



DAI/AVC-Program

Request for Proposals (RFP)

RFP-AVCP-KBL-24-0003

Business Development Services Consultancy

Issue Date: **June 12, 2024**

WARNING: Prospective Offerors who have received this document from a source other than the DAI/AVCP, should immediately contact BIDS_AVCP@DAI.COM and provide their name and mailing address in order that amendments to the RFP or other communications can be sent directly to them. Any prospective Offeror who fails to register their interest assumes complete responsibility in the event that they do not receive communications prior to the closing date. Any amendments to this solicitation will be issued and posted (state where the amendments may be posted, such as a project website, then state "Offerors are encouraged to check this website periodically.")

DAI conducts business under the strictest ethical standards to assure fairness in competition, reasonable prices and successful performance or delivery of quality goods and equipment. DAI does not tolerate corruption, bribery, collusion, or conflicts of interest. Any requests for payment or favors by DAI employees should be reported as soon as possible to ethics@dai.com or by visiting www.dai.ethicspoint.com. Further, any attempts by an offeror or subcontractor to offer inducements to a DAI employee to influence a decision will not be tolerated and will be grounds for disqualification, termination, and possible debarment. See provision No. 11 for more details.

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Synopsis of the RFP

RFP No.	RFP-AVCP-KBL-24-0003
Issue Date	June 12, 2024
Title	Business Development Services Consultancy
Issuing Office & Email/Physical Address for Submission of Proposals	All submissions must be done electronically. Bids must be submitted via the below email address: BIDS_AVCP@DAI.COM Please make sure the RFP number is mentioned in the subject line.
Deadline for Receipt of Questions	Questions are due no later than 4:00 PM Kabul local time on June 30, 2024 . The relevant procurement email address is: BIDS_AVCP@DAI.COM
Deadline for Receipt of Proposals	4:00 PM Kabul local time on July 7, 2024 Late offers will be rejected , except under extraordinary circumstances at DAI's discretion only.
Point of Contact	All communications regarding this solicitation are to be made solely through the Issuing Office and must be submitted via email to BIDS_AVCP@DAI.COM Each Bidder is responsible for reading very carefully and fully understanding the terms and conditions of this RFP. It is each interested bidder's responsibility to check for any modification or update prior to submitting their final bid.
Anticipated Award Type	Blanket Purchase Agreement (BPA) A BPA is an ordering agreement that establishes unit prices for a category of goods/services that shall be procured on a recurring basis over a fixed period of time. Individual release orders are issued against the BPA for specific quantities as needed by the project. A BPA does not commit or guarantee that DAI will spend any amount under the agreement. DAI anticipates awarding multiple BPAs under this RFP.
Basis for Award	An award will be made based on the Trade Off Method. The award will be issued to one or more responsible and reasonable offeror who provides the best value to DAI and its client using a combination of technical and cost/price factors.
Award Currency	The anticipated award Currency is in USD
Duration of Award	The award will be for one business year (12 months) after the sign of BPA agreement
Compliance with Terms and Conditions	Offeror shall be aware of the general terms and conditions for an award resulting from this RFP. The selected Offeror shall comply with all Representations and Certifications of Compliance listed in Attachment H.

Procurement Ethics	By submitting a proposal, Offerors certify that they have not/will not attempt to bribe or make any payments to DAI employees in return for preference, nor have any payments with Terrorists, or groups supporting Terrorists, been attempted. Any such practice constitutes an unethical, illegal, and corrupt practice and either the Bidders or the DAI staff may report violations to the Toll-Free Ethics and Compliance Anonymous Hotline at +1 855-603-6987, via the DAI website, or via email to ethics@dai.com .
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1. Introduction and Purpose

1.1 Purpose

DAI, the implementer of the USAID-funded project Afghanistan Value Chains-Program (AVCP), invites qualified offerors to submit proposals to supply and deliver Business Development Services Consulting in support of program activity implementation. DAI may make more than one award under this RFP.

Afghanistan Value Chains Program (AVCP), a USAID-funded program implemented by DAI Global, LLC (DAI), supports the expansion of sustainable agriculture-led economic growth across Afghanistan. AVCP achieves this goal through the support of anchor firms in the livestock and crops value chains. AVCP partners with and supports anchor firms through a market systems development approach, implemented through 'Deal Notes' which are co-designed agreements that respond to critical constraints while driving project outcomes. In implementing Deal Notes, AVCP works almost exclusively with agribusinesses and key value chain stakeholders to increase sales, investment, and productivity, among other key indicators. The growth of the anchor firms promotes the efficiency, profitability, and strengthening of the value chains with a direct and positive impact on rural economies, households, and livelihoods.

1.2 Issuing Office

The Issuing Office and Contact Person noted in the above synopsis is the sole point of contact at DAI for purposes of this RFP. Any prospective offeror who fails to register their interest with this office assumes complete responsibility in the event that they do not receive direct communications (amendments, answers to questions, etc.) prior to the closing date.

1.3 Type of Award Anticipated

DAI anticipates awarding multiple Blanket Purchase Agreements (BPA). A BPA is an ordering agreement that establishes unit prices for a category of goods/services that shall be procured on a recurring basis over a fixed period of time. Individual release orders are issued against the BPA for specific quantities as needed by the project. A BPA does not commit or guarantee that DAI will spend any amount under the agreement. This subcontract type is subject to change during negotiations with release orders for identified businesses/anchor firms.

2. General Instructions to Offerors

2.1 General Instructions

"Offeror", "Subcontractor", and/or "Bidder" means a firm proposing the work under this RFP. "Offer" and/or "Proposal" means the package of documents the firm submits to propose the work.

Offerors wishing to respond to this RFP must submit proposals, **in English**, in accordance with the following instructions. Offerors are required to review all instructions and specifications contained in this RFP. Failure to do so will be at the Offeror's risk. If the solicitation is amended, then all terms and conditions not modified in the amendment shall remain unchanged.

Issuance of this RFP in no way obligates DAI to award a subcontract or purchase order. Offerors will not be reimbursed for any costs associated with the preparation or submission of their proposal. DAI shall in no case be responsible for liable for these costs.

Proposals are due no later than **4:00 PM** Kabul local time on **July 7, 2024**, to be submitted through BIDS_AVCP@DAI.COM only. Late offers will be rejected, except under extraordinary circumstances at DAI's discretion.

The submission to DAI of a proposal in response to this RFP will constitute an offer and indicates the Offeror's agreement to the terms and conditions in this RFP and any attachments hereto. DAI reserves the right not to evaluate a non-responsive or incomplete proposal.

2.2 Proposal Cover Letter

A cover letter shall be included with the proposal on the Offeror's company letterhead with a duly authorized signature and company stamp/seal using Attachment B as a template for the format. The cover letter shall include the following items:

- The Offeror will certify a validity period of **120 days** for the prices provided.
- Acknowledge the solicitation amendments received.

2.3 Questions regarding the RFP

Each Offeror is responsible for reading and complying with the terms and conditions of this RFP. Requests for clarification or additional information must be submitted in writing via email specified in the Synopsis above. No questions will be answered by phone. Any verbal information received from a DAI or AVCP employee or other entity shall not be considered as an official response to any question regarding this RFP.

