

Request for Proposals for Project Management Services for the AgResults Indonesia Aquaculture Challenge Project

Date: May 21, 2020

From: AgResults Secretariat

To: Vendor

Subject: Request for Proposals (RFP) to provide Project Management Services for the AgResults Indonesia Aquaculture Project

RFP Link: <https://agresults.org/news-and-blog/10-blog/174-rfp-indonesia-aquaculture-pm>

The Secretariat of AgResults (“Secretariat”) invites your organization to submit a proposal (“Proposal”) to provide project management services in accordance with this Request for Proposals (“RFP”) for the AgResults Indonesia Aquaculture Project (“Project”).

The Project is a new prize competition project under the AgResults Initiative, which is financed by the governments of Australia, Canada, the United Kingdom and the United States, and the Bill & Melinda Gates Foundation. For more information about AgResults, please visit www.AgResults.org.

The Project consists of a Pay-for-Results prize competition designed to spur uptake of improved aquaculture productivity-enhancing technologies in Indonesia. The prize incentive offered by AgResults will target the private sector to drive increased sales and use of equipment, resulting in increased smallholder aquaculture productivity and incomes.

The Secretariat expects to award a Firm-Fixed-Price Contract to the organization hired for the services detailed in this Request for Proposals (RFP) for a period of five years:

- **Project Period:** o/a August 1, 2020 to June 30, 2025

The overall estimated cost for this procurement is US\$1 million. This is not a minimum or maximum but offerors should propose costs that are realistic and reasonable. This procurement will support implementation of a prize competition with an estimated prize funding pool of US\$3.5 million that would be paid to competitors directly by AgResults.

Proposal procedures and instructions follow this letter in App and are incorporated herein and are made a part hereof. By submitting a Proposal and the required completed and signed “Anticorruption Compliance Certification” (Appendix 5), you will have consented to the terms of this RFP, including the proposal procedures and instructions.

Please note the deadline for receipt of proposal, with all required signatures, including a completed and signed Anticorruption Compliance Certification, is due no later than 1700 Hrs. US Eastern Daylight Time (US EDT) on **June 19, 2020**. Proposal documents should be submitted in one email to info@agresults.org. Please indicate “**Indonesia Aquaculture Project Manager RFP**” in the subject line of the email. The full timeline and instructions for

this RFP are included in Appendix 1.

AgResults will review and evaluate proposal submissions using the evaluation criteria specified in Appendix 4 of this RFP and will select the organization(s) at its sole discretion. The selected organization(s) will be notified in writing. Notwithstanding the notification by the AgResults of the contemplated award, no work shall commence prior to the issuance and signature by the AgResults Secretariat of a Project Management Agreement. AgResults reserves the right to select any number of applying organizations or not to select any organization. The AgResults Secretariat reserves the right to award a contract for all or a portion of the work required, issue more than one contract, or to not award a contract.

We look forward to working with you on this opportunity. Should you have any questions or comments please direct them to info@agresults.org. We appreciate your responsiveness and look forward to a mutually beneficial business relationship.

Sincerely,

/s/

Rodrigo Ortiz
Secretariat Lead Consultant

Appendices:

1. Proposal Procedures and Instructions
2. AgResults Background
3. Terms of Reference
4. Proposal Requirements
5. Anti-Corruption Compliance Certificate
6. Labor Pricing Template
7. Illustrative Project Details

Appendix 1 Proposal Procedures and Instructions

1. Proposal Procedures and Instructions

This section of the RFP provides the general procedures and instructions the Offeror is expected to follow in completing its response and submitting the Proposal.

1.1. Proposal Format and Content

Offerors shall submit the following two components as separate documents, clearly named with numbered and ordered subsections in the Proposal that match those subsections detailed in Appendix 4 "Proposal Requirements":

1. Technical Proposal and
2. Price Proposal

Clarity and completeness are of the utmost importance in the Proposal, as an organization's capabilities can only be considered when properly documented within the Proposal.

1.2. RFP Schedule of Events

- a) **Deadline for Proposals**, with all required signatures, including a completed and signed Anticorruption Compliance Certification, is no later than 1700 Hrs. US Eastern Daylight Time (US EDT) on **June 19, 2020**. Proposal documents should be submitted in one email to info@agresults.org. Please indicate "Indonesia Aquaculture Project Manager RFP" in the subject line of the email.
- b) **Questions** concerning the Project or this RFP may be submitted by Offerors at any time, but no later than 1700 Hrs. US Eastern Daylight Time (US EDT) on **May 29, 2020** to info@agresults.org. Please indicate "Indonesia Aquaculture Project Manager RFP Questions" in the subject line of the email.
- c) **Answers** to timely-received questions will be posted on the AgResults website no later than 1700 Hrs. US Eastern Daylight Time (US EDT) on **June 2, 2020**. Answers to questions will be posted at <https://agresults.org/news-and-blog/10-blog/174-rfp-indonesia-aquaculture-pm>.
- d) The Secretariat expects to award the Aquaculture Project Management contract on or about **July 15, 2020** with an expected contract start date of **August 1, 2020**.

Please be advised that late Proposal submissions may be considered non-responsive and may be excluded from evaluation and award consideration.

1.3. Anticipated Contract Type and Period of Performance

The Secretariat expects to award to the selected Project Manager a Firm-Fixed-Price Contract for the Project management services detailed in this RFP for a period of five years, **subject to annual reauthorization** in writing from AgResults:

- **Period of Performance:** August 1, 2020 to June 30, 2025

If AgResults, at its sole discretion, decides to exercise the next annual Period, the Secretariat will inform the Project Manager no later than 30 days before the start of the annual Period to be exercised.

Payment for the Project Management organization's services under the contract will be made by the AgResults' Financial Trustee. The Trustee reserves the right to withhold from payments any taxes or similar fees as may be required by applicable law.

1.4. Terms of Reference

See Appendix 3.

1.5. Proposal Validity Period

The Offeror's Proposal must remain valid for one hundred and twenty (120) days after submission and the validity period of 120 days must be noted in the Offeror's Proposal cover letter.

1.6. Responsibility for Compliance with Legal Requirements

The Offeror's products, services, and facilities must be in full compliance with all applicable laws, regulation, codes, standards, and ordinances, regardless of whether or not they are referred to by the Secretariat.

1.7. Proposal-Related Incurred Costs

The Offeror will be responsible for all costs incurred in preparing or responding to this RFP. All materials and documents submitted in response to this RFP become the property of the Secretariat and will not be returned. This RFP will in no way obligate the Secretariat to compensate any Offeror for costs associated with the preparation of its Proposal.

1.8. Reservation of Rights

This RFP does not commit the Secretariat to award a contract, to pay any costs incurred in the preparation of a Proposal in response to this request, or to procure or subcontract for services or supplies. The Secretariat reserves the right to cancel this procurement at any time without prior notice. The Secretariat may require the Offeror to participate in discussions, solely at the Secretariat's discretion, and to submit such monetary, technical or other revisions of their Proposals that may result from such discussions. Offerors do not have the right to protest or seek a claim based on the Secretariat's exercise of its discretion or judgment in evaluating or awarding a contract arising from or relating to the Proposal. The Offeror expressly waives any and all rights and remedies under any civil action arising from or related to the submittal of a Proposal.

1.9. Rejection of Solicitation Response

The Secretariat reserves the right to reject any or all responses received or any part thereof, on any basis or for any reason to accept any response or any part thereof, or to waive any informalities when deemed to be in the Secretariat's best interest.

1.10. Taxes

Any applicable taxes that may be levied in connection with the Services in any jurisdiction will be the responsibility of the selected Project Manager and are deemed to be included in the Offeror's proposed fixed price or fixed unit prices. The Secretariat

cannot confer any special tax- or duty-free status to the Project Manager and the work is not exempt from any taxes or duties.

1.11. Evaluation Criteria

Proposals will be evaluated and ranked by the Secretariat in the order in which they represent, in the Secretariat's sole discretion, the best value for AgResults. Greater weight will be given to the technical services than to price, but price (value for money) remains an important determinant for selection. Evaluation of the Proposals may include the following criteria (not in any particular order):

- a) The Offeror's demonstrated ability to perform the requested services.
- b) The management team proposed to carry out the scope of work.
- c) Past performance of similar or relevant services in the region.
- d) The price and value for money of the requested services.
- e) Compliance with the terms set forth in this RFP.

1.12. Compliance with Anticorruption Laws

By submission of the Proposal, the Offeror represents and warrants that, in connection with this solicitation, the Offeror and any person or entity acting on its behalf has complied, and will continue to comply, with the U.S. Foreign Corrupt Practices Act (15 U.S.C. Section 78dd-1, et. seq.) as amended ("FCPA"), and all other applicable anticorruption laws, rules and regulations. As a general description, the FCPA prohibits corruptly offering or providing money, gifts or anything of value, to foreign (i.e., non-U.S.) officials for the purpose of obtaining or retaining business, or to secure an improper advantage. Other applicable anticorruption laws may also prohibit bribery of foreign officials or commercial counterparties. The Offeror, if awarded the Project Management contract, must notify the Secretariat immediately of any suspected or known violation of this warranty.

1.13. Anticorruption Compliance Certification

The Offeror is required to submit a completed and signed Anticorruption Compliance Certification (see Appendix 5).

