

Request for Proposals for Project Management Services for the AgResults Senegal Crop Storage Finance Challenge Project

Date: September 30, 2020

From: AgResults Secretariat

To: Vendor

Subject: Request for Proposals (RFP) to provide Project Management Services for the AgResults Senegal Crop Storage Finance Project

RFP Link: <https://agresults.org/news-and-blog/10-blog/180-rfp-senegal-storage-finance-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 Senegal Crop Storage Finance 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 crop storage finance models in Senegal. The prize incentive offered by AgResults will target private sector and producer groups to drive uptake of warehouse receipt system licenses and storage schemes.

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 December 1, 2020 to June 30, 2026

The overall *estimated cost* for this procurement is US\$1.9 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\$3.4 million that would be paid to competitors directly by AgResults.

Proposal procedures and instructions follow this letter in Appendix 1 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 **October 30, 2020**. Proposal documents should be submitted in one email to info@agresults.org. Please indicate “**Senegal Crop Storage Finance Project Manager RFP**” in the subject line of the email. The full timeline and

instructions for this RFP are included in Appendix 1. All responses should be in English.

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 **October 30, 2020**. Proposal documents should be submitted in one email to info@agresults.org. Please indicate "**Senegal Crop Storage Finance 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 **October 9, 2020** to info@agresults.org. Please indicate "**Senegal Crop Storage Finance 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 **October 13, 2020**. Answers to questions will be posted at <https://agresults.org/news-and-blog/10-blog/180-rfp-senegal-storage-finance-pm>.
- d) AgResults expects to award the Project Management contract on or about **November 13, 2020** with an expected contract start date of **December 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 and seven months, **subject to annual reauthorization** in writing from AgResults:

- **Period of Performance:** December 1, 2020 to June 30, 2026

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

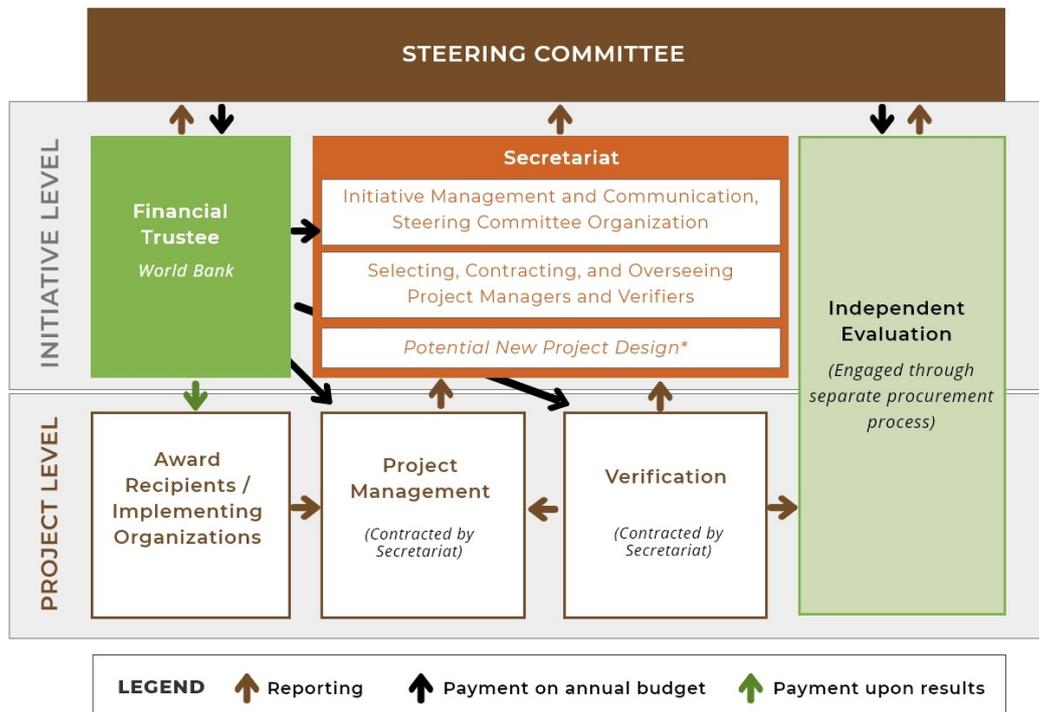
The AgResults Initiative (“AgResults”) is a US\$152 million multilateral initiative financed jointly by the governments of Australia, Canada, the United Kingdom, the United States, and the Bill & Melinda Gates Foundation (each, a “Contributor”) that uses Pay-for-Results prize competitions to incentivize, 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, Indonesia, 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 Senegal Crop Storage Finance Project, the Competitors are private warehouse owners/ operators as well as producer groups.
- 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:** December 1, 2020 to June 30, 2026

