Amendment to Request for Proposal

Amendment number: 2
Reference Request for Proposal Number: RFP-CATALYZE-Sahel-2022-249

Amendment effective date: 16 February 2022

Description of Amendment:

1. This amendment serves to extend the submission deadline to 21 February 2022 17h00 WAT/GMT+1

Request for Proposal (RFP)

Subject RFP #:	RFP-CATALYZE-Sahel-2022-249
RFP Issue Date:	11 January 2022
Terms of Reference / Specifications:	Sahel Finance for Resilience Niger Implementation Activity
Project	CATALYZE Innovative Blended Finance
The Company	Palladium International, LLC
Country of Performance	Niger
Closing Date and Time	21 February 2022 17h00 WAT/GMT+1
Questions Deadline	☒ Accepted at CATALYZE.Procurements@thepalladiumgroup.com by 20 January 17h00 WAT/GMT+1 ☐ N/A
Bidders' Conference	☒ N/A
Details for Submission	Submissions will be accepted: ☒ Electronically: email to CATALYZE.Procurements@thepalladiumgroup.com
Offer Validity Period	180 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

The CATALYZE Blended Finance Mechanism is a $250 Million, 8-year contract (5-year base period, with a single three-year option period) which uses a facilitated partnership model to craft solutions to crowd in $2 Billion in blended finance (i.e. blended concessional and commercial finance) to USAID partner countries and initiatives. CATALYZE allows USAID Bureaus and Missions to efficiently deploy investment facilitation solutions that respond to the needs of specific sectors, issues, and geographies. Initial programs focus on education finance to implement sustainable education business models serving low-income communities, and achievement of the W-GDP objectives, but the mechanism can be applied to any development challenge or region.

Through the Sahel Finance for Resilience buy-in activity ("Sahel F4R" or "the Activity"), the CATALYZE Project will deploy $10.7 million (of which $6.9 million is designated for Niger) over four 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 sectors[1]. 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 selected partner will be based in Niger 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, Tillaberi, 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

The purpose of this RFP is to identify a Nigerien partner based in Niger to continue and expand early activities. This will entail providing technical support and managing the Activity's P4R incentive program 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 implementing partner will help incentivize transaction advisors (or financial facilitators, or "FFs") who link financial institutions and other sources of finance

[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

with the farmers, cooperatives, and enterprises in need. Activities will focus on targeted regions and sectors in Niger with remote coordination with the Sahel F4R team in Burkina Faso.

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

Type of Contract

Palladium intends to issue an Indefinite Delivery, Indefinite Quantity (IDIQ) umbrella mechanism with Firm-Fixed Price Task Orders to the selected offeror.

Anticipated Contract Period of Performance

15 April 2022 – 30 July 2024. The ceiling of this contract is USD $1.5 million.

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.

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.

1. Technical Proposal

For the technical proposal, the offeror must submit:

(a) Cover letter with the following information:
   1. Firm contact info and address
   2. Type of company or organization
   3. DUNS Number (Company must have a DUNS number or obtain one within 5 days of being notified of selection)
   4. Signed by an authorized representative of the company

(b) MS PowerPoint Presentation with the following slide limits:
   a. **Background** on the firm and relevant expertise (max 2 slides)
   b. **Past Experience and Capability Statement** with a completed Summary Project Table (see Annex B for template) describing relevant projects previously performed by the firm, demonstrating expertise in mobilizing private capital; supporting banks and MFIs to increase access to finance (additional consideration for increased access for women, youth, agriculture, and SMEs); understanding and application of adaptive management (max 4 slides)
   c. **Technical Proposal** - including a description of proposed activities and their expected results and how the work will help accomplish the goal and objectives of this solicitation, as stated in the Goals and Objectives of this RFP. Technical Proposal should also include a general framework for monitoring and evaluation of proposed activities that includes a data collection and data oversight/ management plan of the proposed activities (max 6 slides)
   d. **Proposed Work Plan** showing how the firm would execute this project including a timeline of the proposed activities (max 2 slides)
   e. **Management Approach** with proposed team composition and organigram depicting reporting and coordination structure. CVs and designated roles and responsibilities of proposed personnel for each position (max 2 slides per CV)
   f. **Contact details** for three project/client referees (max 1 page)

All supporting documentation specified below in the pass/fail evaluation criteria.