1.14. Confidential Information

Notwithstanding any agreements, including any separate nondisclosure agreements, already in place between the parties, the Secretariat assumes no obligation regarding confidentiality of all or any portion of a Proposal or any other material **except** that the Secretariat may not disclose any portion, which the Offeror clearly designates as containing proprietary information by affixing the following paragraph **on the title page**:

"This proposal, where explicitly marked, includes data that shall not be disclosed outside of the AgResults Initiative and its respective advisors, consultants and contractors, and shall not be used or disclosed—in whole or in part—for any purpose other than to evaluate this proposal. If, however, a contract is awarded to this Offeror as a result of—or in connection with—the submission of this proposal, the Secretariat shall have the right to duplicate, use, or disclose the data to the extent provided in the resulting contract. This restriction does not limit the Secretariat's right to use information contained in this data if it is obtained from another source without restriction."

The Offeror will mark **each sheet** of data it wishes to restrict with the following: *"Use or disclosure of data contained on this sheet is subject to the restriction on the title page of this proposal."*

Notwithstanding the foregoing, the Offeror agrees that its Proposal, including any portion containing confidential information, may be shared by the Secretariat with AgResults' Financial Trustee, the AgResults' Steering Committee and any or all Contributors to the AgResults Trust Fund. The Offeror's Proposal may also be disclosed to third parties if required by order of a court, administrative agency or governmental body, or by any law, rule or regulation, or by subpoena, or any other administrative or legal process, or by applicable regulatory or professional standards; provided, however, that, to the extent permitted by applicable law, the Secretariat would use reasonable efforts prior to such disclosure to notify the Offeror and allow the Offeror to seek a protective order to restrict or narrow the disclosure in accordance with applicable law.

Appendix 2 AgResults Background

1. AgResults Background

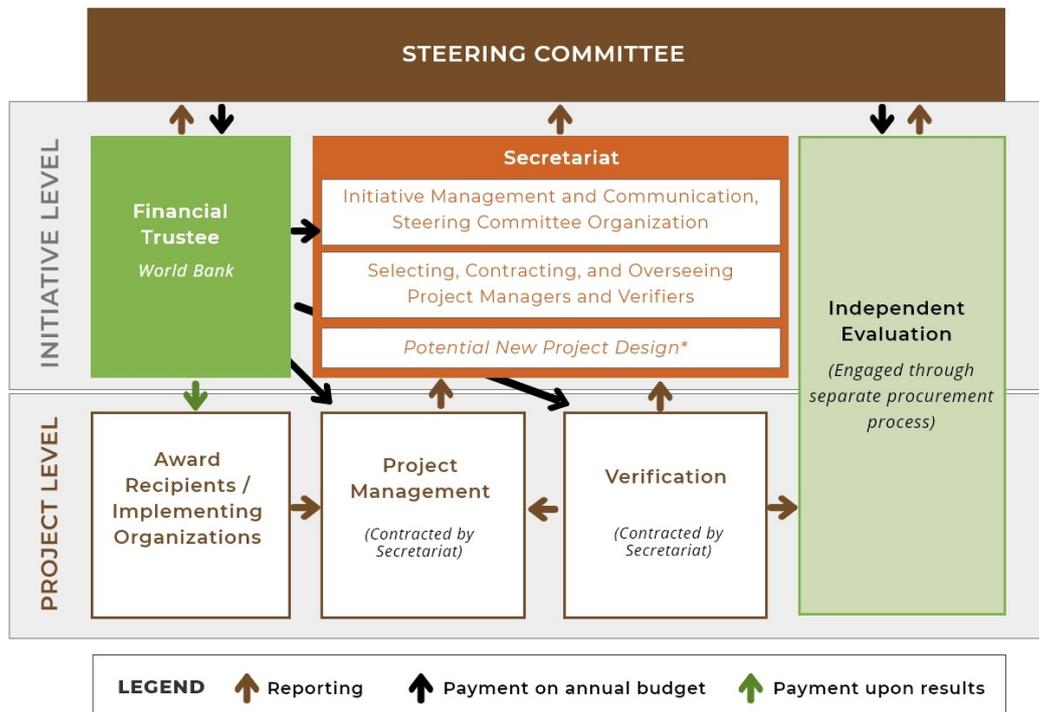
The AgResults Initiative (“AgResults”) is a US\$152 million multilateral initiative financed jointly by the governments of Australia, Canada, the United Kingdom, the United States, and the Bill & Melinda Gates Foundation (each, a “Contributor”) that uses Pay-for-Results prize competitions to incentivize, or “pull”, the private sector to overcome agricultural market barriers by investing in innovative research and delivery solutions that improve the lives of smallholder farmers. In doing so, AgResults goes beyond traditional “push”, or upfront grant funding, by harnessing private sector competition and innovation in spurring sustained market improvement. AgResults is currently implementing projects in Tanzania and Vietnam, along with a global Brucellosis vaccine development project and a regional vaccine development and delivery project in East Africa.

Several different bodies are involved in implementing the AgResults Initiative:

- A **Steering Committee**, comprised of donor organization representatives and the Trustee, makes strategic decisions.
- The International Bank for Reconstruction and Development serves as the **Financial Trustee** of the AgResults initiative and, among other things, manages donor contributions in a trust fund, makes payments of the grants or prizes to the Competitors, and contracts with the AgResults Secretariat.
- Deloitte Consulting LLP provides consulting services to AgResults and is known as the AgResults **Secretariat**. The Secretariat consults on new project design as well as on approved AgResults projects’ implementation. The Secretariat also provides services to contract the Project Manager.
- **Competitors** are organizations that participate or compete in each AgResults project and receive performance-based grants or prizes based on achieved and verified results. In case of the Indonesia Aquaculture Project, the Competitors are fish feed producers, processors, technology companies, and potentially farmer groups that will participate in the Project.
- A **Project Manager** manages day-to-day implementation of each specific project and oversees all verification work.
- A project-specific **Verifier** verifies, determines, and certifies whether Competitors have achieved their reported results and whether those results qualify for the payment of prizes.
- Subject to the prior approval by the Steering Committee, the Project Manager selects, engages, and works with a **Technical Advisory Committee** comprised of five industry experts to provide technical and advisory expertise and guidance to the Project Manager, the Secretariat and the Steering Committee. The Technical Advisory Committee is not a decision-making body but provides important input and formal links to key project stakeholders.
- The Steering Committee has also contracted with a third-party firm to serve as an **External Evaluator** of certain AgResults Projects to measure impacts and to compare AgResults project results to traditional, “push mechanism” development approaches.

The relationship among the key parties is illustrated below:

Figure 1: AgResults Initiative Structure



Appendix 3 Terms of Reference

1. Project Manager Period of Performance

The Secretariat expects to award to the selected Project Manager a Firm-Fixed-Price Contract for the Project management services detailed in this RFP for a period of five years, **subject to annual reauthorization** in writing from AgResults:

- **Period of Performance:** August 1, 2020 to June 30, 2025

If AgResults, at its sole discretion, decides to exercise the next annual Period, the Secretariat will inform the Project Manager no later than 30 days before the start of the annual Period to be exercised.

Payment of the Project Manager 's services under the contract will be made by the AgResults' Financial Trustee. The Trustee reserves the right to withhold from payment any taxes or similar fees as may be required by applicable law.

2. Project Overview¹

2.1 Project Background

Aquaculture is a rapidly growing sector in Indonesia. Aquaculture production has grown as a share of overall fish production in Indonesia from 10.6% in 1960 to 40.2% in 2014 and is expected to exceed capture fisheries production by 2026. This growth has occurred as capture fishery production has gradually leveled off and producers have transitioned into aquaculture. Indonesia will increasingly lean on aquaculture production to produce fish for future domestic consumption and export, particularly as domestic consumption per capita is estimated to double by 2030. The Government of Indonesia is currently encouraging rapid expansion in aquaculture production as capture fishery production is expected to significantly stagnate and demand for fish is expected to continue.

Any solution to increasing availability of fish in the domestic market must include Indonesian smallholder aquaculture farmers (SHF), who make up 70-80% of total aquaculture producers. They each produce on less than 2ha in freshwater systems and less than 5ha in marine systems. A range of challenges hinder SHF aquaculture productivity, particularly the following:

Challenge	Description	Profitability Impacts
Feed costs and efficiency	<ul style="list-style-type: none">• Feed is a primary cost in aquaculture production.• Traditional feeding methods are inefficient and costly, driving up costs without maximizing production.• Farmer interviews and research indicate that feed costs make up	<ul style="list-style-type: none">• Feed Conversion Ratio: Inefficient feeding methods increase the overall amount of feed necessary to produce a given quantity of fish/shrimp.• Survival Rate: Better/more uniform feeding ensures more uniform fish growth and survival.

¹ Details regarding the prize competition provided in this Terms of Reference are subject to change. The final competition rules will be defined and published by AgResults in consultation with the selected Project Manager and other stakeholders.

	between 60-90% of overall production costs.	
Water quality and management	<ul style="list-style-type: none"> • Low water quality and poor water quality management hampers fish growth and increases the likelihood of fish death and disease. 	<ul style="list-style-type: none"> • Feed Conversion Ratio: Fish laboring in dirty water digest feed less efficiently. • Survival Rate: Low-quality water increases fish mortality rates. • Density: Reduced disease risk allows farmers to stock at higher density.
Disease management and prevention	<ul style="list-style-type: none"> • High incidence of disease, particularly in shrimp, can decimate entire production cycles. • Poor fish health also slows growth and reduces value for farmers. • Improved genetics and high-quality seed and fingerlings are crucial to preventing disease in fish stocks. 	<ul style="list-style-type: none"> • Survival Rate: Fish with improved genetics and disease resistance are more likely to survive. • Density: Farmers are willing to stock at higher densities if there is less disease risk. • Feed Conversion Ratio: Healthy fish digest feed more efficiently.