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

Smallholder farmers (SHF) in Senegal are often unable to maximize their harvest incomes due to limited ability to store to obtain high prices and inability to access credit.

The storage challenge: Pest and weather risks cause significant volumes of post-harvest loss among West African smallholder farmers, with one estimate showing that even a 5% loss in dry weight can translate to 25% of the value of that stored crop. Farmers require effective storage solutions that can increase value captured by smallholders by mitigating post-harvest losses. Storage availability can also reduce the artificial depression of farmgate prices during the harvest season, reducing overall price volatility and allowing farmers using storage to take advantage of higher, lean-season prices.

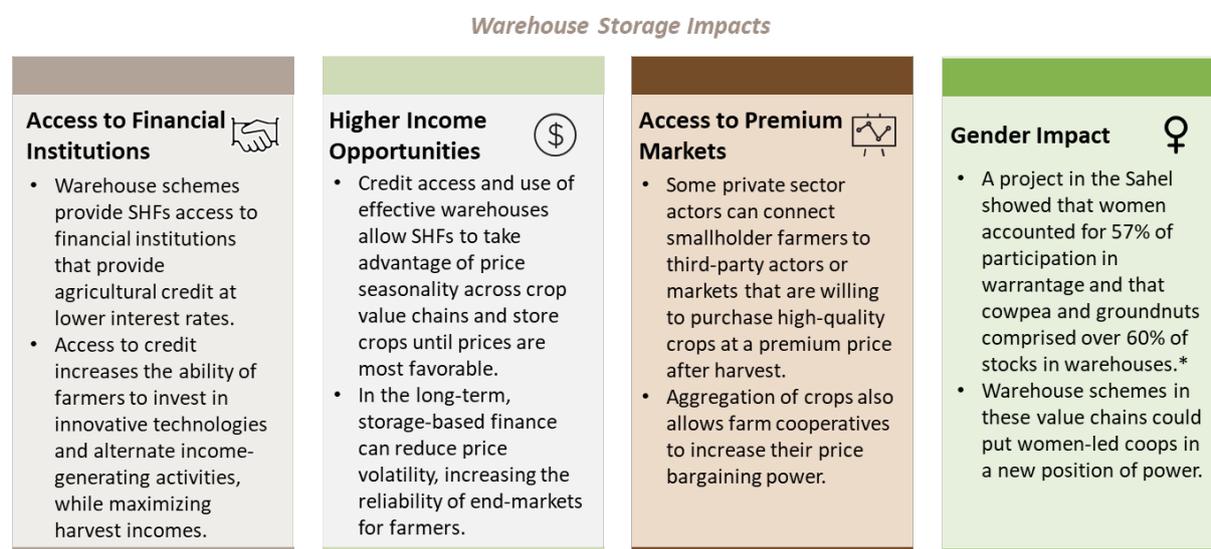
The finance challenge: Storage solutions alone often do not allay harvest-time financial pressure faced by smallholder farmers, who sell their crops during harvest to meet seasonal financial obligations such as school fees. This problem is particularly acute for Senegalese women, of whom just 4% are estimated to have access to loans from formal Financial Institutions (FIs). Storage-based finance could increase access to finance during the harvest that could allow smallholder farmers to pursue income gains through storage without sacrificing harvest-time liquidity. In addition, accessing finance could allow smallholder farmers to invest in productivity-increasing inputs and other enterprises, leading to further income gains.