2. Cost Proposal

Offers must submit a cost proposal. CATALYZE will provide a budget template upon request through CATALYZE.Procurements@thepalladiumgroup.com. The cost proposal consists of:

a. Budget in Microsoft Excel with all formulas visible (unlocked)
b. Accompanying Budget Narrative in Microsoft Word/PDF with all cost assumptions and explanations in English

Key assumptions

- Budget should include two sets of columns to indicate estimated costs in both West African CFA Franc and USD, using $1USD = 580 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)	Agree to the terms of working with CATALYZE, specifically the: - Code of Conduct - Business Ethics - Environmental policy acknowledgement (Above policy documents can be found in attachments 2 - 4.)	A signed statement confirming Bidder's agreement to the terms of the listed policies. This statement can be included in the cover letter or submitted as a separate document.
(b)	Active DUNS number	Provide the DUNS number or proof of submitted application for the DUNS number
(c)	Must be a registered legal entity in Niger	Copy of certificate or articles and memorandum of association
(c)	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 – Palladium will conduct a search of these databases as part of the due diligence process
(d)	Company must not be a foreign government-controlled organization	Due diligence form (See attachment 1)
(e)	Company must not have controlling interest held by a government, government agency, or agent thereof	Due diligence form (See 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 donor-funded projects, previous experience working on a USAID-funded project preferred	Firm background section	**15**
Past Performance	Past experience and capability statement, completed Annex B table by project and client/partner reference contact details	**45**
(a) Experience mobilizing private capital, at least five years prior experience	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, at least three years prior experience	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] prior experience of adaptive management on a USAID project preferred	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	Technical Proposal and Workplan	**20**
Management – technical personnel who meet minimum qualifications (per SOW in Annex A); demonstrated ability to mobilize and lead technical teams	CVs and personnel section	**20**
Total		**100**

(3) The offeror's cost proposal will be evaluated for:

- 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 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.

[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.

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 - 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.procurment@thepalladiumgroup.com

Attachment 3 - Business Ethics

Attachment 4 - Environmental policy acknowledgement

Annex A: Scope of Work

USAID CATALYZE Sahel Finance for Resilience Niger Implementation Activity

Estimated period of performance: 15 April 2022 to 30 July 2024
Focus regions: Maradi, Tillaberi, and Zinder

I. Background

The CATALYZE Blended Finance Mechanism is a $250 Million, 8-year contract (5-year base period, with a single three-year option period) which uses a facilitated partnership model to craft solutions to crowd in $2 Billion in blended finance (i.e. blended concessional and commercial finance) to USAID partner countries and initiatives. CATALYZE allows USAID Bureaus and Missions to efficiently deploy investment facilitation solutions that respond to the needs of specific sectors, issues, and geographies. Initial programs focus on education finance to implement sustainable education business models serving low-income communities, and achievement of the W-GDP objectives, but the mechanism can be applied to any development challenge or region.

Through the Sahel Finance for Resilience buy-in activity ("Sahel F4R" or "the Activity"), the CATALYZE Project will deploy $10.7 million (of which $6.9 million is designated for Niger) over four 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 sectors[3]. 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 selected partner for the Niger Implementation Activity will be based in Niger to facilitate interaction with local financial industry actors and other USAID implementing partners. 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, Tillaberi, and Zinder). Bidders should propose approaches that can deliver those results and consider how to collaborate with and leverage the resources of other USAID projects in Niger, with a focus on Bridge Youth Connect and RISE 2 projects.

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.

In 2021, Sahel F4R established the P4R network in Niger by recruiting and onboarding 5 FIs and 15 FFs. The selected Subcontractor will be responsible for supporting this network of P4R partners building on the foundation laid during the early design phase. The selected Subcontractor will manage and monitor the implementation of the Pay for Results ("P4R") incentives program by working with the Sahel F4R network of 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.

[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

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.).

The table below describes the expected results of the Sahel F4R activity in Niger.

