

**Amendment #1 to RFP# AVCL-KAB-19-0008:  
Business Development, Management and Financial Training Services Consultancy**

Issue Date of Amendment #1: August 7, 2019

Issue Date of Original RFP: July 31, 2019

All changes noted in the following document shall replace the information in the original RFP# AVCL-KAB-19-0008. This amendment shall be considered fully incorporated into the RFP and final. All other information in the original RFP shall remain in place without further change. A copy of the original RFP is attached to this amendment as Annex A.

Issuing Office & Email/Physical Address for Submission of Proposals:	<p>AVC-Livestock Procurement Address: Darya Village, Hawashenasi Road, 9th District, Kabul, Afghanistan</p> <p>Submit hard sealed copy with signature/date and stamp.</p> <p>Quotation Submission through Email <b>will be accepted</b>. Complete technical and cost proposals shall be submitted to <a href="mailto:AVC-L_ProcurementInbox@dai.com">AVC-L_ProcurementInbox@dai.com</a></p> <p>Note: Make sure the individual who submits hard sealed copy of RFP should sign the registration sheet and, if submitted through email should mention the RFP# in the subject line. Please contact the below number during hard copy submission of your organization's proposals. +93 79 646 8849</p>
Deadline for Receipt of Questions:	<p>Questions are due <b>no later than 4:00 PM (16:00) local time (Kabul) on August 17, 2019</b>. The relevant procurement email address: <a href="mailto:AVC-L_Procurement@dai.com">AVC-L_Procurement@dai.com</a></p> <p>All questions received will be answered in writing at the pre-bidders conference.</p>
Pre-Bidder's Conference:	<p>AVC-Livestock will hold a pre-bidder's conference on <b>August 20, 2019</b> at Darya Village, Hawashenasi Road, 9th District, Kabul, Afghanistan at <b>2:00 pm</b>. All potential bidders are invited to take part in the conference. The conference will review the scope of work, questions submitted, and other issues raised by participants. Please be at the DV gate by <b>1:45 PM</b> to allow time for entry.</p> <p>To attend the pre-bidder's conference, please email <a href="mailto:AVC-L_Procurement@dai.com">AVC-L_Procurement@dai.com</a> with your organization's name, participants' names, tazkira copies and relevant contact information. <b>All organizations wishing to attend must send this information by 4:00 PM (16:00) local time (Kabul) on August 17, 2019. Any interested bidder not submitting this information by the date noted, may not be allowed access to the conference.</b></p>
Deadline for Receipt of Proposals:	<p><b>4:00 PM (16:00) local time (Kabul) on August 26, 2019.</b></p>

The changes noted above replace any contradictory text within the RFP.

**Annex A: Original RFP on the following pages**



## **DAI/AVC-Livestock**

Request for Proposals (RFP)

RFP# AVCL-KAB-19-0008

# **Business Development, Management and Financial Training Services Consultancy**

Issue Date: July 31, 2019

**WARNING:** Prospective Offerors who have received this document from a source other than the DAI/AVC-Livestock, Darya Village, Hawashenasee Kabul-Afghanistan, email add: [AVC-L\\_Procurement@dai.com](mailto:AVC-L_Procurement@dai.com), should immediately contact [AVC-L\\_Procurement@dai.com](mailto:AVC-L_Procurement@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.

**Table of Contents**

**1. Introduction and Purpose .....4**

    1.1 Purpose ..... 4

    1.2 Issuing Office ..... 4

    1.3 Type of Award Anticipated ..... 4

**2. General Instructions to Offerors.....4**

    2.1 General Instructions..... 4

    2.2 Proposal Cover Letter ..... 5

    2.3 Questions regarding the RFP ..... 5

**3. Instructions for the Preparation of Technical Proposals .....5**

    3.1 Services Specified..... 5

    3.2 Technical Evaluation Criteria ..... 5

**4. Instructions for the Preparation of Cost/Price Proposals .....6**

    4.1 Cost/Price Proposals ..... 6

**5. Basis of Award.....6**

    5.1 Best Value Determination..... 6

    5.2 Responsibility Determination ..... 7

**6. Anticipated post-award Deliverables.....7**

**7. Inspection & Acceptance.....7**

**8. Compliance with Terms and Conditions.....8**

    8.1 General Terms and Conditions..... 8

    8.2 Source and Nationality..... 8

    8.3 Data Universal Numbering System (DUNS) ..... 8

**9. Procurement Ethics .....9**

**10. Attachments .....10**

    10.1 Attachment A: Scope of Work for Services: Business Development, Management and Financial Trainings Services Consultancy for AVC-Livestock Anchor Firms..... 10