Storage-based finance schemes such as Warehouse Receipts Systems (WRS) have the potential to solve the dual storage and finance challenges for smallholders if they reach scale.

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.

Increasing the accessibility of storage-based finance to smallholder farmers would allow for more inclusive opportunities to increase incomes across value chains. The figure below provides an overview of the potential benefits of such a system.

Figure 1: Warehouse Storage Impacts



However, although examples of storage-based finance schemes exist in Senegal, they have not yet been able to scale. These and other projects from across West Africa have illuminated particular barriers to entry for each required stakeholder group related to incentives, awareness, and trust.

Barriers Typically Limiting Take-off of Storage-Based Finance		
Warehouse operators	Producer Groups	Financial Institutions
Warehouse financing requires operators to access warehouses and manage relationships with farmers' groups and banks. There have not been adequate incentives for them to invest in warehouse infrastructure and in developing the required schemes.	In previous WRS trials, producer groups did not find that the seasonal price difference was enough to cover the costs to fund a third-party collateral manager. A warehouse project would need to identify the value chains and actors with the highest income gain opportunities.	Complementary to the lack of trust of SHFs, financial institutions lack the incentive to participate in storage schemes due to difficulties ensuring crops are of high quality and can be sold at a premium price that would cover interest rates.
The legal framework for WRS has typically lagged, creating an uncertain playing field for potential WRS operators.	WRS and warrantage activities have existed in Senegal at a small pilot scale. There has been a general lack of building SHFs' awareness of this model.	There are a number of banks and microfinance institutions in Senegal already providing credit to farmers' groups, but sensitization of storage-based finance solutions is still low.
As intermediaries, the warehouse operator must be local enough to obtain the trust of farmers, but professional to gain the trust of financial institutions. Warehouse operators must have the ability to establish trusted relationships with both parties.	Storage-based finance may seem complex and risky to many farmers. When introducing schemes, there has been a lack of a rigorous communication and financial education strategy that makes farmers comfortable.	Banks have historically seen farmers as risky recipients of credit. Additionally, they often do not recognize agricultural commodities as sufficient collateral that can be used when assessing loan risk.

That said, there exists an important opportunity to overcome these barriers in Senegal. Recent successful trials and policy changes have created a favorable enabling environment:

Supportive Government Regulations

- In July 2017, the Government of Senegal instituted a law regarding the Warehouse Receipt System that outlines the responsibilities and obligations of each actor and puts in place the general infrastructure needed to develop WRS schemes.
- The Ministry of Commerce (MoC) is currently finalizing the regulatory body that will license warehouses for participation in WRS. This regulatory body is expected to be up and running by early 2021.

Successful Pilots with Key Guiding Lessons

- In partnership with the MoC, the International Finance Corporation (IFC) is running a series of WRS pilots in different value chains. Lessons learned from these pilots are helping to identify value chains with the highest post-harvest arbitrage opportunities, design storage-based finance schemes with low transaction costs, and incentivize warehouses located near production areas to participate.
- The Strengthening African Rural Smallholders (STARS) project has seen solid results running a WRS-like pilot in Louga involving cowpea farmers.

Value Chain Actor Interest due to Success of Similar Programs

- The USAID-funded Nataal Mbay project in the Senegal River Valley rice value chain developed a response to financial institutions' hesitation to lend to rice farmers due to a perceived high risk and lack of available collateral. The project worked with rice processors and financial institutions to broker an alternative financial contracting arrangement using third-party collateral managers to monitor rice paddy stocks as collateral, increasing trust and transparency amongst actors.
- Due to the success of this project, key rice value chain actors—such as La Banque Agricole, the insurance company CNAAS, and private collateral manager companies—have expressed interest in pursuing further storage-based finance schemes.

