www.usaid.gov/sites/default/files/documents/1865/Pay_for_Performance_Primer_Final.pdf

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. In short, FFs help enterprises raise debt or equity. It may be by introducing their clients to investors and supporting pitches, supporting debt structuring and loan document preparation, or more intensive work including strategic consulting and business model refinement.

In the context of this program the FFs would be paid a fee they would negotiate with their client and would receive an additional incentive payment for successfully securing capital for clients eligible for the Sahel F4R award program (based on region, value chain, etc.).

Reporting to the Palladium CATALYZE Sahel F4R Activity Leader and working closely with the Sahel F4R home office team, the Subcontractor will help drive the F4R’s adaptive management by providing insights and guidance that will shape future iterations P4R initiatives for FIs and FFs in Niger.

The Subcontractor will assist CATALYZE to:

- Ensure sound application of the best, most relevant, and most recent information, knowledge, and experience in Niger, 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 in the table below who possess the qualifications and experience needed to take on the respective roles and responsibilities.

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.

Financial Inclusion Advisor	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 F4R team on working with FIs for DCAs as needed. Reports to Sahel F4R Team Leader in Ouagadougou and the CATALYZE Sahel F4R Activity Leader in Washington, D.C.
Finance Facilitator Manager	Supports FF Certification and reviews 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 capital, and invoice for payments. Provides mentoring and coaching to less experienced FFs to support pipeline development and deal closure. Reports to Sahel F4R Team Leader in Ouagadougou and the CATALYZE Sahel F4R Activity Leader in Washington, D.C.
Data Collection & Reporting Analyst	Manages data collection across Sahel F4R 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 in Ouagadougou, coordinates with CATALYZE M&E Senior Manager.

CATALYZE Sahel F4R Team Structure

The Subcontractor will serve as an implementing partner for the early design phase in Niger and will work closely with a DC-based Activity Management Unit (AMU) and a Burkina Faso-based Sahel F4R team. The AMU is comprised of an Activity Leader, a Project Delivery Manager, and a Senior Associate. The Subcontractor will gradually shift reporting directly to the Sahel AMU team to the Burkina Faso based Team Leader by the end of the contract.

Palladium will also establish a Burkina Faso-based finance & administration team consists of a Director of Finance and Administration and a Grants and Procurement Manager. The Niger-based Subcontractor team will be comprised of a Financial Institution (FI) Advisor, Finance Facilitator (FF) Manager, and a Data Collection & Reporting Analyst. The Niger-based early design phase partner will commence project activities in February 2021.

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

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 Leader. Reports to the Executive Director/COP.
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) (Palladium-staff)	<p>Oversees all financial and administrative aspects of the Sahel F4R, 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.</p> <p>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 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>
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Grants & Procurement Manager (Palladium-staff)	<p>Manages all grants and procurements including the procurement of goods and services for Sahel F4R implementation. Leads procurements from beginning (initial scope development) to end (contract/award) with an emphasis on compliant, efficient, and effective Sahel F4R implementation. Supports finalization of grants processes and tailoring of CATALYZE project management manual for the Sahel F4R. 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>
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Niger-based Team

Financial Institution Advisor	Leads Component 1 Activities in Niger: P4R for FIs to mobilize lending from banks, MFIs, and other FIs by managing relationships with supply-side actors (FIs/investors). Provides advice and guidance to the Sahel F4R team on working with FIs for DCAs as needed. Reports to Sahel F4R Team Leader in Ouagadougou and the CATALYZE Sahel F4R Activity Leader in Washington, D.C.
Financial Facilitator Manager	Supports FF Certification. Supports implementation of FF on-boarding and orientation. Ensures FFs have access to tools and information required to develop a pipeline of clients, mobilize capital, and invoice for payments. Provides mentoring and coaching to less experienced FFs to support pipeline development and deal closure. Reports to Sahel F4R Team Leader in Ouagadougou and the CATALYZE Sahel F4R Activity Leader in Washington, D.C.
Data Collection & Reporting Analyst	Manages data collection across Sahel F4R 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 in Ouagadougou, coordinates with CATALYZE M&E Senior Manager.
Grants & Procurement Manager (Palladium-staff)	<p>Manages all grants and procurements including the procurement of goods and services for Sahel F4R implementation Leads procurements from beginning (initial scope development) to end (contract/award) with an emphasis on compliant, efficient, and effective Sahel F4R implementation. Supports finalization of grants processes and tailoring of CATALYZE project management manual for the Sahel F4R. 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>

IV. Subcontractor Responsibilities

The Subcontractor in Niger will support design work for the Sahel F4R technical approach for effective implementation in Niger. The Subcontractor will be responsible for providing technical leadership and oversight of the startup Sahel F4R activities in Niger. This will include managing the Sahel F4R'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 Activity'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.

A separate RFP will be issued for follow-up long-term project work that will continue Sahel F4R implementation after the completion of startup activities described in this scope.

V. Sahel F4R Niger Early Design Phase Tasks

During the specified period of performance the Subcontractor shall undertake the tasks listed below.