These challenges require solutions that help SHF meet the rising demand for fish in a sustainable way. Through on-farm technical innovation, there is an opportunity for SHFs to increase productivity, profitability, and the overall sustainability of farming operations while meeting the demand for fish and contributing to improved livelihood and nutritional outcomes.

2.2 Project Goals and Theory of Change

The AgResults Indonesia Aquaculture Challenge Project (the “Project”), aims to use a private sector prize competition to enhance SHF productivity to meet existing and growing demand for fish and fish products in Indonesia. The project’s objectives are the following:

1. Increase use of key productivity-enhancing technologies by SHF.
2. Increase incomes from shrimp and finfish production among SHF.
3. Strengthen value chain linkages between aquaculture input providers, SHF, and off-takers, enabling sustained adoption of improved technologies that drive productivity.

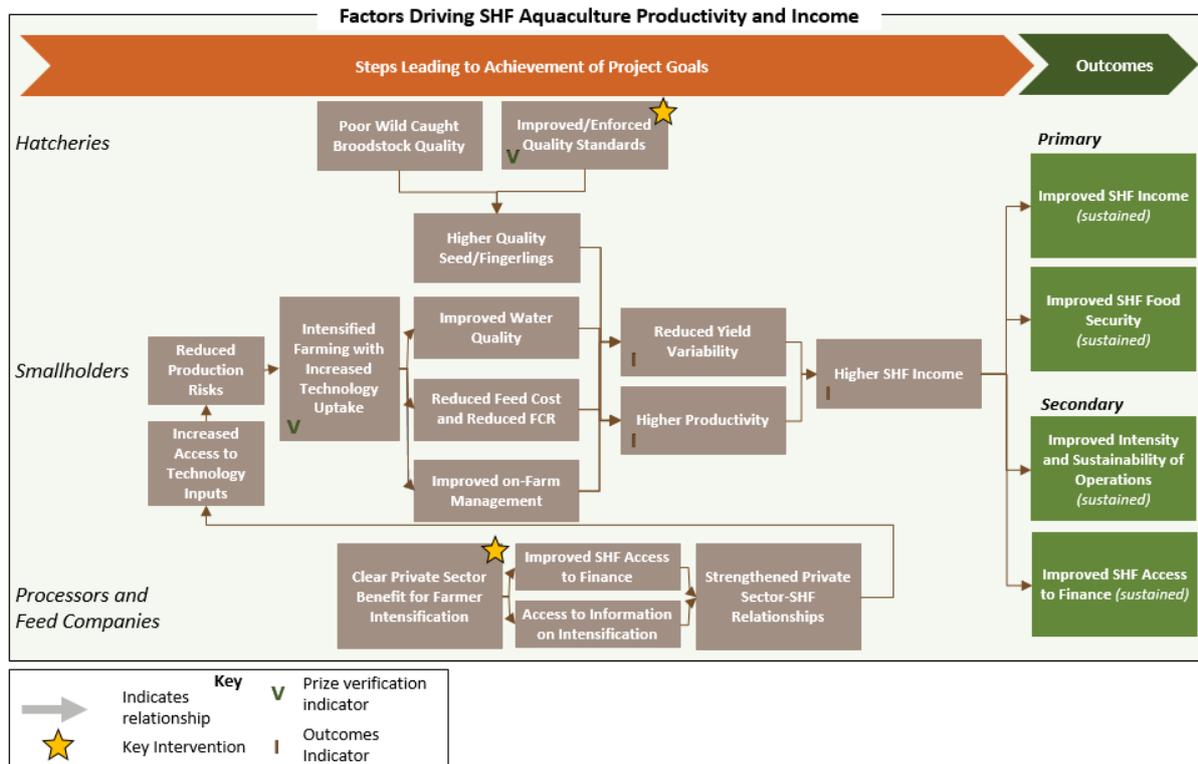
To achieve these objectives, AgResults will implement a prize mechanism to award per-unit monetary prizes paid on an annual basis to Indonesian private sector competitors based on sales or rentals of eligible aquaculture technologies, specifically aerators and feeders, delivered to SHFs. In addition, the project will offer a grand prize for the three competitors that sell the most technologies over the contest period.

In addition, the project also anticipates a second prize category for finfish and shrimp hatcheries that achieve IndoGAP certification, for which the Ministry of Maritime Affairs and Fisheries (MMAF) expects to launch a renewed certification process in 2021.

The project will take place in six provinces of Indonesia: West, East, and Central Java; West and East Nusa Tenggara; and South Sulawesi. This region has been selected based on the number of SHF and the poverty rates, as well as considering logistical realities. Please see Annex 6 for illustrative details about the proposed Project.

The project’s Theory of Change is presented below as Figure 2.

Figure 1: Project Theory of Change

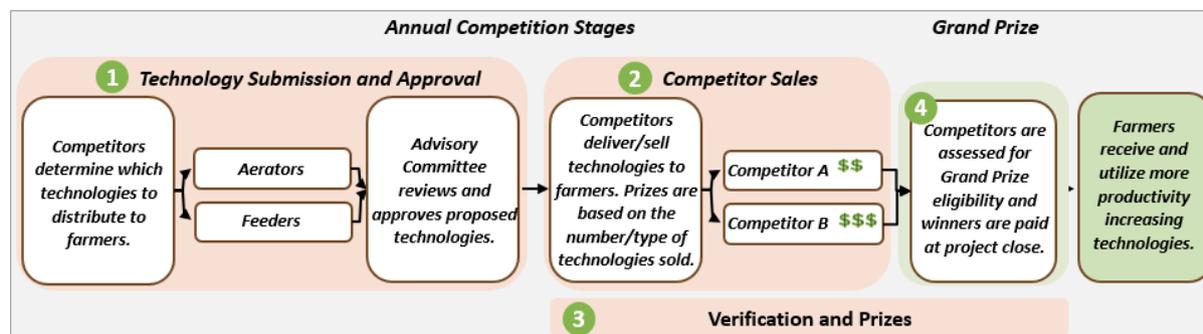


2.3 Competition Timing and Stages

Technology Sales Prize

After an initial “pre-launch” phase to finalize the parameters of the contest, the contest will be run on a continuous basis over four years, with a period before the start of each competition year during which new and existing competitors must submit proposed technologies for review and approval. The process is shown in Figure 2 and described below.

Figure 2: Annual Competition Overview



Stage 1: Technology Submission and Approval. Each competition year, competitors will submit a list of technologies that they will provide to farmer. The Advisory Committee will determine the following:

1. Selected technologies are of sufficient quality to be sold to smallholder farmers. Competitors will be required to provide a 1-year warranty on all sold products.

2. The proposed technologies are sized appropriately for smallholder use (i.e., tools geared for intensive and super-intensive aquaculture are not approved).
3. The submitted products are legally authorized for sale/rental in Indonesia.
4. If accepted, which prize tier (traditional or improved) is appropriate for the technology.

Eligible technologies will be defined before project launch, but in general they can be categorized according to the below table:

Input Type	Characteristics
Traditional Aerator	Timed/push button aerators including paddlewheels/ blowers/ sprayers
Improved Aerator	More complex aerators that incorporate solar power, Internet of Things (IoT) technology such as monitoring of oxygen levels
Traditional Feeder	Timed/push-button feeders that are manually operated or can set using a simple timer
Improved Feeder	IoT-based feeders that allow the farmer to monitor and track feeding amounts
* Improved technologies may not yet be widely available on the market. The Increased incentive paid for sales of these technologies is designed in part to encourage their development and promotion on the market.	

Based on the results of the review, AgResults will accept and notify competitors of their status for the upcoming competition period, as well as which inputs have been approved for the contest. Competitors may propose multiple inputs under each category in their attempts to target multiple geographies and species to reach more SHFs.

Stage 2: Annual Competitor Sales Period. There will be four annual competition periods. During each competition period that will for a full year, approved competitors will sell as many approved inputs as they can to SHFs in the target regions. The prize incentive will be structured as a per-unit prize based on the number of units sold/rented. Prize eligibility is based on meeting a minimum sales threshold.

During the last three months of each competition sales period, competitors will be invited to submit technologies for review and approval for inclusion in the following competition year. This way, the competition will allow competitors to keep selling approved products but be able to adjust to meet the market if products are not satisfying the needs of SHF.

Stage 3: Verification and Prizes. On a rolling basis, the AgResults-approved Verifier will track competitor sales and verify results using a combination of sales audits and spot checks. At the end of each verification period, the Verifier will calculate the total award amount that each competitor has earned and submit those totals to the Project Manager and Secretariat for validation. The Verifier will also confirm that the competitor has met the annual sales/ rental threshold, currently set at 50 units per year.

Stage 4: Grand Prize. On a rolling basis, the AgResults-approved Verifier will track competitor sales and verify results using a combination of sales audits and spot checks. At the end of each verification period, the Verifier will calculate the total award amount that each competitor has earned and submit those totals to the Project Manager and Secretariat for validation.

Hatchery Certification Prize

This prize will run on a parallel track to the technology prize, and addresses issues that SHF have in accessing high-quality seed/fingerlings in the market, contributing to higher on-farm mortality rates for fish/shrimp and reduced productivity.