Copies of questions and responses will be distributed in writing to all prospective bidders who are on record as having received this RFP after the submission date specified in the Synopsis above. Questions and responses will also be reviewed in detail at the bidder's conference, and hard copies of the questions and responses will be distributed to all parties present.

3. Instructions for the Preparation of Technical Proposals

Technical proposals shall be sealed in a separate envelope from cost/price proposals and shall be clearly labeled as "VOLUME I: TECHNICAL PROPOSAL".

Technical proposals shall include the following contents:

1. Technical Approach – Description of the proposed services which meets or exceeds the stated technical specifications or scope of work. The proposal must show how the Offeror plans to complete the work and describe an approach that demonstrates the achievement of timely and acceptable performance of the work. The technical approach should explicitly state how the Offeror will implement (technically and logistically), monitor, and evaluate the activity.
2. Management Approach – Description of the Offeror's staff assigned to the project. The proposal should describe how the proposed organizational structure and team members have the necessary experience and capabilities to carry out the Technical Approach. The Management Approach should include a detailed organizational scheme/chart in addition to copies of CVs and education backgrounds for high-level team members and critical personnel components of the project.
3. Past Performance – Provide a list of at least four (4) awards of similar scope and duration, recent awards preferred. The information shall be supplied as a table and shall include the legal name and address of the organization for which services were performed, a description of work performed, the duration of the work and the value of the contract, description of any problems encountered and how it was resolved, and a current contact phone number of a responsible and knowledgeable representative of the organization. Past performance should be completed per the template given in Attachment F.

3.1 Services Specified

For this RFP, DAI needs the services described in Attachment A.

3.2 Technical Evaluation Criteria

Each proposal will be evaluated and scored against the evaluation criteria and evaluation sub-criteria, which are stated in the table below. Cost/Price proposals are not assigned points, but for overall evaluation purposes of this RFP, technical evaluation factors other than cost/price, when combined, are considered significantly more important than cost/price factors.

Evaluation Criteria	Evaluation Sub-criteria (if needed)	Maximum Points
Technical Approach with company profile	Detailed information on how bidder will help anchor firms to develop their business and provide them with Financial and Management Trainings	45 points
Management Approach or Personnel Qualifications	Enough experienced staffs to complete the work described, including the names and phone numbers of technical staff.	30 points
Corporate Capabilities or Past Performance	References for similar services, including the names of projects, dates of completion and customer names.	25 points
Total Points		100 points

4. Instructions for the Preparation of Cost/Price Proposals

4.1 Cost/Price Proposals

Cost/Price proposals shall be sealed in a separate envelope from technical proposals and shall be clearly labeled as "VOLUME II: COST/PRICE PROPOSAL".

Provided in Attachment C is a template for the Price Schedule, for BPA firm-fixed price awards. The offeror must provide a fully detailed budget including breakdown. The budget breakdown should illustrate the considered cost components for each deliverable for instance, salary/wage of staff involve in the implementation of deliverables, travel costs and other relevant and associated costs.

The Subcontractor is responsible for all applicable taxes and fees, as prescribed under the applicable laws for income, compensation, permits, licenses, and other taxes and fees due as required.

5. Basis of Award

5.1 Best Value Determination

DAI will review all proposals, and make an award based on the technical and cost evaluation criteria stated above and select the offeror whose proposal provides the best value to DAI. DAI may also exclude an offer from consideration if it determines that an Offeror is "not responsible", i.e., that it does not have the management and financial capabilities required to perform the work required.

Evaluation points will not be awarded for cost. Cost will primarily be evaluated for realism and reasonableness. DAI may award to a higher priced offeror if a determination is made that the higher technical evaluation of that offeror merits the additional cost/price.

DAI may award to an Offeror without discussions. Therefore, the initial offer **must contain the Offeror's best price and technical terms**. DAI retains the right to make a full award, partial award, or no award. This may include but is not limited to making an award based on geographic and/or programmatic/technical best value to DAI and its client, USAID.

5.2 Responsibility Determination

DAI will not enter into any type of agreement with an Offeror prior to ensuring the Offeror's responsibility. When assessing an Offeror's responsibility, a site visit may be conducted, the following factors are taken into consideration:

1. Provide evidence of the required updated business licenses to operate in Afghanistan.
2. Evidence of a UEI number (explained below and instructions contained in Attachment D).
3. The source, origin and nationality of the products or services are not from a Prohibited Country (explained below).
4. Having adequate financial resources to finance and perform the work or deliver goods or the ability to obtain financial resources without receiving advance funds from DAI. A company bank statement is required as evidence.¹
5. Ability to comply with required or proposed delivery or performance schedules.
6. Have a satisfactory past performance record, with at least 5 previous awards of a similar scope and at least 5 years of experience in BDS consultancies.
7. The offeror is required to submit at least four (4) copies of recent contracts along with contact details.
8. Have a satisfactory record of integrity and business ethics.
9. Have the necessary organization, experience, accounting and operational controls and technical skills.
10. Have the necessary production, construction and technical equipment and facilities if applicable.
11. Be qualified and eligible to perform work under applicable laws and regulations.

¹ Bank Statement: As part of the final award process, DAI/AVCP will determine financial solvency as part of the required responsibility determination. Vendors will be informed of the requirements by the AVCP procurement team and at such time must be able to demonstrate a closing balance of not less than \$50,000 USD in a bank account bearing the company name, company president, or company vice-president. Due to the nature of the activity, implementation requirements, and risk appetite of the project, this is a requirement. Financial records demonstrating reasonable turnover in addition to partial liquidity may be considered in lieu of a closing balance of 100,000 USD at the time of a responsibility determination and award.

6. Anticipated post-award Deliverables

Upon award of a Blanket Purchase Agreement, DAI will issue release orders that include the deliverables detailed in Attachment C. The Offeror should detail proposed costs per deliverable in the Price Schedule. All deliverables must be submitted to and technically approved by DAI prior to the submission of an invoice and payment processing.

7. Inspection & Acceptance

The designated DAI Project Manager will inspect the services being performed to determine whether the activities are being performed in a satisfactory manner. The Project Manager and his/her designee will also review and provide technical approval for deliverables. The subcontractor shall be responsible for any countermeasures or corrective action, within the scope of this RFP, which may be required by the DAI Chief of Party as a result of such inspection and review.

8. Compliance with Terms and Conditions

8.1 General Terms and Conditions

Offerors agree to comply with the general terms and conditions for an award resulting from this RFP. The selected Offeror shall comply with all Representations and Certifications of Compliance listed in Attachment G.

8.2 Source and Nationality

Under the authorized geographic code for its contract DAI may only procure goods and services from the following countries.

Geographic Code 935: Goods and services from any area or country including the cooperating country but excluding Prohibited Countries.

DAI must verify the source and nationality of goods and services and fully ensure (possible) that DAI does not procure any goods or services from prohibited countries listed by the Office of Foreign Assets Control (OFAC) as sanctioned countries. OFAC sanctioned countries may be searched within the System for Award Management (SAM) at www.SAM.gov. The current list of countries under comprehensive sanctions include Cuba, Iran, North Korea, Sudan, and Syria. Goods may not transit through or be assembled in comprehensive sanctioned origin or nationality countries, nor can the vendor be owned or controlled by a prohibited country. DAI is prohibited from facilitating any transaction by a third party if that transaction would be prohibited if performed by DAI.