Emerging Business Outlook of Producer Groups

- There exist a number of producer groups (cooperatives, unions, and GIEs) that are already providing warehouse storage services to members and that could potentially transition to a storage finance-based service model.

2.2 Project Goals and Theory of Change

The AgResults Senegal Crop Storage Finance Challenge Project (the “Project”), aims to use a private sector prize competition to incentivize uptake of WRS among SHF in Senegal. The project’s objectives are the following:

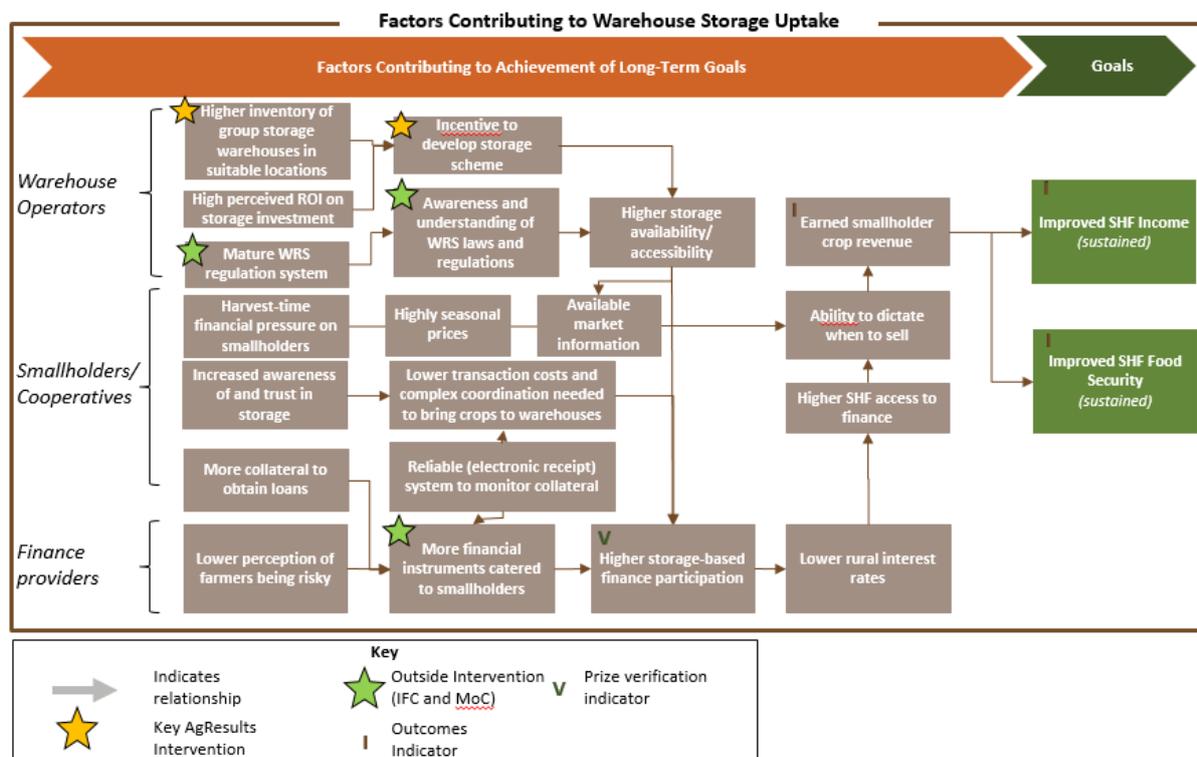
1. Increase SHF incomes.
2. Increase SHF food security.

To achieve these objectives, AgResults will implement a prize mechanism to award monetary prizes to private sector competitors, including producer groups, that 1) successfully obtain a WRS license from the MoC’s licensing agency, and 2) successfully store SHF crops using such a scheme. The project will award prizes to competitors obtaining a WRS license on a rolling basis, and to competitors successfully storing crops on an annual basis.