    10.2 Attachment B: Proposal Cover Letter ..... 19

    10.3 Attachment C: Price Schedule..... 20

    10.4 Attachment D: Instructions for Obtaining a DUNS Number - DAI’S Vendors, Subcontractors... 21

    10.5 Attachment E: Self Certification for Exemption from DUNS Requirement..... 30

    10.6 Attachment F: Past Performance Form ..... 32

    10.7 Attachment G: Representations and Certifications of Compliance ..... 33

    10.8 Attachment J: Proposal Checklist..... 35

**Synopsis of the RFP**

RFP No.	RFP-AVCL-KAB-19-0008
Issue Date	July 31, 2019
Title	Business Development, Management and Financial Training Consultancy
Issuing Office & Email/Physical Address for Submission of Proposals	<p><b>To: AVC-Livestock Procurement</b>  <b>Submit hard sealed copy with signature/date and stamp</b>  <b>Add: Darya Village, Hawashenasi Road, 9th District, Kabul, Afghanistan</b>  <b>Quotation Submission through Email will not be accepted.</b>  <b>Note:</b> Make sure the individual who submits the RFP should sign the registration sheet. Please contact the below number during submission of your organization's proposals.  <b>+93 79 646 8849</b></p>
Deadline for Receipt of Questions	<p>Questions are due no later than <b>4:00 PM (16:00)</b> local time (Kabul) on <b>August 7, 2019</b>. The relevant procurement email address:  <a href="mailto:AVC-L_Procurement@dai.com">AVC-L_Procurement@dai.com</a>  If a pre-bidder conference is required, bidders will be invited.</p>
Deadline for Receipt of Proposals	<b>4:00 PM (16:00)</b> local time (Kabul) on <b>August 20, 2019</b>
Point of Contact	<a href="mailto:AVC-L_Procurement@dai.com">AVC-L_Procurement@dai.com</a>
Anticipated Award Type	Blanket Purchase Agreement (BPA)
Basis for Award	An award will be made based on the Trade Off Method. The award will be issued to the responsible and reasonable offeror who provides the best value to DAI and its client using a combination of technical and cost/price factors.
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 <a href="mailto:FPI_hotline@dai.com">FPI_hotline@dai.com</a> .

## 1. Introduction and Purpose

### 1.1 Purpose

DAI, the implementer of the USAID-funded project Afghanistan Value Chains-Livestock (AVC-Livestock), invites qualified offerors to submit proposals to supply and deliver Business Development, Management and Financial Training Consulting in support of program activity implementation.

The Afghanistan Value Chains – Livestock (AVC-Livestock) program is – initially – a three-year long contract spanning from June 2018 to June 2021, followed by two option years. AVC-Livestock will work with private-sector anchor firms in the poultry, small ruminants, dairy and other livestock value chains across Afghanistan, supporting their sustained growth. The growth of the anchor firms will in-turn promote the efficiency, the profitability and strengthening of the targeted livestock value chains, with direct and positive impact on the rural economies and rural households. AVC–Livestock will seek to engage women and youth-owned business in these livestock value chains. The Project will contribute positive and measurable impacts on the livestock sector as a whole and will ensure that local market actors are involved at every stage of the value chain.

### 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 Blanket Purchase Agreement (BPA). 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 (16:00)** local time (Kabul) on **August 20, 2019**, to be submitted to Darya Village, Hawashenasi Road, 9th District (To be submitted to Ms. Lema Azad, phone number +93796468849). Late offers will be rejected except under extraordinary circumstances at DAI’s discretion. All proposals submitted in hardcopy shall be sealed and labeled with the RFP Number.

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 **90 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 or in writing to the Issuing Office as specified in the Synopsis above. No questions will be answered by phone. Any verbal information received from a DAI or AVC-Livestock 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.

## 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.
2. Management approach – Description of the Offeror's staff assigned to the project. The proposal should describe how the proposed team members have the necessary experience and capabilities to carry out the Technical Approach.
3. Past Performance – Provide a list of at least three (3) recent awards of similar scope and duration. 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. See 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	40 points
Management Approach or Personnel Qualifications	Sufficient number of experienced staffs to complete the work described, including the names and phone numbers of technical staff.	35 points
Corporate Capabilities or Past Performance	References for similar services, including the names of projects, dates of completion and customer names.	25 points
<b>Total Points</b>		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 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.**

## 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 update business licenses to operate in the host country (AISA License).
2. Evidence of a DUNS 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.<sup>1</sup>
5. Ability to comply with required or proposed delivery or performance schedules.
6. Have a satisfactory past performance record.
7. Have at least 7 years' experience in management consultancy.
8. The offeror is required to submit at least three copy of recent contracts along with contact details.
9. Have a satisfactory record of integrity and business ethics.
10. Have the necessary organization, experience, accounting and operational controls and technical skills.
11. Have the necessary production, construction and technical equipment and facilities if applicable.
12. Be qualified and eligible to perform work under applicable laws and regulations.

## 6. Anticipated post-award Deliverables

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

## 7. Inspection & Acceptance

The designated DAI Project Manager will inspect from time to time the services being performed to determine whether the activities are being performed in a satisfactory manner, and that all equipment or supplies are of acceptable quality and standards. 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.

---

<sup>1</sup> Bank Statement: The bank statement of the particular business should be on company or president and Vice-President name showing financial stability of the company for the last six months with updated closing balance of not less than \$100,000 USD.



## 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 ensure (to the fullest extent 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](http://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 Data Universal Numbering System (DUNS)

There is a **mandatory** requirement for your organization to provide a DUNS number to DAI. The Data Universal Numbering System is a system developed and regulated by Dun & Bradstreet (D&B) that assigns a unique numeric identifier, referred to as a "DUNS number" to a single business entity. Without a DUNS number, DAI cannot deem an Offeror "responsible" to conduct business with and therefore, DAI will not enter into a subcontract/purchase order or monetary agreement with any organization. The determination of a successful offeror/applicant resulting from this RFP/RFQ/RFA is contingent upon the winner providing a DUNS number to DAI. Offerors who fail to provide a DUNS number will not receive an award and DAI will select an alternate Offeror.

All U.S. and foreign organizations which receive first-tier subcontracts/purchase orders with a value of \$30,000 and above **are required** to obtain a DUNS number prior to signing of the agreement. Organizations are exempt from this requirement if the gross income received from all sources in the previous tax year was under \$300,000. DAI requires that Offerors sign the self-certification statement if the Offeror claims exemption for this reason.

For those required to obtain a DUNS number, see Attachment D - Instructions for Obtaining a DUNS Number - DAI'S Vendors, Subcontractors.

For those not required to obtain a DUNS number, see Attachment E: Self Certification for Exemption from DUNS Requirement.

## 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](mailto: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, Management and Financial Training Services Consultancy for AVC-Livestock Anchor Firms**

#### **A. BACKGROUND AND JUSTIFICATION**

The Afghanistan Value Chains – Livestock (AVC-Livestock) project is – initially – a three-year long contract spanning from June 2018 to June 2021, followed by two option years. AVC-Livestock works with private-sector anchor firms in the poultry, small ruminants, dairy, apiculture and other livestock value chains across Afghanistan, supporting their sustained growth.

