

Request for Proposal (RFP)

Subject RFP #:	RFP-CATALYZE-Ethiopia-2022-0300
RFP Issue Date:	May 25, 2022
Terms of Reference / Specifications:	Coffee Farm Enterprises Business Management Coaching Program
Project	USAID CATALYZE Ethiopia:MS4G
The Company	Palladium International, LLC
Country of Performance	Ethiopia
Closing Date and Time	June 10, 2022, at 11:59PM, Nairobi time (UTC +3)
Questions Deadline	<input checked="" type="checkbox"/> Accepted at ethiopiams4g.procurement@thepalladiumgroup.com by June 02, 2022, at 02:00PM, Nairobi time (UTC +3) <input type="checkbox"/> N/A
Bidders' Conference	<input checked="" type="checkbox"/> Virtually on June 06,2022 at 10:00-11:00AM, Nairobi time (UTC +3) <input type="checkbox"/> N/A
Details for Submission	Submissions will be accepted: <input checked="" type="checkbox"/> Electronically: email to ethiopiams4g.procurement@thepalladiumgroup.com <input checked="" type="checkbox"/> In hard copy (sealed bids) (1 st Floor Noah Building, Bole Road Addis Ababa, Ethiopia)
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 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.

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 3 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.

USAID CATALYZE Ethiopia: (MS4G) is a four-year buy-in to benefit the Ethiopian population, build community resilience, and strengthen rural-urban linkages in the areas of food security, WASH, and COVID-19 economic recovery. MS4G focuses on facilitating access to jobs and sustainable opportunities for women and youth and enterprise resiliency, leading to better employment and food security for individuals and communities. MS4G is designed to provide support to agriculture and WASH enterprises by strengthening the enterprises' support ecosystem not just in Addis Ababa but also in select secondary cities. MS4G invests in developing relationships with private sector players, co-investing in inclusive business models, advisory services, digital solutions, and market-based initiatives that increase the resilience and sustainability of Ethiopian enterprises and employment for women and youth.

Purpose

The purpose of the RFP is to select five (5) business advisory service provider (BASPs) to support 40 Farm Enterprises SMEs food security companies in Ethiopia to create a vibrant network of BASPs to support the growth of Farm Enterprises. **This RFP has two parts, part I is technical support to 150 Farm Enterprises and part II is to support 40 Farm Enterprises with Business Advisory Service Provider support. INTERESTED BIDDERS MUST BID ON BOTH PARTS 1 & II (NO PARTIAL BIDDING)**

A complete scope of work is attached as Annex A.

Type of Contract

Palladium intends to issue a Pay -for-Performance (P4P) subcontract to the selected offeror.

Anticipated Contract Period of Performance

Subcontracts will be offered to winning bidders for a period **of 12 months** (July 2022 to June 2023) with the option for renewal based on performance and the availability of funding, at the sole discretion of MS4G.

Place of Performance

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

Key Deliverables and Timeline

Part I. Technical assistance to 150 Farm Enterprises

Deliverable #	Report and Deliverable	Deadline
1	Capacity enhancement support a. Provide post-harvest capacity building assistance including appropriate harvesting, drying vs washing, hulling, packaging, and storing High level business management training and digitization	Within six months after signing of the subcontract
2	Quarterly report a. Progress report of training	Quarterly basis from date of submission of the report
3	Final Report a. 15% of the 110 Farm Enterprises to be included in the top 40 finalist list for the year 2023	12 months after the subcontract is awarded

Part II 40 Farm Enterprises ASPs technical assistance

No.	Deliverables	Due Date
1	Business diagnostics, recommendation, and implementation plan a. Signing of agreement	Within 90 days from contract date
2	Quarterly report a. Support Farm Enterprises in developing sustainable internal strategic plan b. Execution of Implementations, Change management	Quarterly basis from date of submission of the report
3	a. Final Report b. Verification of 10% sales and revenue growth	12 months after the contract is awarded

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. Unique Entity Identification (UEI) Number (Company must have a UEI number or obtain one within 5 days of being notified of selection)
 4. Signed by an authorized representative of the company
- b. Background on the firm and relevant expertise (max 2 pages)
- c. Past Experience Information/Capability Statement
- d. Technical Proposal & Management Approach
- e. Proposed work plan showing how the firm would execute this project including a timeline (max 2 pages)
- f. Description of relevant projects previously performed by the firm, demonstrating expertise in detail (max 4 pages)
- g. Contact details for three referees (max 1 page)
- h. Executive summary of project reports for commercial smallholder projects with linkages to commercial off-takers (max 3 report submissions, max 2 pages each)