By submitting a proposal in response to this RFP, Offerors confirm that they are not violating the Source and Nationality requirements of the goods or services being offered and that the goods and services comply with the Geographic Code and the exclusions for prohibited countries outlined above.

8.3 UEI Number is required please see attachment D

9. Procurement Ethics

Neither payment nor preference shall be made by either the Offeror, or by any DAI staff, in an attempt to affect the results of the award. DAI treats all reports of possible fraud/abuse very seriously. Acts of fraud or corruption will not be tolerated, and DAI employees and/or subcontractors/grantees/vendors who engage in such activities will face serious consequences. Any such practice constitutes an unethical, illegal, and corrupt practice and either the Offeror or the DAI staff may report violations to the Toll-Free Ethics and Compliance Anonymous Hotline at +1 855-603-6987, via the DAI website, or via email to FPI_hotline@dai.com. DAI ensures anonymity and an unbiased, serious review and treatment of the information provided. Such practice may result in the cancellation of the procurement and disqualification

of the Offeror's participation in this, and future, procurements. Violators will be reported to USAID, and as a result, may be reported to the U.S. Department of Justice to be included in a Restricted Parties list, preventing them from participating in future U.S. Government business.

Offerors must provide full, accurate and complete information in response to this solicitation. The penalty for materially false responses is prescribed in Section 1001 of Title 18 of the United States Code.

In addition, DAI takes the payment of USAID funds to pay Terrorists, or groups supporting Terrorists, or other parties in exchange for protection very seriously. Should the Terrorist, groups or other parties attempt to extort/demand payment from your organization you are asked to immediately report the incident to DAI's Ethics and Compliance Anonymous Hotline at the contacts described in this clause.

By submitting an offeror, offerors certify that they have not/will not attempt to bribe or make any payments to DAI employees in return for preference, nor have any payments with Terrorists, or groups supporting Terrorists, been attempted.

10. Attachments

10.1 Attachment A: Scope of Work for Services: Business Development Services Consultancy for AVCP Anchor Firms

A. BACKGROUND AND JUSTIFICATION

The Afghanistan Value Chains Program (AVCP), a USAID-funded program implemented by DAI Global, LLC (DAI), supports the expansion of sustainable agriculture-led economic growth across Afghanistan. AVCP achieves this goal through the support of anchor firms in the livestock and crops value chains. AVCP partners with and supports anchor firms through a market systems development approach, implemented through 'Deal Notes' which are co-designed agreements that respond to critical constraints while driving project outcomes. In implementing Deal Notes, AVCP works almost exclusively with agribusinesses and key value chain stakeholders to increase sales, investment, and productivity, among other key indicators. The growth of the anchor firms promotes the efficiency, profitability, and strengthening of the value chains with a direct and positive impact on rural economies, households, and livelihoods.

AVCP has determined that a key constraint to partner agribusinesses (referred to as anchor firms) is in a lack of business skills and systems. To address this gap, AVCP will undertake a program to hire business development service providers who can work with AVCP anchor firms to build their capacity in four major areas:

1. Finance and Accounting.
2. Business Operations.
3. Marketing; and
4. Business Planning.

Generally, AVCP seeks to identify firms that can develop documents and manuals in the specified areas as well as provide direct training to the anchor staff.

Anchor firms operate throughout Afghanistan. However, the preponderance exists in or near the five major urban hubs of Afghanistan: Kabul, Mazar, Herat, Kandahar, and Jalalabad. Offerors should note any regions in which they are unwilling to operate. Given the security situation, DAI/AVCP will work with the award winner(s) to mobilize to stable and less risky areas. Activities and trainings will be conducted in the anchor firm's offices, maximizing the number of staff that can participate.

B. OBJECTIVE

The objective of this procurement is to have AVCP anchor firms to gain skills, knowledge, and guidance documents that will allow them to become more competitive in national and international markets, increasing revenue and profits.

The specific objectives of the activity are as follow:

- Increase management, administrative, finance, procurement and human resources capacity and literacy of livestock anchor firms.

- Increase capability of anchor firms to manage their admin, finance, procurement, and human resources areas of the business.
- Enable the firms to be able to create processes and procedures related to their procurement, finance, administration, and HR.
- Enable the firms to develop their business plans, promoting management and administrative skills required to run a successful business.

C. SCOPE OF WORK

AVCP is looking for a consulting company that will provide business development services consultancy to AVCP identified anchor firms.

The consultancy firm should be prepared to conduct a thorough review of the client business (assessment), then develop key documents in the four main objective areas noted above, and finally provide trainings on those same four objective areas. Please note that not all firm will require support in all four areas and some firms will only receive partial support in these areas. The consultancy firm will play a critical role in helping to improve all selected firms by assessing company's strengths, areas of improvements and recommending possible solutions. As a development consultant for businesses, the firm will need to understand selected anchor firms' needs, what they wish to see improved. This will go a long way in creating strategies that will satisfy them.

We are expecting the following from the selected consulting firm:

1. Get to know and understand the anchor firm's business
2. Conduct a BDS Assessment, noting any deficit areas and areas for support
3. Develop key documents that are unique to the firm in English, and professional translation of documents in Pashto/Dari:
 - a. Finance and Accounting Manual
 - b. Operations Manual
 - c. Marketing Strategy and Action Plan
 - d. Business Plan
4. Provision of on-the-ground formal and on the job training to the firm in the following areas:
 - a. Finance and Accounting
 - b. Operations, including, but not limited to HR, procurement, logistics, etc.
 - c. Marketing, product promotion, public relations
 - d. Business planning and strategic development
5. Communication with DAI/AVCP project team and anchor firms on matters regarding implementation, planning, and scheduling of activities.
6. Implementation of an M&E plan that will capture the impact and results of the activities
7. Report any challenges, barriers, and lessons learned throughout the implementation of the project.

All work completed by the consultancy firm should either be done at the offices of the consultancy firm, or on the premises of the anchor firm. Furthermore, the trainers and manual developers must at least have bachelor's degree plus 5 years of experience in the relevant field. DAI/AVCP will not provide office space, materials, equipment, or other technical or logistical support to the award winner. The final cost of each deliverable should be fully burdened costs, inclusive of all costs plus a fee.

Offerors must consider the below table for an estimated length of sub-deliverables

S/No	Type of Service/Deliverable	Estimated number of days to complete <i>All estimates are based on the firm's size, complexity, and other factors.</i>
1	Deliverable #1: Assessment	
	Conduct a thorough, in depth, and detailed assessment of the client business. Identify and proscribe recommendations for improvements to (1) operations, (2) finance, (3) marketing, and (4) business plans, (4) Supply Chain	Approximately 10 days
2	Deliverable #2: Document Development	
	A: Develop a comprehensive, company specific, and unique Finance Manual for the firm, considering current finance and accounting practices.	Approximately 14 days
	B: Develop a comprehensive, company specific, and unique Operational Manual for the firm, considering current practices in operational areas such as human resources, procurement, logistics, etc.	Approximately 10 days
	C: Develop a comprehensive, company specific, and unique Marketing Strategy and Action Plan for the firm, taking into account current business outlook, expansion plans, and marketing opportunities.	Approximately 6 days
D: Develop a comprehensive, company specific, and unique Business Plan for the firm, taking into account current operational and financial objectives of the firm and contains detailed plans and at least summary budgets showing how the objectives are to be realized	Approximately 8 days	
<i>The deliverables under the document development section should be in the common language of the firm, usually either Dari or Pashto, with some businesses preferring English. All deliverables must be uniquely written to fit the firm and not standardized manuals and documents. When complete, the deliverable should be reviewed in full of the anchor firm by a relevant team member from the Offeror.</i>		
3	Deliverable #3: Training and Capacity Building	
	A: Finance & Accounting Training: Train relevant staff at the firm on best finance and accounting practices	Approximately 7 days
B: Operations Training: Train relevant staff at the firm on best operational practices (HR, logistics, procurement, etc.)	Approximately 7 days	