AVC-Livestock has determined that a key constraint to partner agribusinesses (referred to as anchor firms) is a lack of management and administration systems. To address this gap, AVC-Livestock will undertake a program to hire business development service providers who can work with AVC-Livestock anchor firms to build their capacity in financial accounting and reporting, investment readiness and access to finance, sales process and forecasting, human resources and marketing, as well as support on developing manuals, developing business plan, developing documents, policies, procedures and conducting training through its professionally staff trainers. The professional trainers of the awardee (Selected Consulting Company) will be available to perform their duties in all 4 regions (Herat, Mazar, Kandahar and Jalalabad) for the selected anchor firms and the training will be conducted in the anchor firm's offices in order that most of their staff could be trained.

#### **B. OBJECTIVE**

The objective of this procurement is to have AVC-Livestock anchor firms to gain skills that 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 anchor firms to understand business legal environment and legal requirements and responsibilities.
- 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 plan and the training will be focusing on promoting essential management and administrative skills required to run a successful business.
- Hence, DAI invites applications for a consultant firm/bidder to provide training services to anchor firms spread over all four (North, South, East and West) regions of Afghanistan.

### C. SCOPE OF WORK

AVC-Livestock is looking for a consulting company that will provide business development, management and financial training services to AVC-Livestock identified anchor firms. The consultancy firm will work with the anchor firms to develop business management literacy and management essential core skills. A business development consulting firm will be responsible for providing analysis to the selected anchor firms giving an overview of existing practices, and then making recommendations necessary to achieve their long-term business goals. The consultancy firm tasks and responsibilities involve reviewing and providing training and manuals on human resources management, marketing, accounting, and other related topics. The consultancy firm will play a critical role in helping to improve all selected organizations 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. Getting to know the Anchor firm's current business – Assessment
2. Develop required manuals (Operations, Finance, Business Development and Marketing Strategies)
3. Providing required training to the anchor firms (Operations, Marketing, business plan development)
4. Develop business plans with the assigned accounts
5. Design and develop strategic development strategies and plans
6. Provide assistance with implementing suggested plans and strategies
7. Oversee and examine new strategy progress and development
8. Educate, lead and supervise members of the business development team to ensure the company's achievement
9. Conduct complex analysis in order to find new market opportunities
10. Investigate existing products and services and compare them with competitors
11. Suggest measures for improving customer satisfaction and loyalty
12. Train the anchor firms to handle business deals operations and activities
13. Oversee the implementation of different contracts
14. Guide the anchor firms to build, encourage and maintain long-term relationships with key stakeholders
15. Create and present a detailed report to DAI/AVC-Livestock management

The selected Vendor will develop manuals; develop brochures on marketing techniques and a pamphlet which will better explain what the organization is about and the products and services that they offer. The Vendor will also be tasked to improve organizational operations, including its management and operational structure. The Vendor will develop documents, procedures and trainings for: Organizational Charts, Products, Services, Strategy, Short/Long range plans, and developing business plans for the selected anchor firms.

These will be developed for four Regions (Herat, Mazar, Kandahar, Jalalabad). The developed documents shall contain detailed information on financial policy, procedures on the practical implementation necessary to run an organization. They will guide staff and management on how to properly document cost in an accounting structure and how to report on a set of financial data necessary for higher

authority to review, approve and make critical decisions. Further, the Vendor will need to develop methods to improve how products and services are ordered, delivered and accounted for so that it does not negatively impact the financial aspects of the organization and service quality.

As indicated, the preliminary aspect of the task involves: getting to know the anchor firm’s current operational/structure, manuals, market, business model, products/services portfolio, business objectives and the ambitions of the company leadership team. While this is completed, the facts and findings form the base for business development “journey” ahead. Business development consultancy services will include the following:

1. Benchmarking
2. Competitive analyses
3. Pricing analyses
4. Portfolio (product/service) analyses
5. Market research
6. Market sizing
7. Strategy development & formulation
8. Growth strategy
9. Market entry strategy
10. Go-to-market strategy
11. Business plan development

The selected firm will work with the selected anchor firms to identify which areas need addressing in order for a business development drive to be successful. The consultancy firm will work to ensure anchor firms are maximizing the experience, talent and assets already within their business as well as helping them to assess and plan the resources that will help to take their business to the next level.

Selected vendor will provide trainings in Accounting (including Quickbook), Reporting, Financial Management, Assessments, Auditing, Developing the Business Plan and dealing with marketing strategies from market research, market sizing, feasibility study, growth strategy and market entry strategy. The documents, policies, procedures which has already been produced will now be trained on by selected vendor’s professional trainers. **Furthermore, the trainers and manual developers must at least have bachelor’s degree plus 5 years of experience in the relevant field.**

Offerors must consider the below table for the length of sub deliverables (These are estimates ):

S/No	Type of Service/Deliverable	Estimated number of days
1	<b>Deliverable #1: Needs Assessment and Plan</b>	
	Conduct a throughout review of the client business for improvements to (1) operations, (2) finance, (3) marketing, and (4) feasibility study (for example: new product development). Then draft a plan on how best to approach the noted deficiencies.	10 days

<b>2</b>	<b>Deliverable #2: Manual Development</b>	
	A: Developing Financial manual	18 days
	B: Developing Operational manual	10 days
	C: Developing Marketing Management	10 days
	D: Business Plan Development	6 days
<b>3</b>	<b>Deliverable #3: Training and Capacity Building</b>	
	A: Financial & Accounting Training	7 days
	B: Operational Training	5 days
	C: Marketing Management Training	7 days
	D: Business Plan Development Training	4 days
	<b>This includes capacity building plan along with training materials</b>	
<b>4</b>	<b>Deliverable #4: Summary Report</b>	
	Providing reports on training delivery for the individual anchor firm including results of post training evaluation/test	2 days

To support these anchor firms, AVC-Livestock is looking for a consultancy company 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 could be delivered to up to 100 companies throughout Afghanistan.