Task 1. Supporting the tailoring FF training materials and toolkits for Niger

The CATALYZE Project has developed generic FF training materials and toolkits for finance facilitators over three modules – pipeline development, transaction support, and investor relations. The Subcontractor will support tailoring these resources for the Niger market by reviewing the generic tools and providing written input and participating in team brainstorming sessions. Input can be based on the Subcontractor's previous work and/or information gathered through the completion of Tasks 2 and 3. Note, the selected Subcontractor in Niger will not deliver these trainings during the period of this scope.

Deliverable: Active participation and written input as requested by the CATALYZE team and partners to support resource development tailored for potential/existing Nigerien FFs.

Task 2. Niger Assessment Report Review and mapping of Niger Financial Institutions (FI)

In late 2020, CATALYZE Sahel produced a Niger Market Assessment Report that analyzes the local landscape for mobilizing capital to ag producers and processors, youth- and women-led enterprises and SMEs. The Subcontractor will provide a written review of this report, aiming to add more information that maps recent bank lending to ag value chains in our target regions to refine our understanding of demand and absorptive capacity of different types and amounts of finance among smallholder farmers, cooperatives, MSMEs and others.

The Subcontractor will develop recommendations on using P4R program, as described above, to significantly increase bank lending into focus regions and priority value chains in Niger.

Deliverable: Report including remarks and comments on the Niger Market Assessment Report and additional information on current financing and gaps, any policy issues impeding finance and/or investment. Ranking of 10-15 potential FI partners (including banks, MFIs, and others) based on their likely suitability for the FI P4R program.

Task 3. Potential Financial Facilitator (FF) partner information session(s)

The Subcontractor will convene the deal brokers, consultants, lawyers, advisory firms, and others providing finance facilitation services to drive awareness of and solicit feedback on the FF P4R program.

If multiple sessions are required, please propose the number of sessions and locations in order to ensure access for potential Finance Facilitators who can serve Maradi, Tillaberi, and Zinder. Please include assumptions for cost per session and how many participants in each session.

Anticipated Results: Potential FF partners are aware of the Sahel F4R P4R program and are primed to apply when the call for applications is released.

Task 4. Advise and provide inputs for selection criteria for Financial Institution partners P4R program

In coordination with Sahel F4R Home Office Project Management team, the Subcontractor will seek input from interested FIs on the incentive structure and rates for the P4R program. Based on these discussions the Subcontractor will provide inputs for the design of the P4R program. This will inform localization of the approach Palladium has refined based on experience with similar programs in other countries.

Anticipated results: Applications from a variety of FIs willing and able to lend to the Sahel F4R's target groups and willing to test new approaches to expanding access to finance.

Task 5. Advise and provide inputs for selection criteria for Finance Facilitator partners P4R program

In coordination with Sahel F4R Home Office Project Management team, the Subcontractor will seek input from interested FFs on the incentive structure and rates for the P4R program. Based on these discussions the Subcontractor will provide inputs for the design of the P4R program. This will inform localization of the approach Palladium has refined based on experience with similar programs in other countries.

Anticipated results: Applications from a variety of FFs willing and able to lend to the Sahel F4R's target groups and willing to test new approaches to expanding access to finance.

Task 6. Advise and provide inputs for Financial Institution partner selection and contract negotiation

Proposals from financial institutions with the resources, reach, and commitment to serve our target groups will be selected from among those submitting applications. In coordination with Sahel F4R Home Office Project Management team, the Subcontractor will provide inputs for FI partners selection and contract negotiation.

Task 7. Advise and provide inputs for Finance Facilitator partner selection and contract negotiation

In order to expand the number of FFs in each country, there may be two pathways to eligibility for the FF P4R program. The program solicitation document will specify the criteria for each. Experienced FFs must meet quality and integrity qualifications, commit to mobilizing capital for our target groups, and show that they have mobilized a to be determined amount of finance in the previous 24 months. New FFs must meet the same quality and integrity qualifications, also commit to mobilizing capital for our target groups, and must complete the FF training course before the final execution of the P4R award.

Anticipated Results: Increased lending in targeted regions, sectors, and value chains (target # TBD). Sustainability from incentives comes from the successful application of these by FIs to expand financing in targeted areas and recognize the value of the new market.

Task 8. Manage and monitor implementation of P4R Sub-awards with FIs

The Grants and Subcontract Manager (Palladium staff) 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 (Subcontractor staff) 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 F4R team will employ a Unified Pipeline and Sub-Award Management Database that will collect data on each financial transaction supported by the Sahel F4R—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 Sahel F4R 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 Sahel F4R 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.

The Sahel F4R Burkina Faso team will also have a Data Collection & Reporting Analyst who can share advice and best practices with the Niger Subcontractor for how to establish the monitoring system.

Anticipated results: Highly adaptive FI incentives program.

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 F4R 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.

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 three personnel positions described in section III. Subcontractor Personnel.

Appendix B: Sahel F4R Organizational Chart

CATALYZE Sahel F4R – Niger Early Phase (Feb 2021 – Jan 2022)

