

Questions: RFP-AVCL-KAB-19-0008

RFP Title: Business Development, Management and Financial Training Services Consultancy

Release Date: 20 August 2019

Annex A: Amendment 1 to RFP-AVCL-KAB-19-0008

Annex B: RFP-AVCL-KAB-19-0008

Note: All questions below were submitted through proper channels in accordance with RFP-AVCL-KAB-19-0008 (dated: 31 July 2019) and Amendment 1 (dated: 7 August 2019). AVC-Livestock responses to questions are noted in blue below. This document was distributed in hard copy to participating vendors at the pre-bidder's conference on 20 August 2019, electronically sent to all vendors posing questions through email and posted to ACBAR on 20 August 2019.

Submission, Design, Eligibility, and Templates:

1. Can two companies jointly bid on the opportunity as a Joint Venture? Can we propose this at the proposal stage? If yes, should both companies have 5 years of experience or at least one of them? Should both companies have a closing balance of \$100,000 for the past six months or at least one of them?

Yes, two or more companies can submit a joint proposal as a consortium. If a consortium is under consideration, it should be submitted as a single proposal and should be clearly stated as such in the bid. A bid that proposes a consortium should clearly demonstrate a prime vendor and secondary partner(s). Please note that DAI/AVC-Livestock retains the right to award one, multiple or no awards.

The prime partner should demonstrate a minimum of 5 years of experience, though past performance of consortium partners will be considered. During the responsibility determination stage, DAI-Livestock team will evaluate the overall financial health of the organization. If bidders are unable to show 100,000 USD on hand, other financial means will be considered by the project including, but not limited to liquid assets, cash, turnover, loans, etc.

2. As DAI has provided templates in the RFP for Cover letter, Price Schedule and Past Performance Form. Does DAI also provide a specific template / format for the technical proposal? Or every bidder can use their own template considering and including the requirements of the activity?

DAI does not provide a template for the Technical Proposal. Vendors should use a format which most clearly demonstrates their ability to perform the work as outlined in the RFP.

3. According to the Section 2.3 (Questions regarding the 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. When will the questions and responses be distributed to the perspective bidders?

Please see the note in the forward of this document.

4. Our question is regarding the DAI's policy in regards to the newly established NGOs. Can an NGO apply for this capacity building and if yes can a newly established NGO with no previous experience as an NGO can apply for this project?

Yes, NGOs are eligible for this award. We encourage all potential vendors to apply for this award should they meet the requirements of the RFP.

Budgeting and Cost Proposal:

1. Is there any specific template for the budget or we should budget each of the service/deliverables?

Information regarding the construction of the cost proposal should follow the guidelines as laid out in Section 4 of the RFP. Attachment C/ Section 10.2 includes a template for deliverables budget. Other deliverables may be considered if clearly tied to the technical implementation of the proposed activity. Please note that in Attachment C/ Section 10.2, vendors should, "provide a price per deliverable as well as a separate detailed budget"

2. May I please know the range of the budget allocated for each company. This will help us provide a suitable budget for our proposal?

DAI does not provide a range for cost proposals. Additional information can be found in RFP Section 4: Instructions for the Preparation of Cost/Price Proposals and Section 5: Basis for Award. Please note, "the initial offer must contain the Offeror's best price and technical terms," as stated in the RFP.

3. Should we also budget for the refreshments and lunch for training participants or it would be the responsibility of the business?

The RFP does not include a requirement for the provision of any refreshments. It is up to the offeror to provide the best technical and cost proposal.

4. As it is mentioned in the Attachment C: Price Schedule:

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

- a. What is meaning by separate detailed budget? Is there any format for the same?

A detailed budget will inform DAI's selection of a vendor that meets "realism and reasonableness" as stated in the RFP. DAI does not provide a template for this, but bidder's should present clear, complete, and reasonable pricing for work to be completed.

- b. Whether bidders are expected to quote per Anchor Firm and the same will be multiplied by the number of Anchor firms covered during the project period?

Bidders should propose costs based on the utilization of 100 units (i.e. Anchor Firms). DAI will use up to a ceiling of 100 units in the final award.

- c. Furthermore, we request you to kindly clarify whether any withholding tax will be deducted on the payments made to international firms? If yes, at what rate?