Under this track, AgResults will award a prize to each hatchery that becomes certified under IndoGAP's 3rd party certification. Hatcheries would be eligible for the prize only once during the competition. This proposed prize is contingent on the launch of a 3rd party IndoGAP hatchery audit process, currently anticipated in 2021. Only hatcheries that receive certification under a 3rd party audit would be prize-eligible.

Given the current timeline for 3rd party certification launch, as part of its pre-launch tasks the Project Manager will be required to continue validate the prize size and better define contest rules around hatchery eligibility. the Verifier would validate each hatchery's certification status and prize eligibility on an ongoing basis, with the Project Manager responsible for validating results with the Secretariat, paying awards directly to hatcheries, and requesting reimbursement on a quarterly basis by AgResults.

2.4 Prize Structure

Technology Sales Prize

The prize a competitor receives is a function of 1) meeting the competition's annual sales threshold 2) and a per-unit prize for each piece of technology sold or rented. Competitors will become prize-eligible if they meet the competition's annual sales/rental threshold, currently set at 50 units per year. If a competitor reaches the sales/rental threshold, they will receive a per-unit prize for each aerator or feeder sold. Per-unit prize sizes will vary between aerators and feeders. Higher per-unit prizes will be available for innovative technologies. All prizes are in US dollars.

Input Type	Prize Amount Per Sale/ Rental*
Traditional Aerator	\$125
Improved Aerator	\$200
Traditional Feeder	\$75
Improved Feeder	\$125

** Rented technologies will receive a pro-rated prize based on the length of the rental contract and the lifespan of the technology.*

The incentive structure also includes grand prizes. Competitors are eligible for the Grand Prize if they sell over 5,000 technologies (rented technologies will count as 1/3 of a sale per year). Competitors can combine sales/ rentals of aerators/feeders to reach that eligibility threshold. Providers of improved aerators and improved feeders have the same threshold for Grand Prize eligibility. The Grand Prize will be calculated and paid out at the end of the final competition period, Year 4.

Only the top three competitors that qualify for the grand prize will receive an award:

1. 1st Place: \$250,000

2. 2nd Place: \$150,000
3. 3rd Place: \$50,000

Hatchery Certification Prize

Each hatchery that meets the prize requirements will receive a one-time prize of \$750. The total number of hatchery certification prizes available is 300. Once verified by the Verifier and approved by the Secretariat, the Project Manager will pay these prizes directly to each eligible hatchery, and then be reimbursed by AgResults on a quarterly basis.

2.5 Verification

Technology Sales Verification

Verification begins at stage one, the technology submission stage. At this point the competition's Advisory Committee will review the products that competitors plan to offer during a given competition year. The Advisory Committee may determine that certain products are low-quality or unreliable and prevent their inclusion in the competition. AgResults will require that competitors provide a 1-year warranty on all technologies sold/rented to encourage competitors to provide quality products and provide service and product use support.

AgResults will engage a prize competition Verifier that will provide comprehensive verification services to AgResults. The verification will be in place prior to competition launch so that firm verification protocols are established.

Specifically, the Verifier will employ two verification mechanisms:

1. **Competitor Sales Audits** utilizes traditional financial audits to confirm reported sales and rentals of incentivized technologies. Sales auditing will occur on a rolling basis and will also include mystery shopper visits as appropriate to validate the technologies being offered to SHFs.
2. **Randomized Technology Sales Spot Checks** provides an additional level of verification to ensure that farmers are genuinely receiving the technologies that competitors report. This includes physical verification through visits to SHF to verify sold technologies are present. Visits will occur on a rolling basis. It also includes randomized visits to any competitor partners, like manufacturers, feed agents, fish processors, that might be coordinating with lead competitors to deliver technologies.

After analyzing the results of audits and spot checks, the Verifier will submit results, indicating which companies distributed incentivized technologies in what quantities and what payment amounts they should receive. Payments will occur at least annually, with an option to pay after six months if a competitor meets the annual sales threshold at that point.

Hatchery Certification Verification

Verification will occur after hatcheries report receiving IndoGAP certification from the third-party auditor. The Verifier will coordinate with project competitors (hatcheries) and the appointed IndoGAP third-party auditor to confirm reported certification results.

The Verifier may also be asked to conduct randomized visits to hatchery sites to verify location, production information, and conduct visits and follow-up to ensure continued adherence to IndoGAP standards in the years after the certification is granted.

3. Project Manager Organization and Tasks

The Project Manager will manage the Project's implementation, in close coordination with the Secretariat, and will collaborate with the Steering Committee as required or appropriate. The Project Manager will be expected to manage a distinct pre-launch phase and the 4-year duration of the competition. The Project Manager will be responsible to perform the services in accordance with any agreement resulting from this RFP and will be accountable to the Secretariat.

General Project Manager Requirements:

- The **Project Manager must be registered to operate legally in Indonesia at the time of submission of any proposal in response to the RFP** and will be expected to travel throughout the competition region periodically to coordinate activities with local government authorities and competitors.
- The **Project Manager will be responsible for administrative and coordination related tasks**, including project advocacy, outreach to competitors to encourage participation, coordination of application reviews, support of awareness building efforts, and reporting on program progress to the Secretariat.
- **The Project Manager will be supported by an Advisory Committee** (composed equally of male and female industry, government, and academic experts), who will provide technical advice during competitor application reviews, assessment of competitor technologies, and resolution of prize disputes.
- The **Project Manager will monitor the regulatory and supporting business environment** to identify key issues or changes in context that impact the project. The Project Manager will pay particular attention to the development of the IndoGAP standards and coordinate closely with the Secretariat to determine if the competition's hatchery certification element should be launched.
- The Project Manager office is anticipated to be based in either Jakarta or Surabaya.

3.1 Project Manager Key Personnel and other Required Responsibilities

The following are the roles and responsibilities of the key personnel positions for the Project Manager Team. The key personnel are essential to the successful performance of the Project. All staff filling these key personnel positions are subject to approval by the AgResults Secretariat and may be replaced only with equivalent or more qualified personnel with the Secretariat's prior written approval. The anticipated key personnel are the Team Leader and the Technical Officer. **Note: Offerors may propose alternate staffing arrangements that together provide the required competencies provided there is a clearly designated Team Leader. Gender balance is encouraged in any staffing proposals.**

3.1.1 Team Leader

The Team Leader will be responsible for management of day-to-day Project activities and the quality delivery of all the Project Manager team's work. The Team Leader will ensure that all tasks and activities are performed in a timely, professional manner, subject to appropriate review and approvals by the Secretariat, and that deliverables and other work products related to the Project will be clear, well thought out, complete and thoroughly checked for quality control. The Team Leader will be assisted in tasks by a Technical Officer.

Specifically, The Team Leader's responsibilities will include the following:

- a. Lead the process for project registration/ approval in Indonesia.
- b. Assess and validate the Project design, to ensure alignment to the stated goals and objectives of the AgResults program.
- c. Develop Annual Work Plans to be submitted to the Secretariat for review and approval.
- d. Monitor and ensure that the Project Annual Work Plan is implemented.
- e. Prepare and submit Quarterly Performance Reports to track, identify and inform the Secretariat of all completed, in-process and forecasted Project activities, and to propose Work Plan adjustments if needed.
- f. Identify and proactively report to the Secretariat on potential opportunities or problems that could impact Project implementation or the reputation risk of the Project, AgResults, the Secretariat or any other AgResults entity. The Team Leader should employ critical thinking to troubleshoot solutions, and recommend appropriate solutions, responses and next steps to the Secretariat before acting.
- g. Monitor and supervise Project implementation, including, without limitation, for misuse of funds and fraud, implement misuse and fraud avoidance management processes.
- h. Manage annual lessons-learned exercises with competitors and the Advisory Committee and submit summaries of these exercises to the Secretariat.
- i. Ensure quality verbal and written reporting on Project operations as required.
- j. Coordinate the formation of the Advisory Committee and their input on technical matters throughout the course of the Project. Ensure that the members of the AC are eligible to serve on and contribute to the Committee, do not face conflicts of interest, and otherwise comply with the requirements of this Agreement.
- k. Manage and oversee the competitor sourcing and sign-up process with the competitors. Support potential competitors in joining the AgResults contest by providing information on the prize structure and contest requirements.
- l. Develop a transparent dispute resolution mechanism for the Competitors and other Project participants and coordinate dispute resolution for approval by AgResults.
- m. Ensure effective stakeholder engagement, including government engagement, public outreach, and communications. Communicate as needed with competitors and the TAC on matters of Project operations, and report regularly to the Secretariat.
- n. Collaborate with the Secretariat in the development and/or finalization of the verification process, as well as help with drafting the terms of reference for the Verifier and identifying Verifier candidates.
- o. Along with Secretariat, prepare a verification oversight plan, oversee, and perform spot checks of the sales audit tasks that the Verifier will perform.
- p. Liaise closely with the Project Verifier(s) to ensure consistency in work plan development, reporting, and to advise on verification processes with necessary.
- q. Collect and submit verification reports to the Secretariat, indicating the companies that should receive a payment and the payment amounts.