**Qualification Required:**

1. The consultant firm must have experience and success in delivering similar training courses and manual development for at least last five to seven years.
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 consultant firm’s trainers and manual developers must at least have bachelor’s degree plus 5 years of experience in the relevant field.
4. The consultant firm’s trainers will be required to travel to the field to deliver the training to the selected anchor firms in all four regions (Kandahar, Ningarhar/Jalalabad, Mazar-e-Sharif and Herat).

**D. TASKS/DETAILED REQUIREMENTS**

**DAI/AVC-Livestock would anticipate that at a minimum the selected firm 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 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 related businesses to identify weaknesses and gaps in the business management and administration systems and provide necessary recommendations for improvement.

**Task 2:** Evaluate current technical and operation skills of all employees responsible for business management.

**Task 3:** Prepare a capacity building plan based on the result from the assessment and develop necessary capacity building tools to help the selected anchor firms to achieve their target and improve their system

**Task 4:** The consultancy company will develop required manuals (Operations, Finance, Marketing Strategies and Business development) to help improve the selected anchor firm's internal management system as well as marketing and business development strategies.

**Task 5:** Once the assessment is finalized, the consultancy company is responsible to deliver trainings on general management, admin/finance, record keeping, business plans, HR manuals/policies, accounting systems, marketing promotion strategies, sales strategies, packaging and branding, advertisement and channels and basic financial management.

**Task 6:** Pre- and post-training tests to evaluate the participants from anchor firms, provide recommendations to each selected anchor firms on how to improve their record keeping, business and financial documentation. Work with selected anchor to develop business, financial records, non-audited financial statements including Income Statement, Balance Sheet and Cash Flow Statement.

**Task 7:** Provide individual reports to AVC-Livestock on results of its work with each anchor firm, also provide an analysis of firm's capabilities with recommendations for future specific improvements needed. This report will include a summary of activities, successes, lessons-learned and recommendations in hard and soft copy in English.

## **E. OUTPUTS AND DELIVERABLES**

The selected vendor will produce the following deliverables:

### **1. Detailed Need Assessment and Capacity Building Plan**

Conduct assessment need for each individual anchor firm, which includes (1) operations, 2 (finance), 3 (marketing), and (4) feasibility study (ex: new product development). The Needs Assessment will need to be tailored for each individual anchor firm accordingly. Then, prepare a capacity building plan and develop necessary capacity building tools to help the selected firms to have talented staff, achieve their targets and improve their business and administrative system.

### **2. Development of Manuals & Business Development Plan**

**A: Develop Finance Manual** – The manual will cover the following topics:

1. Introduction
2. Financial responsibilities of staff
3. Income
4. Control

5. Purchases & Procurement
6. Travel and Misc. Expenses
7. Payroll
8. Bank & Treasury
9. Fixed Assets
10. Budgeting
11. Accounting system (Accruals Basis)
12. Reports
13. Appendices and Forms

**B: Develop Operations and HR Manual** – The manual will cover the following topics:

1. Introduction
2. Organizational hierarchy
3. Job descriptions/Responsibilities
4. Contact details
5. Hours of operation
6. Documented processes and systems
7. Occupational health and safety instructions
8. Emergency procedures
9. Products & Services
10. Fixed Assets and Inventory Management
11. Human Resources Management
12. Logistics
13. Compliance
14. Travels
15. Information Technology
16. Security
17. Reports
18. Appendices and Forms

**C: Marketing Manual** – The manual will cover the following topics:

1. Introduction
2. Financial responsibilities of staff
3. Developing “Promotable” Program Vision
4. Developing Market Strategy
5. Producing a Positive Product
6. Target group
7. Creating Brand
8. Promoting Product in Marketing
9. Evaluating Marketing Efforts
10. Customer Care
11. Marketing Tool – Social Media
12. Budget
13. Reports
14. Appendices and Forms

**D: Develop a Business Plan** – The business plan should include the following topics:

1. Introduction



2. Responsibilities
3. Executive Summary
4. Business/Industry Overview
5. Market Analysis and Competition
6. Sales and Marketing Plan
7. Management Plan
8. Operating Plan
9. Financial Plan
10. Reports
11. Appendices and Forms

### 3. Technical Trainings

A: Financial & Accounting Training - The training should cover the below topics:

1. Introduction
2. Internal Control
3. Financial Control
4. Finding Strategic Solutions to Cost Control
5. Supporting documents
6. Developing the budget
7. The Financial Statement
8. Audit of Accounts
9. Policy, Manuals and Procedures
10. Strategic and financial planning
11. Financial Analysis to Evaluate Performance and Improve Efficiency
12. QuickBooks software

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

1. Introduction
2. Internal Control
3. Operational control
4. Strategy and Understanding Key Elements of Documents & Records Management Compliance
5. Process and Delivery
6. Implementation Planning
7. Managing Working Relationships / Communication Skills / Supervising Admin Staff
8. Employees Engagement
9. Procurement process
10. Asset Management
11. Human Resources Management
12. Managing Information & Budgets / Improving Customer Service and Systems
13. Responding to the Marketplace
14. Customer Services
15. Reputation, Branding and Public Relations

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

1. Introduction
2. Improving Customer Service Standards

3. People Skills to Deliver Excellent Customer Service
4. Managing Marketing Communication Programs and Campaigns
5. Helping Employees to Deliver Superb Service
6. Introducing Quality Management and Customer Services
7. Managing Customer Expectations
8. Developing and Managing Brand Identity
9. Understanding Best Practice in Social Media
10. Analyzing Markets and Customers
11. Designing Marketing Strategies
12. Designing Promotion Strategies
13. Sales Challenges and Strategies
14. Managerial Productivity
15. Sales Talent Development
16. Sales Performance Management
17. Action Planning