C: Marketing Training: Train relevant staff at the firm on modern marketing, public relations practices, market expansion, and sales management.	Approximately 5 days
D: Business Plan Training: Train relevant staff at the firm on how to write, think about, and create a business plan	Approximately 4 days
C: Supply Chain Management Training: Train relevant staff at the firm on how to align, integrate, coordinate, design, and manage resources.	Approximately 4 days
<i>The deliverables under the training section should be presented in the common language of the firm, usually either Dari or Pashto, with some businesses preferring English. All training materials must be printed by the Offeror and any presentation aides provided by the Offerors (projectors, white boards, flip charts, etc.). Trainings must be conducted in the preferred language of the company by experts in the particular areas of support. Training deliverables must also include basic monitoring and evaluation (M&E) to demonstrate results. M&E requirements are listed as a unique section in Attachment A of this RFP.</i>	

To support these anchor firms, AVCP is looking for consultancy company/s to conduct assessment of the livestock pre-identified businesses, the selected consultancy company will establish a set price for a standard group of deliverables. These services will be based on a potential 40-100 units per sub-deliverable throughout the life of the BPA. AVCP will issue release orders once an agreement has been finalized with the firm, USAID, and AVCP. This is done on a rolling basis and at time of award not all businesses will have been identified.

Qualifications Required:

1. The consultancy company/s must have experience and success in delivering similar training courses and manual/document development.
2. Have required number of qualified trainers and manual developers to customize training materials, conduct the trainings and deliver expected outputs and outcome.
3. The consultancy company/s' trainers and manual developers must at least have bachelor's degree plus 5 years of experience in the relevant field.
4. The consultancy company/s' trainers will be required to travel to the field to deliver the training to the selected anchor firms.
5. The consultancy company/s are required to share the CVs and education background of the trainers and manual/Business plan developers as part of the proposal. Trainers must be fluent in the working language of the business. Any trainer that is unable to engage with the company will be noted as insufficient in completing the assignment deliverable, and thus the vendor may not be able to invoice the deliverable to DAI/AVCP.
6. The consultancy company/s are required to equip trainers with training materials, laptops, projectors and any other equipment, which is required for assessment/training/manual development in addition to training materials to be distributed to the firm.
7. Manual and document development must be done by working with the business, not off-the-shelf products, but instead customizable to each business. Sample documents of the types of documents and manuals requested by AVCP should be included in the technical proposal.

D. TASKS/DETAILED REQUIREMENTS

DAI/AVCP would anticipate that at a minimum the selected consultancy company/s would have to perform the following tasks:

Task 1: The consultancy company will undertake a deep and comprehensive assessment of the existing structure of each livestock and Crops business (anchor firms) including dairies, honey producers and processors, poultry enterprises, small ruminant facilities, input suppliers, commercial feed productions, karakul, cashmere and wool processing and other livestock and Crops related businesses to identify weaknesses and gaps in the business management and administration systems and provide necessary recommendations for improvement. Evaluate current technical and operation skills of all employees responsible for business management. Prepare an assessment based on their understanding of the business, noting deficit areas and areas for improvement. The assessment should focus on the 4 primary areas of focus: Finance & Accounting, Operations, Marketing, and Business Planning and the reports should be delivered in both English and local Languages.

Task 2: The consultancy company will develop required manuals (Finance and Accounting Manual, and Operations Manual) to help improve the selected anchor firm's internal management systems and cost controls.

Task 3: The consultancy company will develop required documents (Marketing Strategy and Action Plan and Business Plan) that will support the future growth and expansion of the businesses. The Marketing Plan should lay out key strategies for the promotion of the business through various media, based on the type, size, and vision of the business, while the business plan will lay out a path forward for the business, focusing on real and tangible steps to take the business to the next level.

Task 4: The consultancy company is responsible to deliver trainings on (1) Finance and Accounting; (2) Operations; (3) Marketing and Public Relations; and (4) Business Planning and Strategic Business Thinking best practices.

Task 5: Pre- and post-training tests to evaluate the participants from anchor firms. Pre- and post-tests will demonstrate the impact and results of the project activities and will be reported directly to DAI/AVCP at the conclusion of the training.

E. OUTPUTS AND DELIVERABLES

The selected vendor/s will produce the following deliverables:

1. Detailed Assessment Plan

Conduct assessment for each individual anchor firm. The assessment will need to be tailored for each individual anchor firm accordingly. The assessment plan should also include a note on capacity at the firm and any recommendations for the firm to improve this. **The report as a deliverable should be delivered in both English and Local Languages.**

2. Development of Manuals & Documents

A: Develop a Finance and Accounting Manual – The manual will cover, at minimum, the following topics:

1. Introduction
2. Financial structure and responsibilities of staff
 - Organizational chart
 - Corporate structure
 - Reserves policy

- Segregation of duties
- 3. Budgeting: control and monitoring
 - Annual budget process
 - Monthly review process
 - Monthly management reporting
 - Review of budget vs actual
 - Variance's analysis and investigation
- 4. Controls on income
 - Invoicing and credit control / debt collection
 - Pricing
- 5. Expenditure Control
 - Petty cash
 - Payments
- 6. Delegation of Authority
- 7. Purchases & Procurement
- 8. Travel and Misc. Expenses
- 9. Payroll (salaries payments, deductions, and pensions)
- 10. Bank reconciliation
- 11. Online banking
- 12. Fixed Assets
- 13. Financial Records and Reports
 - Financial records
 - Accounting forms and reports
 - Financial Statements
- 14. Appendices and Forms

B: Develop Operations Manual – The manual will cover, at a minimum, the following topics:

1. Introduction
2. Organizational hierarchy and Job descriptions/Responsibilities
3. Occupational health and safety instructions
4. Emergency procedures
5. Inventory Management
6. Human Resources Management
7. Logistics and Procurement
8. Compliance, if necessary
9. Information Technology Policy
10. Security, if necessary
11. Reports and records policy
12. Appendices and Forms

C: Develop Marketing Plan – The plan will cover, at a minimum, the following topics:

1. Introduction
2. Marketing Goals and Objectives
3. Market Research
 - Market Dynamics
 - Customers – demographics
 - Products- What's out there now

- Current sales in the industry
- Suppliers – Vendors you will need to rely on
- 4. Target Market and Audience
- 5. Products
- 6. Competition
- 7. Mission Statement
 - Key Market
 - Contribution
 - Distinction
- 8. Market Strategies
 - Networking
 - Direct Marketing
 - Advertising
 - Training Programs
 - Direct/Personal selling
 - Trade Show
 - Website
- 9. Pricing, Positioning and Branding
- 10. E-commerce
- 11. Marketing Tactics Traditional and Digital
- 12. Marketing Timeline and Budget
- 13. Monitor Your Results
 - Survey Customers
 - Track Sales, percent of sales to impressions.
- 14. Appendices and Forms