- r. Maintain neutrality in all aspects of the facilitation of the Project, including impartiality toward the Competitors, and eschew influence by any pre-existing personal or professional relationships that would create an actual or perceived bias or unfair advantage for a Competitor or other stakeholder.
- s. Ensure that Project deliverables are met on a timely basis and keep the Secretariat informed of all delays or changes to the timeline.
- t. Develop and implement communications and outreach in coordination with the Secretariat. This includes engaging proactively with the aquaculture industry and stakeholders at external events and conferences.
- u. Coordinate and provide reasonable support as needed to the AgResults External Evaluator to harmonize work plans and facilitate assessing specific parameters and outcomes of the Project.
- v. Lead Project close out.
- w. Perform other duties as assigned and needed by the Secretariat or the Steering Committee.

3.1.2 Technical Officer

The Technical Officer will be responsible for competitor and Advisory Committee engagement from a technical standpoint. The Technical Officer will help align the Project's industry engagement, government engagement, and day-to-day oversight strategies to support the Team Leader in smooth Project launch and implementation.

Specifically, The Team Leader's responsibilities will include the following:

- a. Serve as Acting Team Leader when the Team Leader is absent.
- b. Support the Team Leader and the Secretariat to define and adjust strategic and operational plans to achieve AgResults and project objectives.
- c. Engage competitors on a regular basis to understand progress, challenges, opportunities, and potential adjustments the Project should make.
- d. Support all technical meetings, especially annual TAC meetings to review competitor applications and input proposals.
- e. Provide inputs to the Team Leader for all program reports and deliverables. Assist in checking that all deliverables are complete and to quality standards.
- f. Support operations, particularly weekly, monthly and quarterly reporting.
- g. Travel to the regions to coordinate activities and government meetings on a quarterly basis.
- h. Coordinate and provide support as needed to the Independent Impact Evaluator to harmonize work plans and facilitate the Independent Evaluator's work, in order to meet the objectives of their work along with those of the Project.
- i. In support of the Team Leader, liaise with project stakeholders including AC, Competitors, Verifier, and government officials.
- j. Support the Team Leader as needed with verification oversight, annual work plan development and implementation, and in the preparation of all deliverables for the Secretariat.
- k. Ensure quality verbal and written reporting on Project operations as required.
- l. Ensure that Project deliverables are met on a timely basis with quality standards.
- m. Perform other duties as assigned.

3.1.3 Advisory Committee (AC)

The AC are not direct hires of the Project Manager but nonetheless play an important role in the Project. The AC will be a 5-person volunteer body made up of aquaculture value chain experts proposed by the Project Manager and subject to approval by the Secretariat. The AC will provide input into technical Project activities during the Project lifecycle, will meet regularly, and should also be available for phone or email consultation with the Project Manager. The AC should be gender balanced and include government, private sector, and other representatives. At least one AC member should have gender expertise.

Specifically, the TAC's responsibilities will include the following:

- a. Before project launch, provide input into the final contest rules, particularly on including gender-based requirements or incentives regarding technology sales.
- b. On an annual basis, review competitor applications alongside the Project Manager and Secretariat and provide input into the technology approval process.
- c. Meet quarterly to review contest progress and advise on challenges.
- d. Provide inputs into the identification and mitigation of risks during project operations, including, without limitation the dispute resolution and funds misuse and fraud avoidance management processes.
- e. Identify risk areas for potential fraud or malfeasance in the Project.
- f. Liaise with the External Evaluator as needed.

3.1.4 Legal Support Services

The Project Manager shall identify and contract a reputable Indonesia-based law firm to provide on-call legal support services through the life of the Project ("Project Legal Counsel"). The Project Legal Counsel's services will be needed especially in the pre-launch phase to identify potential issues in the contest rules that could run detriment to the Project.

The Project Legal Counsel must have expertise in legal issues concerning the implementation of prize competitions in Indonesia.

The responsibilities of the Project Legal Counsel will include the following:

- a. Provide Project Manager with legal advice as needed to support general Project activities.
- b. Provide legal inputs as requested by Project Manager to expected deliverables, including development of competitor agreements and legal guidance on final contest rules.
- c. Provide legal inputs as requested by Project Manager for the identification and mitigation of risks during Project operations, including, without limitation, dispute resolution and funds misuse and fraud management processes.
- d. Develop a non-disclosure agreement for use by the AC.

3.1.5 Insurance to be taken out by Project Manager

Project Manager shall take out and, during the period of effectiveness of the Project, maintain, and shall require any sub-vendor to take out and maintain, each at their own cost, appropriate insurance coverage, which coverage shall include such insurance as may be required by the

law of the country of incorporation of Project Manager or sub-vendor, and, in addition, the following minimum coverage:

- a. Employer's liability insurance in the amount of \$500,000 per occurrence;
- b. Commercial General Liability insurance in the amount of \$5,000,000 per occurrence; and
- c. Professional Liability and/or Errors and Omissions Liability Insurance in the amount of \$1,000,000;
- d. with respect to automobiles operated in the performance of the Services, \$1,000,000 combined single limit per occurrence.

3.2 Project Management Activities

The following section outlines the expected sequence and timing of Project Manager Activities and intends to highlight the "critical path" activities of the Project, from pre-launch to implementation to project close. The Project Manager will be responsible for the pre-launch and launch activities for the Project, as well as the oversight of Competitors during each annual contest period. The following is a description of the activities that will make up the role of the Project Manager in each of these phases.

3.2.1 Pre-Launch Activities (Months 1 to 3)

Before the official launch of the Project, the Project Manager will perform several critical activities to lay the groundwork and prepare for the launch of official Project operations.

3.2.1.1 Draft Year 1 Plan

The Project Manager will develop a final Year 1 workplan that includes pre-launch and launch periods up to the start of the first contest period anticipated in Spring 2021. The workplan should show the key activities, critical paths, and timelines for implementation.

3.2.1.2 Seek Project Registration/ Approval

Simultaneously to work plan development, the Project Manager will seek Government of Indonesia approval for the AgResults Project through appropriate channels.

3.2.1.3 Engage Technical Advisory Committee

Concurrently to seeking project approval, the Project Manager will identify five persons to serve as part of the AC. Ideally, the AC will include private and public stakeholders, including a Government of Indonesia official who can serve as Project champion, and should include balanced gender representation. Once the AC has been selected and approved by the Secretariat, the Project Manager will convene an initial introductory meeting for the Secretariat, Project Manager, and AC on key Project goals and characteristics, and to define a cadence for continuous alignment of all bodies. This introductory meeting can coincide with the Project validation activity described below.

The AC will not be paid but may be reimbursed for travel expenses/ provided an honorarium as appropriate. The Project Manager must ensure that any travel reimbursements to the AC

are made only if and to the extent compliant with any applicable anticorruption laws, including, without limitation, the U.S. Foreign Corrupt Practices Act (FCPA) and the UK Anti-Bribery Act.

Specifically, the Project Manager tasks to set up the AC include the following:

- a. Coordinate AC inputs to key activities in the Project operations, including advising on the annual review process of competitor applications and technologies to be sold.
- b. Establish an appropriate and effective governance structure for the AC and update based of the technical needs of the Project.
- c. Convene AC meetings at least quarterly and as needed to seek meaningful advice from members or to update them on the Project.
- d. Solicit input and advice from the AC related to potential fraud or system gaming and report all information to the Secretariat.
- e. Take thorough minutes of each AC meeting and submit minutes to the Secretariat within two (2) weeks of each meeting, calling to the Secretariat's attention any important points.
- f. Ensure that AC members sign Deloitte's Anticorruption Compliance Certification and receive any required training provided by the Secretariat.

3.2.1.4 Validate Project Design and Finalize Contest Rules

The Project Manager, along with the AC and Secretariat, will validate the main design aspects of the Project. The Project Manager will coordinate with the AC to review the final approved project design document and identify potential technical and operational issues. This will include but is not limited to verifying the prize structure, allowable inputs list, and contest timing. The AC will also provide feedback into the contest rules, which the Project Manager will finalize and submit to the Secretariat for Steering Committee approval. The Project Manager must also seek legal input into the final proposed contest rules to ensure the rules allow for full implementation in Indonesia. Finally, the **Project Manager will work with the AC to conduct a gender analysis** to determine if the interventions will allow for full participation by women, and if not to propose design changes to allow for women to participate.

If there are changes that the Project Manager proposes to the redesign of the Project, especially with respect to women's participation, the Project Manager will submit a detailed report, proposing those changes and a rationale for the adjustment, to the Secretariat and Steering Committee, for their final approval.

In addition to outlining contest parameters and prize structure and eligibility, the rules should address the following:

- **Adherence to rules:** Competitors will agree to follow all the rules and regulations established by AgResults for the Project, including prize eligibility.
- **Requirements and timelines for contest participation:** Competitors must understand the process for annual contest participation.
- **Compliance with applicable laws:** Competitors will agree to comply with all applicable laws related to their participation in the competition, including, without limitation, any laws related to input sales and services, including fodder, feed, vaccines, and artificial insemination, safety and security of its personnel, and anticorruption laws.