**D: Business Plan Development Training** -The training should cover the below topics:

1. Introduction
2. How to develop a business plan
3. What to be included in the business plan
  - a. Company's goal and mission
  - b. Managing Customer Expectations
  - c. Developing and Managing Brand Identity
  - d. Analyzing Markets and Customers
  - e. Designing Marketing Strategies
  - f. Designing Promotion Strategies
  - g. Sales Challenges and Strategies
  - h. Managerial Productivity
  - i. Sales Talent Development
  - j. Sales Performance Management
4. Managing Information & Budgets / Improving Customer Service and Systems
5. Responding to the Marketplace
6. Customer Services
7. Reputation, Branding and Public Relations

#### **4. Work Completion Report**

Providing reports on training delivery for the individual anchor firm including results of post training evaluation/test

The selected vendor can expect to deliver these services to up to 100 firms in all regions of Afghanistan and release orders will be issued on an as needed basis. The trainings will take place at the business location of the firm.

## **F. MONITORING AND EVALUATION**

Provision of the implementation plan/schedule of the assignment to AVC-Livestock M&E team to assess the knowledge and skills required by the participants, pre-post tests should be organized and shared with AVC-Livestock M&E team. Assist and fully involve AVC-Livestock M&E team in the monitoring during training need assessment and training delivery. Provide regular progress reports (inception report, weekly updates, monthly progress and completion reports) to AVC-Livestock.

## **G. TECHNICAL DIRECTION**

The Technical Manager will be Deputy Chief of Party – Program or his designee for supervising this work from a technical standpoint.

## 10.2 Attachment B: Proposal Cover Letter

[On Firm's Letterhead]

<Insert date>

TO: [Click here to enter text.](#)

Development Alternatives, Inc.

We, the undersigned, provide the attached proposal in accordance with **RFP- Business Development, Management and Financial Training Consultancy Services (RFP-AVCL-KAB-19-0008)**. Issued on July 31, 2019. Our attached proposal is for the total price of <Sum in Words (\$0.00 Sum in Figures) >.

I certify a validity period of [Click here to enter text.](#) Days for the prices provided in the attached Price Schedule/Bill of Quantities. Our proposal shall be binding upon us subject to the modifications resulting from any discussions.

*Offeror shall verify here the items specified in this RFP document.*

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

Yours sincerely,

Authorized Signature:

Name and Title of Signatory: [Click here to enter text.](#)

Name of Firm: [Click here to enter text.](#)

Address: [Click here to enter text.](#)

Telephone: [Click here to enter text.](#)

Email: [Click here to enter text.](#)

Company Seal/Stamp:

**10.3 Attachment C: Price Schedule**

Please provide a price per deliverable as well as a separate detailed budget.

S/No	Type of Service/Deliverables	Unit Price (USD)
1	<b>Deliverable #1: Needs Assessment and Plan</b>	
	Conduct a throughout review of the client business for improvements to (1) operations, (2) finance, (3) marketing, and (4) feasibility study (for example: new product development). Then draft a plan on how best to approach the noted deficiencies.	
2	<b>Deliverable #2: Manual Development</b>	
	A: Developing Financial manual	
	B: Developing Operational manual	
	C: Marketing Management	
	D: Business Plan Development	
3	<b>Deliverable #3: Training and Capacity Building</b>	
	A: Financial & Accounting Training	
	B: Operational Training	
	C: Marketing Management Training	
	D: Business Plan Development Training	
	<b>This includes capacity building plan along with training materials</b>	
4	<b>Deliverable #4: Summary Report</b>	
	Providing reports on training delivery for the individual anchor firm including results of post training evaluation/test	

10.4 Attachment D: Instructions for Obtaining a DUNS Number - DAI'S Vendors, Subcontractors

**INSTRUCTIONS FOR OBTAINING A DUNS NUMBER**

**Note: There is a Mandatory Requirement for your Organization to Provide a DUNS number 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 a DUNS number 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 a DUNS number 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 a DUNS number; 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 A DUNS NUMBER.**

*Note: The determination of a successful offeror/applicant resulting from this RFP/RFQ/RFA is contingent upon the winner providing a DUNS number to DAI. Organizations who fail to provide a DUNS number will not receive an award and DAI will select an alternate vendor/subcontractor/grantee.*

-----

**Background:**

**Summary of Current U.S. Government Requirements- DUNS**

The Data Universal Numbering System (DUNS) is a system developed and managed by Dun and Bradstreet that assigns a unique nine-digit identifier to a business entity. It is a common standard world-wide and users include the U.S. Government, European Commission and the United Nations. The DUNS number will be used to better identify related organizations that are receiving U.S. federal funding, and to provide consistent name and address data for electronic application systems.

**Instructions detailing the process to be followed in order to obtain a DUNS number for your organization begin on the next page.**