D: Develop Business Plan – The business plan should, at a minimum, include the following topics:

1. Executive Summary
2. Company Summary
 - Organization and Management
 - Products and Services
3. Market Analysis
 - Industry Overview
 - Target Market
 - Competition Analysis
4. Strategic Vision and Mission of the Firm
5. Business Strategy:
 - a. Marketing Strategy
 - b. Management overview (
 - c. Sales Strategy
 - d. Modernizations
6. Financial Projection (Cost, Revenue, Profit & Loss, Cash Flow, and Balance Sheet Forecasts.)
7. Appendices and Forms

3. Training and Capacity Building

A: Financial & Accounting Training - The training should cover, at a minimum, the below topics:

1. Internal Controls
2. Financial Control
3. Supporting documents
4. Developing budgets
5. The Financial Statement
6. Audit of Accounts
7. Policy, Manuals and Procedures
8. Strategic and financial planning
9. QuickBooks or other software utilized, if necessary

B: Operational Training - The training should cover the below topics:

1. Internal Controls
2. Operational controls
3. Strategy and Understanding Key Elements of Documents & Records Management Compliance
4. Process and Delivery
5. Managing Working Relationships / Communication Skills / Supervising Admin Staff
6. Employees Engagement
7. Procurement and Inventory Management Process
8. Human Resources Management
9. Managing Information Technology
10. Customer Services

C: Marketing Management Training -The training should cover the below topics:

1. SWOT Analysis
2. Thinking about the Consumer
3. What is a Brand?
4. Managing Marketing Communication Programs and Campaigns
5. Understanding Best Practice in social media
6. Analyzing Markets and Customers
7. Designing Marketing Strategies
8. Designing Promotion Strategies
9. Sales Challenges and Strategies
10. Action Planning

D: Business Plan Development Training -The training should, at a minimum, cover the below topics:

1. Introduction to Business Planning.
2. Creative Thinking and Business Planning
3. Collaboration and Teamwork
4. Market and Situation Analysis
5. Competitive Analysis
6. How to Create and Use Financial Analysis, forecasting, and break-even analysis
8. Resource scheduling and budgeting Setting Company's goal and mission

9. Strategic Planning (Management, Operation, Marketing)10. Completing the Plan and Implementation E: Develop Supply Chain Management Training - The training should, at a minimum, cover the below topics:

1. Introduction to Supply Chain Management
2. Supply Chain Logistics
3. Supply Chain Operations
4. Supply Chain Planning
5. Supply Chain Sourcing

F. MONITORING AND EVALUATION

Provision of the implementation plan/schedule of the assignment to AVCP M&E team to assess the knowledge and skills required by the participants, pre and post tests should be organized and shared with AVCP M&E team. Assist and fully involve AVCP M&E team in the monitoring throughout the implementation of the activities. Provide regular progress updates, including requested updates, test results, training materials, attendance sheets, challenges/opportunities, and lessons learned to AVCP.

G. TECHNICAL DIRECTION

Technical direction will be provided by a designated AVCP staff person with requisite skills in BDS areas. Overall technical management of the activity will be supervised by the Deputy Chief of Party – Technical or his designee for supervising this work from a technical standpoint.

10.2 Attachment B: Proposal Cover Letter

[On Firm's Letterhead]

<Insert date of submission>

To: DAI Global, LLC
Afghanistan Value Chains Program - AVCP Project
Darya Village, Hawashenasi Road, 9th District, Kabul, Afghanistan

We, the undersigned, provide the attached technical and cost proposals in accordance with the **RFP for Business Development Services Consultancy** (RFP-AVCP-KBL-24-0003), issued on **June 12, 2024**.

I certify a validity period of 120 days for the prices provided in the attached Price proposal. Our proposal shall be binding upon us, subject to the modifications resulting from any discussions.

We understand that DAI is not bound to accept any proposal it receives.

Yours sincerely,

Authorized Signature:
Name and Title of Signatory:
Name of Firm:
Address:
Telephone:
Email:

Company Seal/Stamp:

10.3 Attachment C: Price Schedule

Please provide a price per deliverable as well as a separate detailed budget to confirm cost reasonableness.

S/No	Deliverables	Description	Unit Cost (AFN)
Deliverable #1: Assessment			
1A	BDS Assessment	Conduct a thorough assessment of the client business. Identify and proscribe recommendations for improvements to (1) operations, (2) finance, (3) marketing, and (4) business plans.	
Deliverable #2: Document Development			
2A	Finance and Accounting Manual	Develop a unique Finance Manual for the firm, considering current finance and accounting practices.	
2B	Operations Manual	Develop a unique Operational Manual for the firm, considering current practices in operational areas such as human resources, procurement, logistics, etc.	
2C	Marketing Plan	Develop a unique Marketing Plan for the firm, considering current business outlook, expansion plans, and marketing opportunities.	
2D	Business Plan	Develop a unique Business Plan for the firm, considering current operational and financial objectives of the firm and contains detailed plans and at least summary budgets showing how the objectives are to be realized	
Deliverable #3: Training and Capacity Building			
3A	Finance & Accounting Training	Train relevant staff at the firm on best finance and accounting practices	
3B	Operations Training	Train relevant staff at the firm on best operational practices (HR, logistics, procurement, etc.)	
3C	Marketing Training	Train relevant staff at the firm on modern marketing and public relations practices	
3D	Business Plan Training	Train relevant staff at the firm on how to write, think about, and create a business plan	
3E	Supply Chain Management Training	Train relevant staff at the firm on how to align, integrate, coordinate, design, and manage resources.	
Grand Total (Deliverable#1, 2 and 3)			

10.4 Attachment D: Annex 1: Quick Start Guide for Getting a Unique Entity ID (SAM)

INSTRUCTIONS FOR OBTAINING AN Unique Entity ID (SAM)

Note: There is a Mandatory Requirement for your Organization to Provide an Unique Entity ID (SAM) to DAI

I. SUBCONTRACTS/PURCHASE ORDERS: All domestic and foreign organizations which receive first-tier subcontracts/ purchase orders with a value of \$30,000 and above are required to obtain an Unique Entity ID (SAM) prior to signing of the agreement. *Your organization is exempt from this requirement if the gross income received from all sources in the previous tax year was under \$300,000. Please see the self-certification form attached.*

II. MONETARY GRANTS: All foreign entities receiving first-tier monetary grants (standard, simplified and FOGs) with a value equal to or over \$25,000 and performing work outside the U.S. must obtain an Unique Entity ID (SAM) prior to signing of the grant. All U.S. organizations who are recipients of first-tier monetary grants of any value are required to obtain an Unique Entity ID (SAM); the exemption for under \$25,000 applies to foreign organizations only.

NO SUBCONTRACTS/POs (\$30,000 + above) or MONETARY GRANTS WILL BE SIGNED BY DAI WITHOUT PRIOR RECEIPT OF AN UNIQUE ENTITY ID (SAM).

DAI'S VENDORS, SUBCONTRACTORS & GRANTEES

Note: The determination of a successful offeror/applicant resulting from this RFP/RFQ/RFA is contingent upon the

winner providing an Unique Entity ID (SAM) to DAI. Organizations who fail to provide an Unique Entity ID (SAM) will not receive an award and DAI will select an alternate vendor/subcontractor/grantee.