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

Note: GSA has developed a useful interactive PDF tool that guides through the most common scenarios about UEI (https://www.fsd.gov/sys_attachment.do?sys_id=af05f8fb1b44851006b09796bc4bcb6d)

2. Cost Proposal

Offers must submit a cost proposal. CATALYZE will provide a budget template upon request through ethiopiams4g.procurement@thepalladiumgroup.com 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

Key assumptions

- Budget in Ethiopian Birr
- All prices are to be inclusive of relevant taxes
- Separate unit cost and number of units
- Break down activity costs into as much detail as possible
- Offerors should budget for: Labor, Travel and Other costs
- Offeror should budget for:
 - Defense Base Act (DBA) insurance in accordance with FAR 52.228-3, as applicable.

The selected offeror will be required to complete the Due Diligence Questionnaire (attachment 1) and provide a UEI number within 5 days of being notified of selection.

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 **RFP-CATALYZE-Ethiopia-2022-0300** in the subject lines. If submitting in hard copy, the technical proposal and cost proposal must be in **separate sealed envelopes for applied Part/s**. Mark envelopes with the RFP number RFP-CATALYZE-Ethiopia-2022-0300 and offeror’s name. Ensure all required documents are attached..

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 Ethiopia for a minimum of one year	Copy of certificate or articles and memorandum of associate
(b)	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

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

Evaluation Criteria	Documents Evaluated	Points
1. Geographic coverage, sector coverage and firm profiles <ol style="list-style-type: none"> a. Evidence of local presence in secondary cities. b. BASP works within preferred sectors food security. c. Identified and profile of a minimum of five (5) growth-oriented companies as per SoW some of whom are women-owned, women-led businesses 	<ul style="list-style-type: none"> • Proof of office rental agreement in secondary cities • Reference to the service provided Indication of Interest from enterprises 	10
2. BAPS is majority women-owned (50%), women managed or led businesses	<ul style="list-style-type: none"> • Shareholder Agreement or equivalent 	5
3. Key personnel and staffing plan <ol style="list-style-type: none"> a. Proposed team-lead CVs demonstrating at least five years' experience supporting enterprises in business development and sales related activities. b. CVs of two key personnel demonstrating ability to support and carry out the SoW 	<ul style="list-style-type: none"> • CVs 	20
4. Past Performance <ol style="list-style-type: none"> a. Demonstrated and evidence experience in supporting enterprises top-line growth. b. Experiences of helping enterprises in sales, marketing and distribution. 	<ul style="list-style-type: none"> • Evidenced Performance and reference of enterprises and contact person. 	30
5. Technical proposal <ol style="list-style-type: none"> a. Management approach b. Workplan 	<ul style="list-style-type: none"> • Technical proposal 	35
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 (select one: Non profit entities – Cost Principles in 2 CFR 200 Subpart E or 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.

Attachement 1- Due Diligence Questionnaire

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

Scope of Work

1. Objective

MS4G in partnership with the Ethiopia Cup of Excellence (CoE) seeks business service providers on a pay-for-rewards basis to support the pre-selected 150 Farm Enterprises involved in growing and selling specialty coffee for exports and domestic consumption. The selected BASP will conduct an initial assessment and provide two types of support for the selected Farm Enterprises. The first support will include providing post-harvest management, digital literacy, and marketing training to 150 of the short-listed Farm Enterprises. The second support entails providing business management support for 40 Farm Enterprises including who won cup of excellence 2022 competition.

The goal of the assignment is to ensure that CoE short listed and winning coffee Farm Enterprises are able to fully exploit the domestic and international market linkages created by the CoE through organizational development for top line enterprise growth. To achieve the intended outcome, the consultant is responsible for the following:

1. Support 150 Farm Enterprises to be able to 1) increase the calibre and quality of the specialty coffee produced and 2) to be able fully exploit increased domestic and international demand through marketing and digital literacy
 - Support Farm Enterprises to improve their post-harvest practices and follow internationally acceptable sustainable agriculture and value chain practices, including the harvesting, drying/washing/hulling, appropriate packaging, and storage.
 - Assist the selected Farm Enterprises in developing their understanding and capabilities in developing marketing materials including branding, demonstrate transparency and traceability of the coffee, negotiations, and communication.
 - Digital literacy including establishing digital presence.
2. Provide targeted business advisory technical assistance for the 40 winning coffee Farm Enterprises to achieve strategic objectives. Efforts may include, but are not limited to strategy work, business development, capacity building, mentoring, coaching and management development.
 - a. **Firm-specific Diagnostic.** Conduct firm-level business diagnostic, identifying gaps, critical issues and immediate future needs to drive business improvement and gain efficiency. The diagnostic must assess and identify challenges and opportunities that need to be addressed by the company to develop and implement the specified policies and to grow its sales and revenue.
 - Based on the diagnostic, submit a proposal for services to be rendered. The firm must approve the proposed changes required to achieve the objective of sales and revenue growth. The BASP must recommend the strategy, workplan and timeline to achieve such objectives. The technical support must 1) enable the firm to meet the minimum 10% sales and revenue and export growth annually.
 - b. Provide technical and managerial skills training, coaching, and mentoring addressing the specific needs of the Farm Enterprises that may be provided to accelerate growth. All training, mentoring, and coaching must be practical and specific on the actual challenges confronting the business, as opposed to more traditional classroom-based theory
2. Support the Farm Enterprises developing accounting and operational procedures, human resources, short- and long-term business planning, financial management including forecasting, and implementing risk management processes. **Acceptance of Deliverables**

Deliverables will be reviewed by the Technical Manager (or his/her designee) for completeness before being accepted and approved for payment.

Part I: Technical assistance to 150 Farm Enterprises

No.	Deliverables	Acceptance Criteria	Due Date
1	Capacity enhancement support a. Provide post-harvest capacity building assistance including appropriate harvesting, drying vs washing, hulling, packaging, and storing b. High level business management training and digitization	Conduct hands on practical and theoretical training	Within six months after signing of the contract
2	a. Quarterly report b. Progress report of training	Conduct hands on practical and theoretical training	Quarterly basis from date of submission of the report
3	a. Final Report b. 15% of the 110 Farm Enterprises to be included in the top 40 finalist list for the year 2023	Enabling famers to be part of the Cup of Excellence top finalist 2023	12 months after the contact is awarded

Part II: 40 Farm Enterprises BASPs technical assistance

No.	Deliverables	Acceptance Criteria	Due Date
1	Business diagnostics, recommendation, and implementation plan a. Signing of agreement	BASPs will identify and select food security and WASH businesses, then sign and submit a contract to provide business consulting services. Company profile, diagnostic and recommendation report. The report must include implementation plan, timeline, and expected outcome. The enterprise must sign-off on the report and the recommendations.	Within 90 days from contract date
2	Quarterly report a. Support enterprise in developing sustainable internal strategic plan b. Execution of Implementations, Change management	Documented progress on interventions outlined in the implementation plan in the business diagnostic report (Deliverable 2) for each participating enterprise. Must include data on quarterly revenue, sales, volume and value of exports, cash flow, and employment for each enterprise.	Quarterly basis from date of submission of the report
3	Final Report a. Verification of 10% sales and revenue growth	Final performance report. This report should summarize progress against each business' implementation plan, data on revenue, sales, volume and value of	12 months after the contact is awarded

	b. Final report	exports, cash flow, and employment for each enterprise, as well as key learnings from implementation.
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Payment Schedules

Part I: Technical assistance to 150 Farm Enterprises

Total service payment for deliverable 1-3 stated below is capped at **\$1,500 USD per Farm Enterprise**

No.	Deliverables	Payment Percentage
1	Capacity enhancement support <ul style="list-style-type: none"> a. Provide post-harvest capacity building assistance including appropriate harvesting, drying vs washing, hulling, packaging, and storing b. High level business management training and digitization 	30%
2	<ul style="list-style-type: none"> a. Quarterly report b. Progress report of training 	30%
3	<ul style="list-style-type: none"> a. Final Report b. 15% of the 110 Farm Enterprises to be included in the top 40 finalist list for the year 2023 	40%

Part II: 40 Farm Enterprises BASPs technical assistance

- Total service payment for deliverables 1-3 stated below is capped at **\$6,660 USD per Farm Enterprise**.
- The enterprise is expected to contribute **25%** of cost related to the services. The contribution can be provided in cash or in-kind.
- **75%** will be covered by USAID CATALYZE Ethiopia (**\$5,000**)

No.	Deliverables per firm	Payment Percentage
1	Business diagnostics, recommendation, and implementation plan <ul style="list-style-type: none"> a. Signing of agreement 	20 %
2	Quarterly report <ul style="list-style-type: none"> a. Support enterprise in developing sustainable internal strategic plan 	10%
	<ul style="list-style-type: none"> b. Financial and digital literacy training 	10%
	<ul style="list-style-type: none"> c. Execution of Implementations, Change management 	10%
3	Year-over-year revenue growth of 10% or more and final Report	50%
	Total	100%