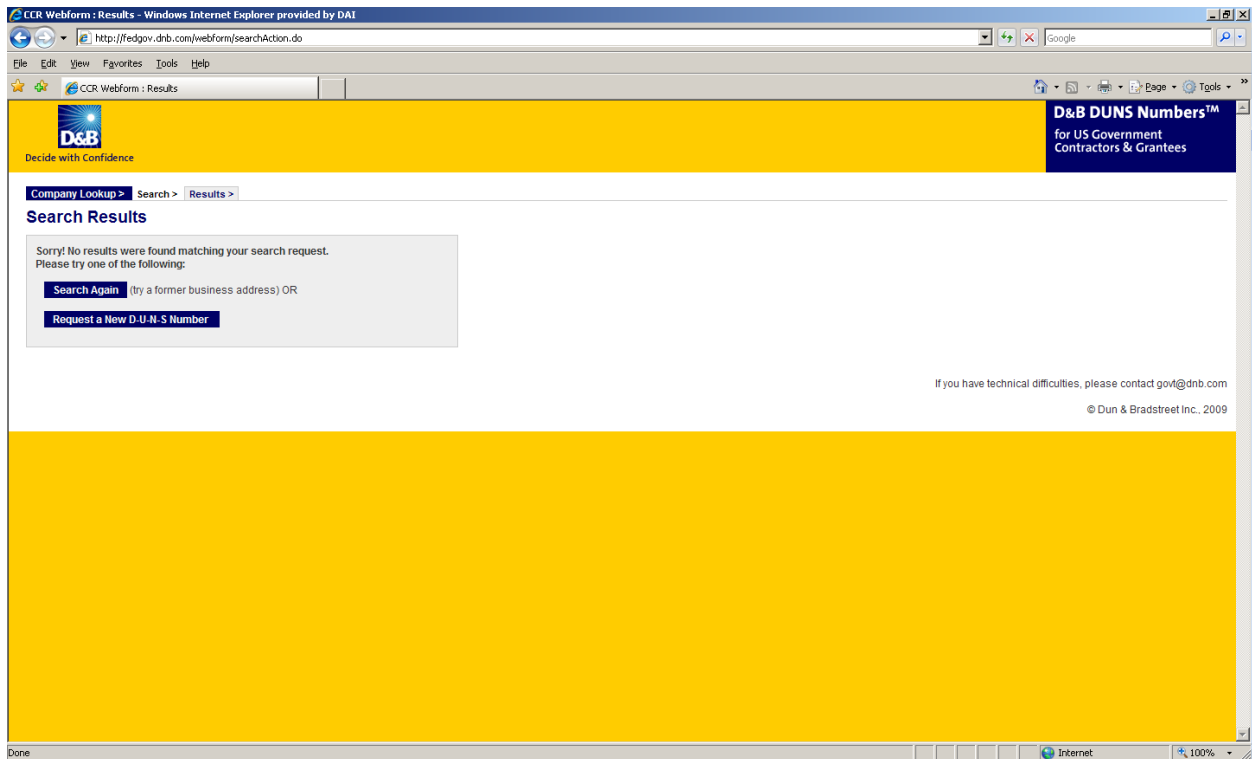
## THE PROCESS FOR OBTAINING A DUNS NUMBER IS OUTLINED BELOW:

1. Log on to the D&B (Dun & Bradstreet) DUNS registration website to begin the process of obtaining a DUNS number free of charge.

<http://fedgov.dnb.com/webform/index.jsp>

Please note there is a bar on the left for Frequently Asked Questions as well as emails and telephone numbers for persons at Dun & Bradstreet for you to contact if you have any questions or difficulties completing the application on-line. DAI is not authorized to complete the application on your organization's behalf; the required data must be entered by an authorized official of your organization.

2. Select the Country where your company is physically located.
3. You will first be asked to search the existing DUNS database to see whether a DUNS number already exists for your organization/entity. Subcontractors/grantees who already have a DUNS number may verify/update their DUNS records.
4. Potential DAI subcontractors/vendors/grantees who do not already have a DUNS number will be shown the screen below. To request a new DUNS Number, the "Request a New D-U-N-S Number" button needs to be selected.



5. Enter the information regarding your organization listed on the next three screens. (See screen shots below.) Make sure you have the following information available (in English) prior to beginning the process of entering this section in order to ensure successful registration.
  - Legal Business Name (commas are allowed, periods are not allowed)
  - Address
  - Phone
  - Name of Owner/Executive
  - Total Number of Employees
  - Annual Sales or Revenue (US Dollar equivalent)
  - Description of Operations
  
6. Note that some fields are Optional, however all other fields must be completed to proceed further with the application process. For example, all applicants must complete the Organization Information sections. The Company Name and Physical Address fields are self-populated based on information previously entered during the initial DUNS search. The question marks to the left of the field provide additional information when you click on them.

The screenshot shows a web browser window with the URL <http://fedgov.dnb.com/webform/newReq.do?hdncompanynumber=1&browser=8&hdnCompanyName=8&hdnAddress=8&hdnCity=8&hdnState=8&hdnZip=8&hdnCountry=8&hdnDuns=8&hdnTradeStyleName=8&newComp=1>. The page header features the D&B logo and the text "Decide with Confidence" and "D&B DUNS Numbers™ for US Government Contractors & Grantees".

The main content area is titled "Request for New D-U-N-S Number" and includes the following information:

- Company Name:**
  - Legal Name:
  - Legal Structure:
  - Tradestyle Name 1 (optional):
  - Tradestyle Name 2:
  - Tradestyle Name 3:
  - Phone Number of Business:
- Physical Address:**
  - Street:
  - City:
  - State:
  - Zip Code + 4/P postal Code:
  - Country:
- Mailing Address (optional):**  Same as Physical Address
  - Street/ P. O. Box:
  - City:

7. You must select the legal structure of your organization from the pull down menu. To assist you in selecting the appropriate structure that best represents your organization, a brief description of the various types follows:



- **Corporation** – A firm that meets certain legal requirements to be chartered by the state/province in which it is headquartered by the filing of articles of incorporation. A corporation is considered by law to be an entity separate and distinct from its owners. It can be taxed; it can be sued; it can enter into contractual agreements.
- **Government** - central, province/state, district, municipal and other U.S. or local government entities. Includes universities, schools and vocational centers owned and operated by the government.
- **Limited Liability Company (LLC)** - This is a type of business ownership combining several features of corporation and partnership structures. It is designed to provide the limited liability features of a corporation and the tax efficiencies and operational flexibility of a partnership. Its owners have limited personal liability for the LLC's debts and obligations, similar to the status of shareholders in a corporation. If your firm is an LLC, this will be noted on the organizations registration and licensing documents.
- **Non-profit** - An entity which exists for charitable reasons and is not conducted or maintained for the purpose of making a profit. Any money earned must be retained by the organization, and used for its own expenses, operations, and programs. Most organizations which are registered in the host country as a non-governmental organization (NGO) rather than as a commercial business are anon-profit entities.