- **Deadlines and timing:** Competitors will agree that failure to abide by all deadlines set forth in the project rules results in disqualification from the competition
- **Dispute resolution process:** Competitors will agree to a dispute resolution process to be used in cases where disputes arise in connection with the Project between or among any of the Competitor(s), or if allegations of misconduct surface
- **Publicity:** Competitors will agree to AgResults publicizing competitor success, including high-level details on the results of the competition and approval to participate in the Project.
- **Compliance with Independent Evaluation:** Competitors will agree to a set of interviews with the AgResults External Evaluator, who will assure confidentiality of information and provide a non-disclosure agreement, with which the program will measure the impact of the Project.
- **Indemnification of AgResults:** Competitors will agree (by accepting the Contest Rules and/or in an agreement with the Project Manager) to indemnify and hold harmless AgResults entities (including, without limitation, Project Manager, the Secretariat, members of the Steering Committee and donors) in connection with any claims, liabilities, suits and risks associated with the Competitor's participation in the competition, as well as other risks and liabilities as should be identified by the Project Manager's legal support and presented for review and approval by AgResults and the Steering Committee.
- **Confidentiality:** Appropriate confidentiality and non-disclosure terms should be included in the Rules. Competitor information submitted as part of any application to participate or in future reporting will need to be disclosable, at a minimum, to the AgResults Steering Committee, the AC, and the Secretariat
- **Competition Ethics:** Competitors should be bound by an obligation to provide accurate and true information and comply with all applicable laws and ethics and transparency rules standard for similar competitions (including, without limitation, anticorruption and anti-kickback laws and regulations).
- Other Terms and documents that are practical, common and recommended by the legal counsel to protect the interests of AgResults in the Competition process

The Project Legal Counsel's costs associated with rules finalization shall be included in the Project Manager's budget.

Required Pre-Launch Deliverables:

- Final Year 1 Workplan
- Project Registration/ approval received from Indonesia Government
- AC formally engaged through appropriate agreements/ non-disclosure agreements
- Project design validated, including gender analysis
- Contest rules finalized

3.2.2 Launch and Contest Marketing Activities (Months 4 to 8)

During this period, the Project Manager will lead a launch event and conduct outreach and marketing to prospective competitors, culminating in a final competitor list for the first annual contest period to begin in Spring 2021.

3.2.2.1 Support Verifier Selection and Onboarding

The Project Manager will support the Secretariat in selecting a Verifier once the competition rules are finalized. This may include identifying candidates, reviewing Verifier proposals, and providing a comprehensive project briefing once the Verifier is engaged by the Secretariat. The Project Manager will also review the final verification protocols proposed and recommend any adjustments prior to the first annual competition period.

3.2.2.2 Launch Indonesia Aquaculture Project

The Project Manager will organize a public event in the target region(s) to publicize the Project in month five of the Project Manager's contract and assemble key program stakeholders to introduce the prize competition, the Project timeline, and explain the overall structure and the potential impact of the Project. This event should include the participation of potential competitors.

3.2.2.3 Lead Competitor Outreach

Before, during, and after the competition launch event, the Project Manager will develop and follow an outreach and recruitment strategy for contacting potential Competitors. This will include but not be limited to development of a Competitor profile for potential participating organizations, a list of potential Competitors, and an outreach plan for engagement.

Outreach must include specific efforts to identify and recruit potential women-led competitors, and to identify complementary women-owned businesses like processors to connect them with other competitors, without playing specific matchmaker.

Per the defined outreach plan, Project Manager will then engage with potential Competitors and document perceived interest in the Project. The outreach could include direct meetings, group meetings, events at existing industry meetings, and other forms of outreach. During these meetings, the Project Manager will explain the specifics of the prize competition and rules. During this process, the Project Manager will submit engagement updates to the Secretariat that also identify issues raised by potential competitors, especially potential risks due to perceived lack of interest in the Project.

3.2.2.4 Oversee Year 1 Competitor Application Process

In late 2020, the Project Manager will open the application process for competitors to apply to participate in contest Year 1 as per the final contest rules document. As part of this process, the Project Manager will work with the Secretariat to draft and finalize a Request for Applications (RFA) document that the Project Manager will then release through appropriate local channels. The application will need to outline, among other things:

- Objectives for competing in the prize challenge
- Organizational and technical capacity to participate and scale results over the contest periods
- List of proposed technologies to sell to SHF
- An outline of the approach they will take, reflecting the technical requirements for viable Competitors, including any partnerships they will form to compete

- Gender outreach plans, highlighting how competitors intend to engage women farmers and farmer groups

The Project Manager will convene a review panel comprising the Project Manager, Secretariat, and the AC to review of all eligible and complete competitor applications. The Panel will use the evaluation criteria specified in the Rules to select applications for participation the contest period. The Panel will also review and render judgement on each accepted competitor's technologies. Technologies should be reviewed from a quality, gender inclusivity, and climate impact basis.

The Project Manager will maintain primary oversight over the competitor identification, selection, application, review, and acceptance. This includes amending or updating the RFA as needed, as well as answering applicant questions and serving as the interface between AgResults and prospective and accepted competitors.

Working with the Secretariat, the Project Manager will manage all communications related to competitor application acceptance or rejection.

3.2.2.5 Finalize Dispute Resolution and Fraud Management Process

Following finalization of a verification process and working with the Secretariat and Verifier, the Project Manager will design and administer a Dispute Resolution Process to use when disputes arise or when any other misconduct is suspected. The process will identify possible areas of dispute, the process for lodging disputes, limits of dispute and resolution mechanism, and any other aspect necessary. This process will include notification of all issues to the Secretariat and escalation of unresolved issues to the Secretariat for guidance or resolution. The Project Manager will also implement workplace integrity policies and practices, as well as rigorous oversight of the Project to identify and mitigate all fraud, gaming and/or fraudulent behaviour.

Specifically, the Project Manager's responsibilities will include:

- In close collaboration with the Secretariat, develop a Dispute Resolution Process, subject to review and approval by the Secretariat.
- Once approved, communicate the dispute resolution mechanism to competitors.
- Inform the Secretariat of instances of potential suspected fraud, cheating, gaming and/or potential or real disputes.

Required Launch and Marketing Deliverables:

- Hold launch event
- Provide prospective competitor engagement updates to the Secretariat
- Develop, launch, and lead review process for RFA for competitors
- Finalize approved competitor list and approved technologies for Year 1
- Finalize dispute resolution process

3.2.3 Project Implementation Activities

The first competition period will begin on or around April 2021. During this and each subsequent competition period, the Project Manager will have overall responsibility for day-to-day oversight and management of the competition.

3.2.3.1 Engage Competitors and Oversee Project

The Project Manager will maintain communication with competitors and monitor their progress through regular touchpoints. The Project Manager will help competitors understand contest rules, identifying and proposing risk mitigation strategies as needed, and troubleshoot issues as appropriate. The Project Manager will ensure transparent and equitable communication and support across all competitors. The Project Manager shall act as a general contest resource for Competitors only. Under no circumstance shall the Project Manager provide or coordinate technical assistance for Competitors.

The Project Manager will refer all important communications related to the competitors to the Secretariat, keeping the Secretariat informed and appraised of all-important developments so that the Secretariat is able to effectively manage inquiries from and reporting to the Steering Committee.

The Project Manager will also support discrete measures to support gender inclusion and women's participation. One anticipated tool is a basic household financial training that the Project Manager will pilot with small groups of SHF and competitors, then hand over to competitors to use as part of their marketing strategy to women and other SHF.

After month nine of each competition period, the Project Manager will invite all competitors to resubmit their list of proposed technologies for review and approval for sale in the next annual period. At this point competitors will be able to adjust as needed based on learning and market conditions encountered in the prior period. The Project Manager will also invite new competitors to join through a full application process and will lead a review of new and resubmitted applications along with the Secretariat and AC.

3.2.3.2 Support Verification

The Secretariat will oversee the AgResults contract process with the Verifier organization. However, as outlined above the Project Manager will be responsible for assisting the Secretariat in the procurement process as needed and for oversight and monitoring of all work done by the organization hired to conduct Project Verification services.

Specifically, the Project Manager's responsibilities will include:

- Assist the Secretariat in finalizing the methodology for verification.
- Assist the Secretariat in the procurement of the Verifier(s), which may include communication with relevant organizations, assisting in developing the Scope of Work, and other related tasks.
- Oversight and monitoring of verification work including audit and quality verification work. Oversight and monitoring tasks will include but not be limited to monitoring and checking fieldwork and data collection, data cleaning and analysis, and data

conclusions and reporting. The Project Manager will organize and conduct spot checks of the audit work to ensure accurate collection of data and to ensure that no collusion occurs between Competitors and Verifier organization(s).

- Maintain an up-to-date communication feedback mechanism with the Verifier and the Secretariat to ensure that problems, challenges, lessons learned, and other key information is reported in a timely fashion.

3.2.3.3 Lead Annual Lessons Learned Event

The Project Manager will convene annual competitor lessons learned events (in collaboration with the Secretariat) at the end of each competition period in which participating competitors may discuss progress and share information on challenges and opportunities, which the Project Manager would capture and share with the Steering Committee for potentially broader dissemination.

Following the Lessons Learned Event, the Project Manager will submit a lessons learned report within two weeks to the Secretariat for review. The final Lessons Learned exercise after contest Year 4 may also serve as the final Project grand prize and closeout event.

3.2.3.4 Oversee the AC

The AC will be in place over the life of the Project. The Project Manager will be responsible for engaging and coordinating regular meetings of the AC on a quarterly basis and will be required to add and remove technical experts based on AC member availability and any other relevant factors. The AC will not hold decision-making power in Project management but will serve to provide critical technical inputs and validation to the Project Manager, the Secretariat, and the Steering Committee.

The AC's role in subsequent contest years will include, but is not limited to, providing ongoing feedback and technical inputs to the competition's terms and rules, revalidating the verification processes, reviewing and making recommendations on competitor technology proposals and new applications, and providing insight and clarity around aquaculture value chain concepts and the enabling environment at the request of the Project Manager, the Secretariat, the Steering Committee, or other stakeholders.