Background:

Summary of Current U.S. Government Requirements - Unique Entity ID (SAM)

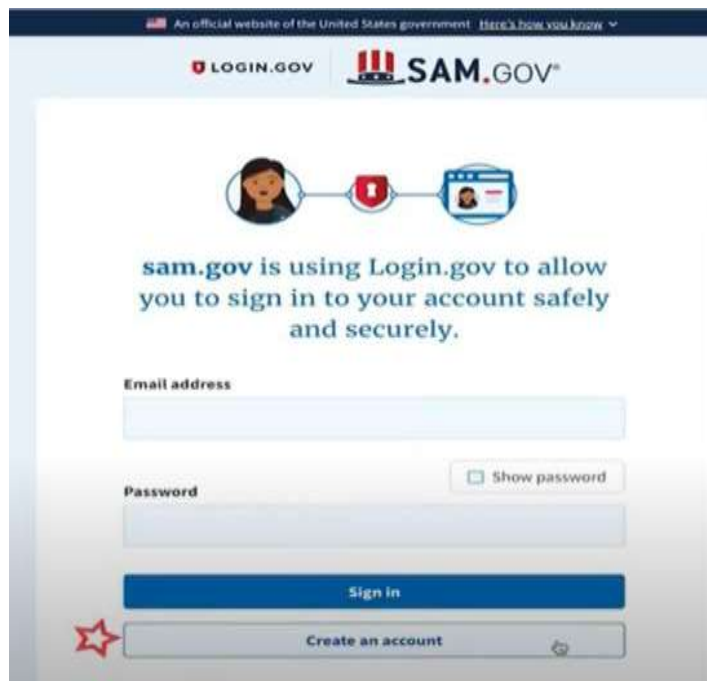
Effective April 4, 2022, entities doing business with the federal government will use the Unique Entity Identifier (SAM) created in SAM.gov. The Unique Entity ID (SAM) is a 12-character alphanumeric value managed, granted, and owned by the government. This allows the government to streamline the entity identification and validation process, making it easier and less burdensome for entities to do business with the federal government.

Entities are assigned an identifier during registration, or one can be requested at SAM.gov without needing to register. Ernst and Young provides the validation services for the U.S. Government. The information required for getting an Unique Entity ID (SAM) without registration is minimal. It only validates your organization's legal business name and address. It is a verification that your organization is what you say it is.

The Unique Entity ID (SAM) does not expire.

THE PROCESS FOR OBTAINING AN UNIQUE ENTITY ID IS OUTLINED BELOW:

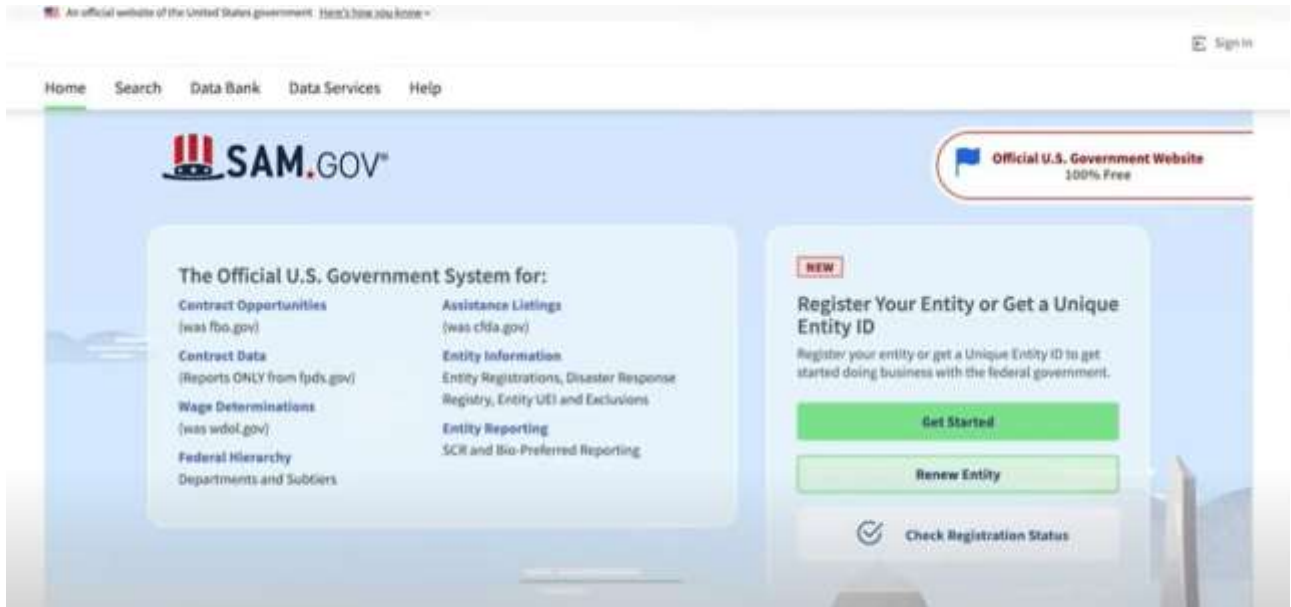
1. Have the following information ready to request an Unique Entity ID (SAM)
 - a. Legal Business Name
 - b. Physical Address (including ZIP + 4)
 - c. SAM.gov account (this is a user account, not actual SAM.gov business registration).
 - i. **As a new user**, to get a SAM.gov account, go to www.sam.gov.
 1. Click “Sign In” on the upper right-hand corner.
 2. Click on “Create a User Account”



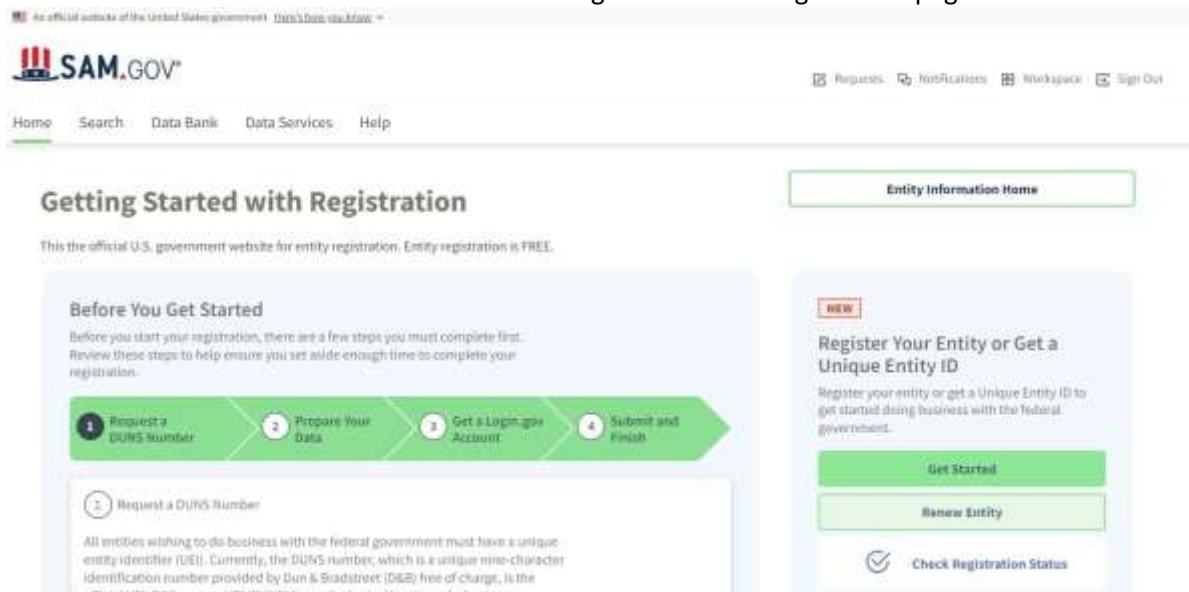
- Click the validation link in the email that contains the activation code within 48 hours to activate your user account. If the email link is not hyperlinked (i.e., underlined or appearing in a different color), please copy the validation link and paste it into the browser address bar. You can now register an entity.