Per Section 5.2: Responsibility Determination, "DAI will not enter into any type of agreement with an Offeror prior to ensuring the Offeror's responsibility... [including] evidence of the required update business licenses to operate in the host country." Bidders should be able to show proper registration based on the type of firm. DAI will withhold tax in accordance with Afghan Law.

Geographic Coverage:

1. Which geographical specific area (locations) would be covered?

This activity has a nationwide coverage. The overwhelming majority of AVC-Livestock anchor firms are based in Kabul and the 4 other main urban centers of Afghanistan: Herat, Mazar, Jalalabad, and Kandahar. DAI/AVC-Livestock anchor firms may, however, be active in any province in Afghanistan. Should security or other travel concerns exist, DAI will negotiate these concerns post-award with the selected firm(s).

Responsibility Determination:

1. It is mentioned in sub#4 of #5.2 Responsibility Determination that:

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. (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.)

Kindly Clarify: Generally, we keep the fund in the form of Term Deposit which are liquid asset in nature and can be transferred to bank immediately. Can you please clarify that whether the TD of equal or more than USD 100,000 will be considered to make the firm eligible?

As part of the final award process, DAI/AVC-Livestock will determine financial health as part of the required responsibility determination. Vendors will be informed of the requirements by the AVC-Livestock procurement team and at such time must be able to demonstrate a closing balance of not less than \$100,000 USD in a bank account bearing the company name, company president, or company vice-president. Additionally, should the selected vendor not be able to demonstrate 100,000 USD cash on hand, other financial means will be considered by the project including, but not limited to liquid assets, cash, turnover, loans, etc.

2. The requirement of the Bank Statement having minimum closing balance of 100,000.00 USD is also a very harsh and discouraging condition for a training and consulting firm. Usually the training and consulting firm invest in Human Resources, training manuals/material, software, networking and research. You may ask for audited report having specific turnover in last three or five years.

Yes, the requirement is high. Due to the nature of the activity, implementation requirements, and risk appetite of the project, financial health of the vendor is necessary. However, should the selected vendor not be able to demonstrate 100,000 USD cash on hand, other financial means will be considered by the project including, but not limited to liquid assets, cash, turnover, loans, etc. to determine solvency of the vendor.

Scope of Work:

1. As per RFP# AVCL-KAB-19-0008, it is required to train round about 100 anchor firms at different region and province, we will much appreciate if could have clarification about number of participants or in other words trainees from each organization.

The number of trainees from each anchor will depend on the needs and staffing of the anchor firms. We anticipate that no more than 5 persons from the anchor firm will be part of any training activity.

Cost proposals and technical proposals should clearly demonstrate the ability of the bidder to produce a total of 100 units of each proposed deliverable, as per the RFP.

2. We would also like to know about time duration for each release order because it is 12 months project and we would like to have full time staff (trainers and developers) for achieving the result and delivering the project on time.

This award will be set up as a Blank Purchase Award (BPA). At the time of need, and based on internal approvals, DAL/AVC-Livestock will request a certain number of units. Post-award, DAI/AVC-Livestock will work with the selected vendor to ensure that the activity is implemented on a timely basis that meets the ability of the selected firm, AVC-Livestock project, and its anchor firms.

3. The exact number of total private-sector anchor firms are not provided. Similarly number of private-sector anchor firms in each province or region (each, west, north, South) is also not provided. The present structure and functional conditions of each private sector anchor firm is also not provided. The number of trainee's the consultant need to train is also not provided.

A total of **up to 100** anchor firms will be engaged in this activity. Firms may be in various part of the country, please see the SOW contained in the RFP and the above section on geographic coverage for additional information in this regard. Not all firms may need all parts of the activity. For example, an anchor firm may require financial systems and training, though it may not require operational training or assistance in developing a business plan. For total number of trainees, please see the above question and response.

4. Either the consultant need to provide one to one training or group training of anchor firms – is not clear in the RFP.

As noted in question 1 of this section, training may be on a one-on-one basis or with a small group. This is dependent on the needs of the anchor firm, their level of sophistication, and numbers of staff operating in a given department.

5. The missing GPS Address of each anchor firms is also very helpful in preparing the security and logistic plan of the consultant.

This information is confidential and cannot be shared prior to award. Please note, that AVC-Livestock is continually engaging new anchor firms. Active firms now may not represent future project partners. Please see the above section on geographic coverage for additional information above.