3.2.3.5 Engage Government and other Stakeholders

The Project Manager will continue to engage government stakeholders on a regular basis to inform them of Project challenges and successes. Ideally, much of this engagement will occur through a government champion's participation on the AC. However, even if the AC includes a government official, the Project Manager will still need to engage the wider government to understand potential political factors that may put the Project at risk. Such risks include changes in government policy relating to tariffs, product registration and imports, certification, subsidies, and others.

The Project Manager will also maintain active engagement with the wider donor and development community around aquaculture to align the AgResults Project with other ongoing initiatives. The Project Manager will work with the Secretariat to keep AgResults in-country donor representatives apprised of Project progress. The Project Manager will include summaries of such engagement in quarterly reporting.

As part of a proactive gender strategy, the Project Manager will also Work with provincial governments to Identify opportunities to link competitor activities with government initiatives focused on building women's processing or aquaculture farming capabilities.

3.2.3.6 Conduct Public Outreach and Communications

Project Manager will be the front-line organization establishing and maintaining AgResults visibility, stakeholder engagement and public communication; marketing and promoting the Project to potential competitor companies; and maintaining a critical neutrality in the facilitation of the Project. In accordance with AgResults media standards and policies, the Project Manager will serve as Project liaison to local media, value chain actors, and other local and international actors, consulting the Secretariat in advance of public communications and following the AgResults branding guidelines.

The Project Manager will identify and recommend to the Secretariat promotional activities to engage Competitors. Publicity of the Project (goals, requirements and incentives) and the Rules should be done in a transparent and open manner, through appropriate advertising, media outreach, and/or through proactive networking in the aquaculture industry. Publicity is subject to Secretariat approval of a Project Manager communications plan. The Project Manager will inform the Secretariat in advance of any deviations from the plan for Secretariat feedback and approval.

With respect to any external communication, unless otherwise specifically authorized in writing by Deloitte Consulting, the Project Manager shall not use the name or brand of Deloitte in any communications. The Project Manager shall use AgResults marking and branding in accordance with the guidance that will be provided by the Secretariat upon agreement award and as updated during the term of the Project.

3.2.3.7 Identify Problems, Opportunities, and Lessons Learned

An important overarching role of the Project Manager is to identify potential problems and opportunities and to recommend appropriate solutions and responses to the Secretariat before acting. Concurrent with this task is the documenting of lessons learned. As needed, Project Manager will research and analyse information to inform decision-making, identify problems and opportunities, document lessons learned, and propose to the Secretariat solutions and ways forward.

Specifically, the Project Manager's responsibilities will include, but are not limited to:

- a. Tracking Competitor activity, monitoring industry trends, estimating total Project payment costs, competitor investments, and other factors that may impact the Project implementation or the viability of the prize competition.
- b. Identify potential problems and opportunities and to recommend appropriate solutions and responses to the Secretariat before acting.
- c. Provide input into lessons learned products and publications led by the Secretariat.
- d. Report immediately to the Secretariat any urgent issue or reputational risk related to the Project.
- e. Report to the Secretariat in a timely fashion problems and opportunities identified in the Project and make recommendations for solutions and responses.

3.2.3.8 Provide Ongoing Reporting Deliverables

The Project Manager will report on an ongoing basis to the Secretariat, and is responsible for the following reports and deliverables:

- Yearly Work Plan development and submission to the Secretariat in MS Project or similar for review and approval, plus quarterly review and updates as needed.
- Weekly/ as required calls between the Secretariat and Project Manager.
- AC meeting notes, within one week following the meetings.
- Quarterly report (on which invoice is paid) to the Secretariat on project activities to include: Project implementation and operations; lessons learned; if available, competitor activities; any updates on Project indicators; any requests, with explanation, for needed work plan amendments; photos and summaries of all events.
 - a. As requested by the Secretariat, photos or written contributions for the AgResults website, blog, and/or social media.
 - b. Periodic contributions to Secretariat semi-annual reporting in January and July, as well as semi-annual Steering Committee meetings each Fall and Spring.
 - c. Final report at the end of the Project.
 - d. Any additional reports or information as may be required by the Secretariat or the Steering Committee.

3.2.3.9 Support to Project Evaluator and Independent Evaluator Results Framework

The Project Manager will support the AgResults External Evaluator, as needed and is reasonable, during activities for the impact evaluation of the Project. The Project Manager will also track data needed for the Independent Evaluator Results Framework as outlined by the Secretariat. Specifically, the Project Manager's responsibilities will include:

- a. Liaise, support and collaborate with the Independent Evaluator, with Secretariat oversight.
- b. Invite representatives of the Independent Evaluator to participate in significant events as relevant.
- c. Coordinate or facilitate meetings for the Independent Evaluator with stakeholders.
- d. Share technical understanding and knowledge of the aquaculture value chain with Independent Evaluator as requested.
- e. Provide information on Project findings that may impact Project implementation and the Impact Evaluation. The Independent Evaluator treats every piece of information with the utmost confidentiality and is bound by agreement to maintain confidentiality of every data sources.
- f. Support in the initial four months of the Project, and later if needed, for identification and development of the indicators for the Project Results Framework, in concert with the Secretariat and in collaboration and consultation with the Steering Committee and Independent Evaluator.

- g. Track, collect, and report to the Secretariat on data for the indicators in the Results Framework.

Required Ongoing Deliverables:

- All deliverables outlined in 3.2.3.8
- Oversee competition and engage competitors on continuous basis
- Oversee verification
- Lead annual lessons learned event
- Oversee AC including annual review of competitor applications
- Engage government and stakeholders
- Lead in-country outreach and communications
- Identify problems and lessons learned
- Support project evaluation including tracking results framework indicators

Appendix 4 Proposal Requirements

Proposal Requirements

1. Technical Proposal

Offerors are required to address the components below in a response limited to **fifteen (15) pages**, notwithstanding the separate annexes outlined below that will not count towards the page limit. Any specific additional page limits for annexes are noted below.

1.1 Technical Approach and Methodology

- A) The offeror shall present their overall approach to implementation of the Terms of Reference. In particular, the offeror shall demonstrate and will be evaluated on the following:
- a. Technical understanding of the project and Terms of Reference;
 - b. A clear, logical approach to implementing the project Terms of Reference, particularly with respect to complex interactions with private and public stakeholders.
 - c. Demonstrated experience and expertise within the Indonesia aquaculture sector.
 - d. Clear methodology for project registration/ obtaining necessary approvals/ ongoing engagement with relevant authorities in Indonesia.
 - e. Any risk management planning and actions related to COVID-19, particularly during the pre-launch phase.

1.2 Corporate Capability and Past Experience

- A) The offeror shall provide a statement of Corporate Capabilities included as part of the technical proposal response. Included in this statement, the offeror shall provide evidence of an existing presence and registration in Indonesia.
- B) In an annex, the offeror shall also provide three to five past performance references related to the efforts identified in the Terms of Reference. Each reference in the annex should be no more than two pages. These references should identify the specific role the offeror played in each project, particularly if they were part of a larger team.
- Please provide a description of the services, name(s), e-mail addresses, and phone numbers of the client(s)/customer(s) to whom the services were provided, dates and periods during which the indicated services were provided, and the extent and nature of services provided. (The Offeror consents to the AgResults Secretariat contacting and verifying these references at its discretion.)
- C) In an annex, the Offeror shall also provide a one-page list of relevant ongoing and past projects or activities, with budget amounts, duration and total level of effort provided for the past five (5) years or more if relevant.

1.3 Personnel and Management

- A) As part of the technical proposal, the offeror shall provide a description of the two key personnel who will be responsible full-time for the administration of the Project. The offeror must describe the two individuals proposed for key Project Management roles, including a summary description of the individuals' qualifications as they relate to the

scope of work and related tasks. It is preferred that at least one candidate is a woman. It is anticipated that the roles will include a Team Leader and a Technical Officer, but offerors may propose alternate staffing arrangements provided they cover the required competencies outlined below.

- B) As part of the technical proposal, the offer shall also provide a summary of the offeror's management approach and structure, including any other staff that will have a substantive role in supporting the Key Personnel.
- C) In an annex, the offer must provide CVs and letters of commitment for each proposed key personnel, with each CV being limited to 3 pages or less. **CVs provided beyond the two key personnel will not be reviewed nor considered in the evaluation.**

1.3.1 Key Personnel – Position Requirements

A) Team Leader

The Offeror's proposed Team Leader must meet the following requirements:

1. A minimum of seven to ten years of experience managing international donor-funded projects and/or private sector-led initiatives, with Indonesia experience required.
2. A Bachelor's degree in agriculture, animal science, aquaculture, economics, business, international development, or a related field. A Master's degree is preferred.
3. Demonstrated experience facilitating programs or projects that include public and private sector involvement.
4. Proven ability to work independently; effectively manage time, competing priorities, and complex tasks; and identify opportunities and challenges and propose appropriate responses or solutions.
5. Proven excellent project management and problem-solving abilities.
6. Excellent interpersonal, verbal and written communication skills in English.
7. Experience with positive stakeholder engagement, including the agribusiness private sector, international donors, and government officials.
8. Experience overseeing monitoring and verification systems.
9. Proficiency in MS Project, MS Outlook, MS Word and other Microsoft Office programs.
10. Women candidates are encouraged.