NOTE: Creating a user account does not create a registration in SAM, nor will it update/renew an existing registration in SAM.

- Once you have registered as a user, you can get an Unique Entity ID by selecting the “Get Started” button on the SAM.gov home page.



- Select “Get Started” on the Getting Started with Registration page.



4. Select “Get Unique Entity ID” on the Get Started page.

Entity Management

Get Started

Register Entity

An entity registration allows you to bid on government contracts and apply for federal assistance. As part of entity registration, we will assign you a Unique Entity ID (SAM).

Comprehensive and current entity information is an essential part of the federal award process. It is important to prepare your information and allow sufficient time to understand and accurately complete your registration. You only need to complete and manage it here to remain eligible for federal awards.

You must renew your registration every 365 days for it to remain active.

[Register Entity](#)

Get Unique Entity ID (SAM)

If you only conduct certain types of transactions, such as reporting as a sub-awardee, you may not need to complete an entity registration. Your entity may only need a Unique Entity Identifier.

You can get a Unique Entity ID (SAM) for your organization without having to complete a full entity registration.

[Get Unique Entity ID](#)

5. Enter Entity Information.



- a. If you previously had a DUN Number, make sure your Legal Business Name and Physical Address are accurate and match the Entity Information, down to capitalization and punctuation, used for DUNS registration.
6. When you are ready, select “Next”
 7. Confirm your company’s information.



- a. On this page you will have the option to restrict the public search of this information. “Allow the selected record to be a public display record.” If you uncheck this box, only you and the federal government users will be able to search and view the entity information and entities like DAI will not be able to independently verify that you have an Unique Entity Identifier (SAM).

Allow the selected record to be a public display record.

If you feel displaying non-sensitive information like your registration status, legal business name and physical address in the search engine results poses a security threat or danger to you or your organization, you can restrict the public viewing of you record in SAM’s search engine. However, your non-sensitive registration information remains available under the Freedom of Information Act to those who download the SAM public data file. [Learn more about SAM public search results](#)

8. When you are ready, select “Next”
9. Once validation is completed, select “Request UEI” to be assigned an Unique Entity ID (SAM).

Before requesting your UEI (SAM), you must certify that you are authorized to conduct transactions under penalty of law to reduce the likelihood of unauthorized transactions conducted for the entity.



Request UEI

You have completed validation. Select **Request UEI** to be assigned a Unique Entity ID.

VERIFIED MATCH:

US TEST COMPANY 999 ● Public

DUNS UNIQUE ENTITY ID:
362267515

PHYSICAL ADDRESS
3501 CORPORATE PKWY
CENTER VALLEY, PA 18034
US

Before requesting your UEI, please certify that you are authorized to conduct transactions under penalty of law to reduce the likelihood of unauthorized transactions conducted for my entity. Then select **Request UEI**.

I certify that I am authorized to conduct transactions on behalf of the entity.

Request UEI

10. The Unique Entity ID will be shown on the next page. SAM.gov will send an email confirmation with your Unique Entity ID.



Receive UEI

Congratulations! You have been assigned the following Unique Entity ID.

EH4HG9MLR7Q6

VERIFIED MATCH:

US TEST COMPANY 999 • Public

DUNS UNIQUE ENTITY ID:
362267515

SAM UNIQUE ENTITY ID:
EH4HG9MLR7Q6

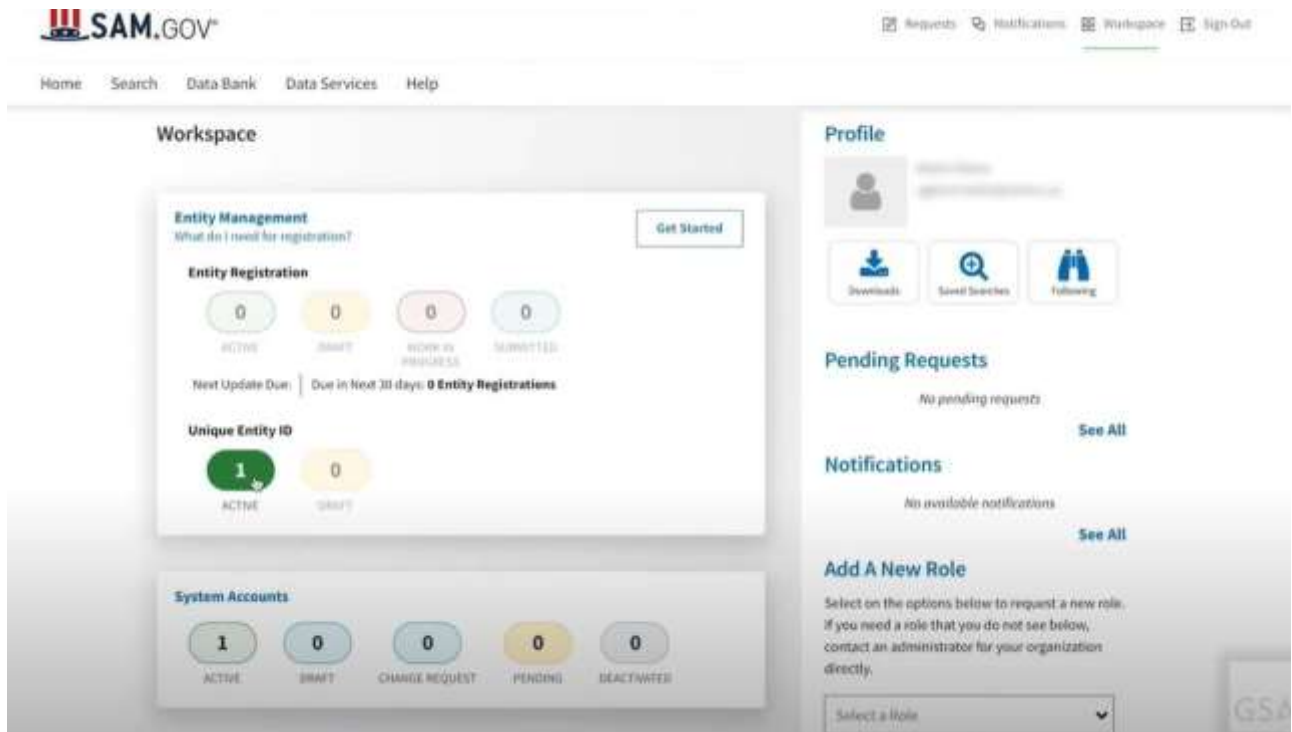
PHYSICAL ADDRESS
3501 CORPORATE PKWY
CENTER VALLEY, PA 18034
US

You have finished getting your Unique Entity ID, select **Done** to return to your workspace.