**Community based organizations, trade associations, community development councils, and similar entities which are not organized as a profit making organization should select this status, even if your organization is not registered formally in country as an NGO.**

- **Partnership**- a legal form of operation in which two or more individuals carry on a continuing business for profit as co-owners. The profits and losses are shared proportionally.
  - **Proprietorship**-These firms are owned by one person, usually the individual who has day-to-day responsibility for running the business. Sole proprietors own all the assets of the business and the profits generated by it.
8. One of the most important fields that must be filled in is the Primary SIC code field. (See screen shot below.) The Primary Standard Industrial Code classifies the business' most relevant industry and function.

CCR Webform: New Duns Number Request - Windows Internet Explorer provided by DAI

http://fedgov.dnb.com/webform/newReq.do?hdnCompanyName=1&browser=8&hdnCompanyName=8&hdnAddress=8&hdnCity=8&hdnState=8&hdnZip=8&hdnCountry=8&hdnDuns=8&hdnTradeStyleName=8newComp

Street/ P.O. Box

City

State

Zip Code + 4/Postal Code

Country

Organization Information

Executive Name

Title

Primary SIC code

Description of Operations

Socioeconomic Data

Number of Employees(includes owners, partners, and/or officers)

Annual Sales or Revenue

Parent Organization (optional)

Name

Street

City

State

Zip Code + 4/Postal Code

Country

Notes (optional)

Submit Your Request

If you have technical difficulties, please contact gov@dnb.com

9. If you are unsure of which SIC Code your organization's core business falls under, please refer to the following website: <http://www.osha.gov/oshstats/sicscr.html>

Standard Industrial Classification (SIC) System Search - Windows Internet Explorer provided by DAI

http://www.osha.gov/pls/lms/sicsearch.html

UNITED STATES DEPARTMENT OF LABOR

OSHA

Occupational Safety & Health Administration We Can Help

Home Workers Regulations Enforcement Data & Statistics Training Publications Newsroom Small Business OSHA

STATISTICS & DATA | SIC MANUAL

This page allows the user to search the 1987 version SIC manual by keyword, to access descriptive information for a specified 2,3,4-digit SIC, and to examine the manual structure.

Enter a SIC CODE:

Enter the search keyword(s):

Submit Clear

Search Help and Examples

Freedom of Information Act | Privacy & Security Statement | Disclaimers | Customer Survey | Important Web Site Notices | International | Contact Us

U.S. Department of Labor | Occupational Safety & Health Administration | 200 Constitution Ave., NW, Washington, DC 20210  
Telephone: 800-321-OSHA (6742) | TTY: 877-889-5627  
www.OSHA.gov

You will need to enter certain keywords to bring up the potential SIC Codes. In the case above, "Research" was entered as the keyword, and resulted in the following:



PLEASE NOTE: Many of the DAI subcontractors and grantees fall under one of the following SIC codes:

**8742 Management Consulting Services**

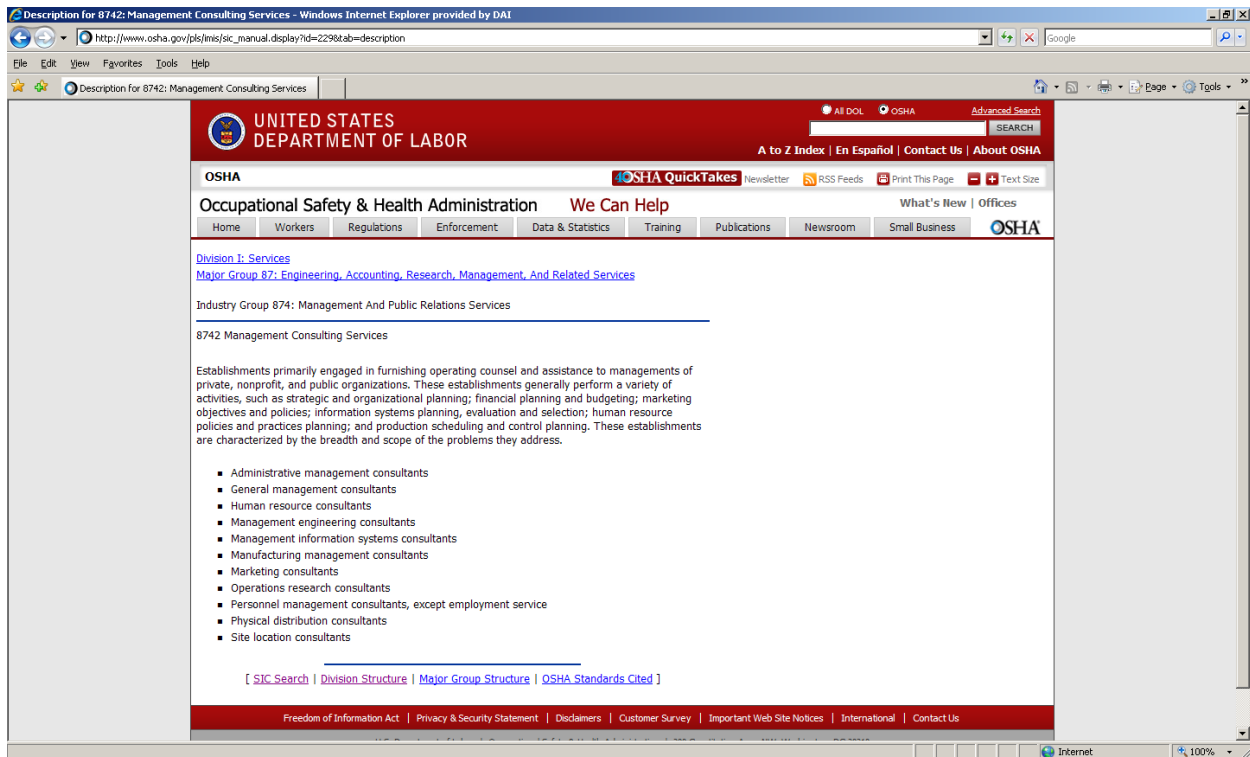
**1542 General Contractors-Nonresidential Buildings, Other than Industrial Buildings and Warehouses or one of the codes within:**

Industry Group 357: Computer And Office Equipment

Industry Group 355: Special Industry Machinery, Except Metalworking

Industry Group 356: General Industrial Machinery And Equipment

Industry Group 359: Miscellaneous Industrial And Commercial



10. Description of Operations- Enter a brief description of the primary services you provide the example below, “agricultural technical assistance” was chosen as the primary function of the business.