6. We have many years of experience in business development services with different training packages for different types of organizations but we would like to know the capacity and types of the companies working with your project and would also like to know the average number of participants from each company receiving these services?

AVC-Livestock works with a large number of anchor firms. All firms must demonstrate a willingness to partner with the project, invest significant resources in their own development, and meet standards as outlined by the project. Anchor firms vary from highly sophisticated operations to more rudimentary firms, though all require some level of development need. Please refer to previous questions on the average number of trainees.

7. The number of required working days for each activity is provided on Page 12 and 13 i.e. conducting detailed assessment, developing manuals, provision of training and summary report, however, it is not clear on how much days are required for assisting the Anchor Businesses to actually develop the financial systems, managerial/operational procedures, implement marketing strategy and others?

Correct, the RFP notes an estimated LOE commitment. However, it is up to bidders to propose their ability to complete the activities noted in the most efficient, expedient, and cost-controlled way.

8. The objectives on page 10 describe that consultants should enable the anchor firms to develop the Business plan (which can be done through training and coaching) but the scope of work on page 11 exhibit that “Develop business plans with the assigned accounts” these are in conflicts with each other.

These statements are not in conflict. As a result of AVC-Livestock intervention, we expect some businesses to be able to develop their own business plans. However, the final vendor for the activity should be prepared to work in concert with an anchor firm to produce a business plan should that line item be requested through the anticipated final BPA.

9. Similarly the scope of work section describe that consultant will suppose the “develop brochures on marketing techniques and a pamphlet which will better explain what the organization” but the sub deliverables section on page 12 and 13 is silent on the activity and just talking about marketing training.

Bidders should demonstrate their ability to support marketing efforts of the targeted anchor firms. Per the RFP, there is a specific line item for the production of marketing materials and a separate line item for training on marketing management.

10. I understand that consulting firm will need to place a business development mentor to each anchor business to support the business with developing and implementing the business development plans? Am I correct? If yes please specify the number days required for this.

No, it is not the intention of this procurement to place long-term mentors within targeted anchor firms. Discreet support, either through training/coaching and/or the development of documents and systems, should be provided. Estimated LOE is included in the RFP.

11. The exact number of active training days for 100 anchor firms? In the RFP it is stipulated only as below:

Deliverable #3: Training and Capacity Building	
A: Financial & Accounting Training	7 days
B: Operational Training	5 days
C: Marketing Management Training	7 days
D: Business Plan Development Training	4 days

Our question is that, is the number of trainings and days indicated above are only for one anchor firm? Please give us a bit information.

This award is intended to be a BPA. As such, the LOE noted above is an estimate from the project for the amount of time to complete such an activity with a single anchor firm. Each deliverable should be a single unit and there should be a total of 100 units. Should a bidder

propose additional or fewer days of LOE, this should be clearly stated – and reflected in the cost proposal.

12. May we know the number of trainees must be trained? According to Pera, page 17 of 35 "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.

Please refer to previous questions on the average number of trainees per anchor firm. It is intended that all trainings will be held at the facilities of the anchor firm. There may be some exceptions or provisions made post-award and on the basis of the agreement between AVC-Livestock and the anchor, in coordination with the selected vendor.

13. Under Point C: Scope of Work (on page #11) it is mentioned that 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

Whereas the deliverables include following:

Deliverable #1: Needs Assessment and Plan

Deliverable #2: Manual Development

Deliverable #3: Training and Capacity Building

Deliverable #4: Summary Report

It is clearly evident from the Deliverables that these do not cover the activities from #4 to #14. We understand that these activities are long term in nature and cannot be completed in the timeline mentioned on page #12 of RFP document as below:

S/No	Type of Service/Deliverable	Estimated number of days
1	Deliverable #1: Needs Assessment and Plan	

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

Therefore, we request you to kindly clarify how you envisage to cover those activities and do you expect the separate proposal for those services?

All expected outcomes of the activity will be included under various deliverables. For example, the development of a business plan and training on a business plan may include such things as strategic development strategies and plans, new market opportunities, existing products, and market competition. Should a bidder have an alternative approach that does not follow the guidelines as noted in the RFP, the bidder should clearly state why such a deviation, their method for implementation of the activity, and cost justifications in the cost proposal.

Technical proposals should speak to the ability of the bidder to provide a complete and comprehensive business development services in the best method possible, considering cost controls. The final award will be made on the ability of the bidder to provide these services as noted in the RFP.