B) Technical Officer

The Offeror's proposed Technical Officer must meet the following requirements:

1. Aquaculture value chain expert with a minimum of seven years of experience.
2. Bachelor's degree required in a related field. Master's degree preferred.
3. Private sector experience in fish production, processing, and/ or inputs supply is highly desired.
4. Experience in government regulation of the aquaculture sector is preferred.
5. Excellent analytical, project management, time management, and problem-solving abilities.
6. Excellent interpersonal verbal and written communication skills.
7. Demonstrated excellence in oral, written and reading comprehension abilities.
8. Proficiency in MS Project, MS Outlook, MS Word and other Microsoft Office programs.
9. Women candidates are encouraged.

1.4 Illustrative Year 1 Work Plan

Building off the proposed Project Timeline in Figure 3 as well as the details provided throughout the RFP, the Offeror must propose an illustrative Work Plan for Year 1, with activities defined monthly, for the activities described in the Terms of Reference in Appendix 3. Offerors must include an estimated timing of major activities, deliverables, and interaction with other entities. Offerors must also describe any adjustments or contingencies due to COVID-19. Upon award, a definitive Year 1 Work Plan will be required within 30 days for discussion and approval by the Secretariat.

2. Cost Proposal

The Offeror shall submit a Cost Proposal on a **firm-fixed-price basis**, using the provided fixed-price cost template. The cost response should include all fees and expenses, including any taxes, for the entire contract period, as well as on a per-year basis, as per the Terms of Reference and should be based on cost realism and competitiveness. *Please note that the pricing template (Appendix 6) provides a Year 1 period of performance starting on July 1, 2020. The estimated start date for this project is between July 1 and August 1, but no later than August 1, 2020.*

The Cost Proposal should cover all the activities detailed in the Terms of Reference in Appendix 3, including the project launch-related responsibilities.

The Cost Proposal should at a minimum include a breakdown of anticipated costs as follows:

- a) labor costs with fees based on fixed daily rates for each labor category, calculated using the Labor Pricing Template attached as Appendix 6;
- b) costs for overseeing the AC, including travel and per diem;
- c) any direct costs associated with undertaking the full scope of work;
- d) Administrative costs associated with payment and reimbursement of hatchery prizes;
- e) events costs for major project events, including the following:
 - a. One public Project Announcement Event
 - i. approximately 100 attendees (all stakeholders + press)
 - ii. microphone sound system
 - iii. simple refreshments
 - iv. printed one-page briefs on the Project;
 - b. Four annual lessons learned/ prize events with competitors and key stakeholders, beginning at the end of the first competition period; and
- f) details of any necessary mobilization costs. An initial mobilization payment is permitted.

Notes:

- Proposed payments will be made quarterly and tied to deliverables proposed by the Project Manager in the submitted illustrative Work Plan.
- All expenses should be listed separately, with sufficient detail to allow for evaluation as to the reasonableness of the items proposed.
- All prices shall be quoted in US dollars.
- Offeror is responsible for any applicable taxes and similar fees (those are deemed included in the proposed fixed price). Deloitte Consulting cannot confer any special tax- or duty-free status.
- Payments to the selected Offeror will be made after receipt of the Quarterly Report by the AgResults Secretariat and will come from the World Bank-administered Trust Fund.

3. RFP Schedule of Events

1. **Deadline for Proposals**, with all required signatures, including a completed and signed Anticorruption Compliance Certification, is no later than 1700 Hrs. US Eastern Daylight

Time (US EDT) on **June 19, 2020**. Proposal documents should be submitted in one email to info@agresults.org. Please indicate "Indonesia Aquaculture Project Manager RFP" in the subject line of the email.

2. **Questions** concerning the Project or this RFP may be submitted by vendors at any time, but no later than 1700 Hrs. US Eastern Daylight Time (US EDT) on **May 29, 2020** to info@agresults.org. Please indicate "Indonesia Aquaculture Project Manager RFP Questions" in the subject line of the email.
3. **Answers** to timely-received questions will be posted on the AgResults website no later than 1700 Hrs. US Eastern Daylight Time (US EDT) on **June 2, 2020**. Answers to questions will be posted on <https://agresults.org/news-and-blog/10-blog/174-rfp-indonesia-aquaculture-pm>.
4. The Secretariat expects to award the Project Manager's contract by **July 15, 2020** with an expected contract start date of **August 1, 2020**.

4. Proposal Evaluation Criteria

Proposals will be evaluated and ranked by the Secretariat in the order in which they represent, in the Secretariat's sole discretion, the best value for AgResults. Greater weight will be given to the technical services than to price, but price (value for money) remains an important determinant for selection. Evaluation of the Proposals may include the following criteria (not in any particular order):

- a) The Offeror's demonstrated ability to perform the requested services as provided in the Technical Proposal.
- b) The management team proposed to carry out the scope of work.
- c) Past performance of similar or relevant services in the region.
- d) The price and value for money of the requested services as provided in the Cost Proposal.
- e) Compliance with the terms set forth in this RFP.

Appendix 5

Anticorruption Compliance Certification

AgResults requires full compliance by the Offeror with the U. S. Foreign Corrupt Practices Act (15 U.S.C. Section 78dd-1, et. seq.) as amended (“FCPA”), and all other applicable anti-corruption laws, rules and regulations.

The anti-bribery provisions of the FCPA make it illegal to offer, promise, authorize, or provide anything of value, either directly or indirectly (e.g., through third parties), to a Foreign Official (as defined below) for the corrupt purpose of (1) influencing an official act or decision; (2) inducing the Foreign Official to do or omit to do anything in violation of his lawful duty; or (3) securing an improper advantage; in each case in order to assist in obtaining, retaining, or directing business to anyone.

Under the FCPA, a Foreign Official includes not only a person who performs traditional governmental or administrative functions, but also any member of a royal family or an employee of an entity in which a governmental body has an ownership interest (even a minority interest). Such employee could still qualify as a Foreign Official even if he or she performs business-related functions as an employee of such entity engaged in commercial, rather than governmental, activities.

To facilitate the Offeror’ s understanding and compliance with obligations set forth in this clause, ‘Foreign Official’ is hereby defined for the purposes of this clause to include:

- Any officer or employee of a non-U.S. government (including any non-U.S. military personnel) or any of its departments or agencies or incorporated entities (including state-owned enterprises);
- Any director, officer, or employee of any legal entity or joint venture that is controlled or significantly owned by a non-U.S. government (including any non-U.S. military personnel) or any of its departments or agencies or incorporated entities (including state-owned enterprises);
- Any officer or employee of any public international organization (e.g., the United Nations or World Bank);
- Any person that represents or acts on behalf of, or in an official capacity for, any non-U.S. government or any of its departments or agencies or incorporated entities (including state-owned enterprises), even if honorary;
- Any non-U.S. political party or party official or candidate for non-U.S. political office;
- Any member of a royal family; and
- Any member of a non-U.S. legislative body.

The Offeror understands that prohibited payments or offerings under the FCPA need not take the form of cash or cash equivalents. For the purposes of this clause, and in line with the FCPA, the reference to ‘anything of value’ is construed broadly and covers any tangible benefit of any kind, including, without limitation, cash or cash equivalents, gifts (including, but not limited to, gifts or courtesies of local custom, wedding and personal gifts, jewellery), political contributions, donations to charities at the behest of a Foreign Official or his/her family, entertainment (including, but not limited to, meals and tickets to events), travel and travel-related expenses, hospitalities (including, but not limited to, accommodation), ownership rights in joint ventures or other entities, inflated or excessive contract prices, loans and employment (whether long-term or temporary). Even if any payments or gifts are a customary part of the culture of a particular country, they may be prohibited under the FCPA. In addition, providing

or offering gifts, payments or other benefits to another person for an improper or corrupt purpose may violate not only the FCPA but also other similar anti-bribery laws and regulations.

Moreover, certain laws and regulations, that may be also applicable in connection to the Project Manager’s activities, prohibit bribes or kickbacks in the private sector and regulate, among other things, whether gifts, entertainment or employment may be provided to U.S. government officials. Offeror shall comply with all such applicable laws and regulations.

Therefore, in connection with the submission of this proposal for participation in the AgResults Indonesia Aquaculture Project, the Offeror shall not cause the Secretariat or any other entity associated with the AgResults Initiative to be in violation of the FCPA or any other applicable anticorruption laws or regulations. The Offeror must refrain from either directly or through others, making or offering to make bribes, kickbacks or other corrupt payments or provide anything of value to a Foreign Official or anyone else for purposes of influencing them to benefit the Secretariat or any other entities associated with AgResults Initiatives, the Offeror, or any other party.

The Offeror shall notify the Secretariat immediately if it learns of any violations of the FCPA or any other anticorruption laws in connection with the Offeror’s involvement in the AgResults Indonesia Aquaculture Project. Notifications can be made to Secretariat through email: info@agresults.org. Notifications can be also made anonymously through the website www.integrityhelp.com, or by calling +1 866 850 1485 (within the U.S.) or +1 503 748 0570 (outside the U.S.).

Compliance Certification

By my signature, I certify as an authorized representative of Offeror, that in connection with the preparation and submission of this proposal, the Offeror has complied with and will comply with the U. S. Foreign Corrupt Practices Act (15 U.S.C. Section 78dd-1, et. seq.) as amended (“FCPA”), and all other applicable anticorruption laws, rules and regulations.

For and on Behalf of Offeror:

Name _____

Title _____

Organization _____

Signature _____

Date _____

Appendix 6 Pricing Template
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See attached.

Appendix 7
Illustrative Project Details

See attached.