Country: AFGHANISTAN

Mailing Address (optional)  Same as Physical Address

Street/ P.O. Box:

City:

State:

Zip Code + 4/Postal Code:

Country:

Organization Information

Executive Name:

Title:

Primary SIC code:

Description of Operations:

Socioeconomic Data:

Number of Employees(includes owners, partners, and/or officers):

Annual Sales or Revenue:

Parent Organization (optional)

Name:

Street:

City:

State:

Zip Code + 4/Postal Code:

Country:

Notes (optional)

11. The Annual Sales or Revenue figure should be provided in USD (US Dollar) equivalent.
12. Once all of the fields have been completed, click on “Submit Your Request” to be taken to the Verification page.
13. Note: Representative (Principal, Owner or Officer) needs to verify and provide affirmation regarding the accuracy of the data under criminal or civil penalties as per Title 18, Section 1001 of the US Criminal Code.
14. Once “Yes, Continue” button is clicked, the registration application is sent to D&B, and a DUNS number should be available within 24-48 hours. DUNS database can be checked in 24-48 hours by entering the Business Information in the Search window – which should now display a valid result with the new DUNS number for the entity.

CCR Webform : verification page - Windows Internet Explorer provided by DAI

http://fedgov.dnb.com/webform/NewDunsRequest.do

File Edit View Favorites Tools Help

CCR Webform : verification page

**D&B**  
Decide with Confidence

**D&B DUNS Numbers™**  
for US Government  
Contractors & Grantees

D-U-N-S Number Request > Search > Enter Your Company Information > Verify Information Page >

### Verification Page

Company Name	
Legal Name	DNB TEST, INC
Phone Number of Business	20-555-1212

Physical Address	
Street	100 Jalan Abdul Rahman
City	Kabul
State	
Zip Code + 4/Postal Code	
Country	AFGHANISTAN

Organization Information	
Executive Name	Mohammad Ali

You affirm that you are a principal, owner or officer of the entity for which you are submitting proposed information and/or changes and that you are properly authorized to submit these changes. You also agree not to knowingly provide any false or misleading information to D&B. Knowingly providing false or misleading information may result in criminal or civil penalties as per [Title 18, Section 1001 of the US Criminal Code](#), and may negatively impact the status of the D&B report maintained on this company.

This also includes the use of a Shelf Corporation. D&B defines a Shelf Corporation as one that exhibits either of the following characteristics: (1) An aged corporation where no prior business activities could be confirmed or (2) An aged corporation that was revoked, dissolved or went to a dormant status, and is subsequently reinstated and is under new control. It is D&B's policy that the historical business activity of a Shelf Corporation, if any, will not be factored into the determination of such Shelf Corporation's start date. As such, any individual who attempts to misrepresent the start date of their business through the use of a Shelf Corporation or any other means is immediately put on information alert status or higher-risk status. In addition, the criminal penalties mentioned above may apply.

Done

Internet 100%

**10.5 Attachment E: Self Certification for Exemption from DUNS Requirement**

**Self-Certification for Exemption from DUNS Requirement  
For Subcontractors and Vendors**

Legal Business Name: \_\_\_\_\_

Physical Address: \_\_\_\_\_

Physical City: \_\_\_\_\_

Physical Foreign Province (if applicable): \_\_\_\_\_

Physical Country: \_\_\_\_\_

Signature of Certifier \_\_\_\_\_

Full Name of Certifier (Last Name, First/Middle Names): \_\_\_\_\_

Title of Certifier: \_\_\_\_\_

Date of Certification (mm/dd/yyyy): \_\_\_\_\_

The sub-contractor/vendor whose legal business name is provided herein, certifies that we are an organization exempt from obtaining a DUNS number, as the gross income received from all sources in the previous tax year is under USD \$300,000.

\*By submitting this certification, the certifier attests to the accuracy of the representations and certifications contained herein. The certifier understands that s/he and/or the sub-contractor/vendor may be subject to penalties, if s/he misrepresents the sub-contractor/vendor in any of the representations or certifications to the Prime Contractor and/or the US Government.

The sub-contractor/vendor agrees to allow the Prime Contractor and/or the US Government to verify the company name, physical address, or other information provided herein. Certification validity is for one year from the date of certification.



**10.6 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	Completed 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									

## 10.7 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](http://www.SAM.gov)) or the United Nations Security Designation List (online at: [http://www.un.org/sc/committees/1267/qa\\_sanctions\\_list.shtml](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 DAI 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.

## 10.8 Attachment J: Proposal Checklist

Offeror: \_\_\_\_\_

Have you?

- Submitted your proposal to DAI in a sealed envelope to the address as specified in General Instructions above?

Does your proposal include the following?

- Signed Cover Letter (*use template in Attachment B*)
- Separate Technical and Cost proposals individually sealed and labeled as Volume I and Volume II respectfully.
- Proposal of the Product or Service that meets the technical requirements as per Attachment A
- Response to each of the evaluation criteria
- Documents use to determine Responsibility
- Copy of Valid business license
- Evidence of a DUNS Number OR Self Certification for Exemption from DUNS Requirement
- Past Performance (*use template in Attachment F*)