	Expected Results	Life of Activity (LOA)
1	Total capital raised	$19,300,000
2	Financing of agricultural production	$ 3,860,000
3	Jobs created	1,550
4	Number of entities receiving loans or financing	2,300
5	Participants are women	25%
6	Participants are youth (18-29)	30%

II. Subcontractor Responsibilities

The Subcontractor in Niger will support continued fine-tuning of the Sahel F4R technical approach for effective implementation in Niger. The Subcontractor will be responsible for providing technical leadership and oversight of the Sahel F4R activities in Niger. This will include managing the Sahel F4R's network, supporting partner pipeline development and transaction closing. 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.

The selected 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 most relevant information, knowledge, and experience in Niger, as they apply to addressing CATALYZE Sahel F4R development objectives
- Advance the scaling of blended finance investments in support of development programming by sharing insights that feed into the overall CATALYZE Learning Agenda

III. Subcontractor Personnel

The Subcontractor team will ideally be comprised of four team members. An indicative list of roles with more details on the responsibilities and reporting lines can be found in the Staffing Table below. Bidders are free to propose their own team composition so long as the responsibilities enumerated in Table 1 are all clearly assigned to a team member (or team members) and all team members have appropriate experience. The Team Leader and FI Advisor should have at least 10 years relevant experience; the FF Manager should have at least five years of relevant experience. It is expected that the team member(s) responsible for supporting FIs and FFs and coordinating with USAID RISE II partners will be available to interact with their counterparts as needed five days per week.

- Team Leader
- Financial Institution (FI) Advisor,
- Finance Facilitator (FF) Manager
- Data Collection & Reporting Analyst

For each proposed team member, bidders are expected to describe:

1. Roles and responsibilities for the team member
2. Qualifications and relevant experience that demonstrate the proposed personnel's ability to successfully execute and manage assigned tasks.

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 personnel must be made by the Subcontractor without the written consent of the Activity Leader.

Table 1: Indicative Subcontractor Team Composition

Roles	**Responsibilities**
Niger Team Lead	Responsible for all Sahel F4R activities in Niger and manging the Niger staff. The Team Leader will ensure the application of appropriate implementation strategies and overall quality control of the final products submitted to the client. The Team Leader will manage relationships and coordinate with all Sahel F4R partners (e.g. FI and FF network, USAID, USADF, etc.) with an emphasis of working with USAID RISE II partners. Reports to the Sahel F4R Activity Lead and Program Manager in Washington, D.C.
Financial Inclusion Advisor	Manage relationships/subcontracts with supply-side actors (FIs/investors). Provides advice and guidance to the F4R team on working with FIs and Credit Guarantee programs as needed. Reports to Niger Sahel F4R Team Lead.
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 Niger Sahel F4R Team Lead.
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 Niger Sahel F4R Team Lead and coordinates with the Burkina Faso Data Collection & Reporting Analyst.

IV. CATALYZE Sahel F4R Team Structure

The Subcontractor will serve as the implementing partner in Niger and will work closely with a DC-based Activity Management Unit (AMU) a Burkina Faso-based Sahel F4R team, in addition to a network of Nigerien FFs, FIs and other USAID partners. The AMU is comprised of an Activity Leader, a Project Delivery Manager, and an Associate.

The Subcontractor will receive grants management and administrative support from a Burkina Faso-based Director of Finance and Administration and a Grants and Procurement Manager in Niger, both of whom are Palladium employees.

Home Office AMU Team

Activity Lead (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 CATALYZE Executive Director/Chief of Party.
Project 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 the CATALYZE Director of Finance and Compliance and coordinates with the Sahel F4R Activity Lead.
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 the Sahel F4R Project Manager.

Grants & Administration Team

Sahel F4R Director of Finance & Administration *(Palladium-staff)*	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. 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. Supports Components to plan events and takes the lead on logistics and execution. Reports to HO AMU Activity Management Unit, coordinates with Team Lead and CATALYZE Director of Finance & Compliance.
Grants & Procurement Manager *(Palladium-staff)*	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. 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 the Sahel F4R Director of Finance & Administration.