To continue with registration, select **Continue Registration**.

[Continue Registration](#) [Done](#)

11. If you need to view the Unique Entity ID from SAM in the future or update the organization's information, sign into SAM.gov and go to "Entity Management" widget.



10.5 Attachment F: Past Performance Form

Include projects that best illustrate your work experience relevant to this RFP, sorted by decreasing order of completion date.

Projects should have been undertaken in the past five years. Projects undertaken in the past seven years may be taken into consideration at the discretion of the evaluation committee.

#	Project Title	Description of Activities	Location Province/ District	Client Name/Tel No	Cost in US\$	Start-End Dates	Complete d on schedule (Yes/No)	Completion Letter Received? (Yes/No)	Type of Agreement, Subcontract, Grant, PO (fixed unit price, cost reimbursable)
1									
2									
3									
4									
5									

10.6 Attachment G: Representations and Certifications of Compliance

1. Federal Excluded Parties List - The Bidder Select is not presently debarred, suspended, or determined ineligible for an award of a contract by any Federal agency.
2. Executive Compensation Certification- FAR 52.204-10 requires DAI, as prime contractor of U.S. federal government contracts, to report compensation levels of the five most highly compensated subcontractor executives to the Federal Funding Accountability and Transparency Act Sub-Award Report System (FSRS)
3. Executive Order on Terrorism Financing- The Contractor is reminded that U.S. Executive Orders and U.S. law prohibits transactions with, and the provision of resources and support to, individuals and organizations associated with terrorism. It is the legal responsibility of the Contractor/Recipient to ensure compliance with these Executive Orders and laws. Recipients may not engage with, or provide resources or support to, individuals and organizations associated with terrorism. No support or resources may be provided to individuals or entities that appear on the Specially Designated Nationals and Blocked persons List maintained by the US Treasury (online at www.SAM.gov) or the United Nations Security Designation List (online at: http://www.un.org/sc/committees/1267/qa_sanctions_list.shtml). This provision must be included in all subcontracts/sub awards issued under this Contract.
4. Trafficking of Persons – The Contractor may not traffic in persons (as defined in the Protocol to Prevent, Suppress, and Punish Trafficking of persons, especially Women and Children, supplementing the UN Convention against Transnational Organized Crime), procure commercial sex, and use forced labor during the period of this award.
5. Certification and Disclosure Regarding Payment to Influence Certain Federal Transactions – The Bidder certifies that it currently is and will remain in compliance with FAR 52.203-11, Certification and Disclosure Regarding Payment to Influence Certain Federal Transactions.
6. Organizational Conflict of Interest – The Bidder certifies that will comply FAR Part 9.5, Organizational Conflict of Interest. The Bidder certifies that is not aware of any information bearing on the existence of any potential organizational conflict of interest. The Bidder further certifies that if the Bidder becomes aware of information bearing on whether a potential conflict may exist, that Bidder shall immediately provide DAII with a disclosure statement describing this information.
7. Business Size and Classification(s) – The Bidder certifies that is has accurately and completely identified its business size and classification(s) herein in accordance with the definitions and requirements set forth in FAR Part 19, Small Business Programs.
8. Prohibition of Segregated Facilities - The Bidder certifies that it is compliant with FAR 52.222-21, Prohibition of Segregated Facilities.
9. Equal Opportunity – The Bidder certifies that it does not discriminate against any employee or applicant for employment because of age, sex, religion, handicap, race, creed, color or national origin.
10. Labor Laws – The Bidder certifies that it is in compliance with all labor laws..
11. Federal Acquisition Regulation (FAR) – The Bidder certifies that it is familiar with the Federal Acquisition Regulation (FAR) and is in not in violation of any certifications required in the applicable clauses of the FAR, including but not limited to certifications regarding lobbying, kickbacks, equal employment opportunity, affirmation action, and payments to influence Federal transactions.
12. Employee Compliance – The Bidder warrants that it will require all employees, entities and individuals providing services in connection with the performance of an DAI Purchase Order to comply with the provisions of the resulting Purchase Order and with all Federal, State, and local laws and regulations in connection with the work associated therein.
13. Government Withholding Tax- Pursuant to Article 72 in the Afghanistan Tax Law effective March 21, 2009, DAI is required to withhold "contractor" taxes from the gross amounts payable to all Afghan for-profit subcontractors/vendors with aggregate amounts of \$1,000.00 US Dollars or greater and transfer this to the Ministry of Finance. In accordance with this requirement, DAI shall withhold two percent (2%) tax from all gross invoices to Afghan subcontractors/vendors under this Agreement with active AISA or Ministry of

Commerce license. For subcontractors/vendors without active AISA or Ministry of Commerce license, DAI shall withhold seven percent (7%) "contractor" taxes per current Afghanistan Tax Law. Before the signing of this Agreement, the subcontractor/vendor will provide a copy of the organization's AISA or Ministry of Commerce license and TIN (Tax Identification Number). Amounts deducted from the invoices will be forwarded to the Ministry of Finance (MOF) Tax Division credited to the firm's TIN. Records of payments to the MOF shall be maintained on file with DAI.

14. National Security Screening (Non-US Party Vetting): The Purchase Order/ or subcontract will be awarded after following the procedures in the Implementing Partner Notice No. OAA-IP-2011-004 and subsequent Notices related to this matter which incorporated Mission Order No. 201.04 entitled, "National Security Screening (Non-US Party Vetting)". Copies of the Implementing Partner Notice(s) and the Mission Order can be obtained from the DAI's Representative named herein. For awards that meet the Vetting threshold, USAID had issued an Eligibility Notice to DAI for the vendor prior awarding the Purchase Order. This Eligibility Notice is valid for 12 months. If the Purchase Order's Performance Period exceeds 12 months, the Vendor shall provide an updated information used in filing the Partner Information Form (PIF) to start a new vetting process to acquire a new Eligibility Notice for the Vendor. Also, during the course of the 12 months, if the information provided by the vendor has changed, the Vendor shall notify DAI at once to update the Eligibility Notice issued for the Vendor.

By submitting a proposal, offerors agree to fully comply with the terms and conditions above and all applicable U.S. federal government clauses included herein, and will be asked to sign these Representations and Certifications upon award.

10.7 Attachment J: Proposal Checklist

Offeror: _____

Does your proposal include the following?

- Signed and Stamped Cover Letter on Company Letterhead (per Attachment B)
- Separate Technical Proposal, marked as "VOLUME I" including:
 - Technical Approach
 - Management Approach
 - Relevant CVs, education backgrounds, and Management team information
 - Past Performance Table (per Attachment D)
- Separate Price Proposal, marked as "VOLUME II" including:
 - Price Schedule (per Attachment C)
 - A separate Budget Narrative other than price schedule to explain the detailed budget for required cost/price plus profit margin
- Documents to determine responsibility, including:
 - Copy of Valid business license
 - Copy of Tazkira/passport of president and vice-president
 - Evidence of a Unique Entity ID (SAM) Number

Any un-checked boxes may indicate that your proposal is incomplete.

DAI/AVCP reserves the right to not evaluate any incomplete proposals.