The project currently has no regional restrictions, except that competitors must be based in and operating warehouses in Senegal. Further research during the pre-launch period may eliminate certain regions from consideration. Please see Annex 6 for illustrative details about the proposed Project.

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

Figure 2: Project Theory of Change



2.3 Competition Timing and Stages

After an initial “pre-launch” phase to finalize the parameters of the contest, the contest will be run on a continuous basis over five years. The project includes two phases:

Phase 1 will award competitors for upgrading their warehouses to achieve quality standards so that banks are willing to lend against commodities stored in warehouses. Competitor activities in this phase will include:

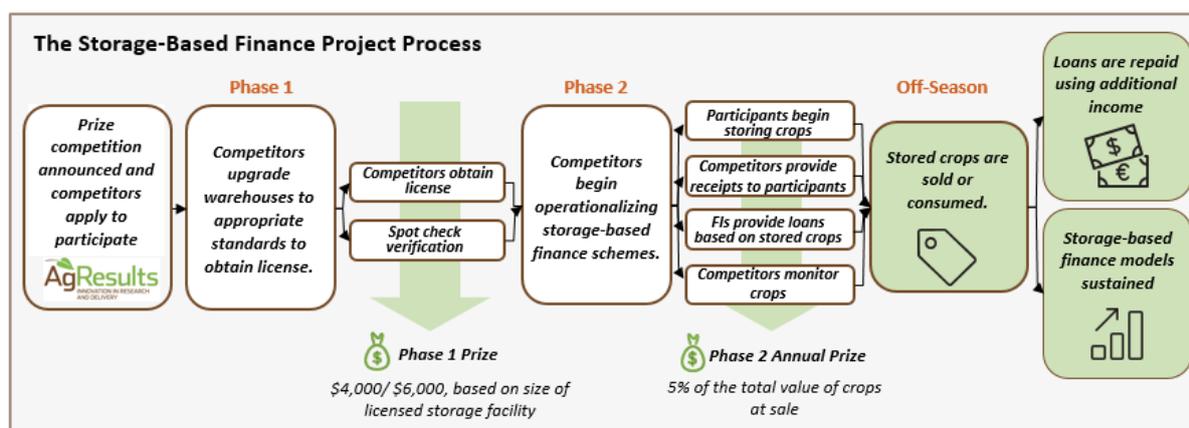
- Investing in warehouse upgrades including physical repairs and purchase of necessary equipment including scales, pallets, etc.
- Engaging farmers and financial institutions to participate.

Phase 2 will incentivize competitors to implement storage-based finance schemes by engaging depositors and financial institutions. Competitor activities will include:

- Continued engagement with depositors and financial institutions to participate in the schemes.
- Storing and monitoring crops on behalf of SHFs.
- Releasing storage receipts and reporting to the AgResults Verifier.

Please see below for more details regarding competition phases. The full project process is provided below as Figure 3.

Figure 3: Project Competition Process



Phase 1

At any point after the launch of the competition, prospective competitors can apply to participate in the competition through an application process to be managed by the Project Manager. The first stage of the application, in the form of a simple Expression of Interest (EOI), will serve to register a prospective competitor’s intent and allow AgResults to engage further with that competitor to provide more information or facilitate linkages with potential partners.

The second part of the application, a full Request for Applications (RFA), will act as both an award trigger and as a **gateway** to qualify competitors, and their proposed crop storage warehouse(s), to move to Phase 2. The second part of the application will require prospective competitors to provide proof of several required components:

1. Proof of successfully obtaining a license from the *Organe de Régulation du Système de Récépissé d'entrepôt*, the WRS governing agency managed by the MoC.²
2. Documented evidence that the actor is planning on managing storage-based finance schemes with smallholders and financial institutions. This evidence may include both

² In the event that the WRS licensing agency is not operation by the launch of the competition, AgResults may elect to either 1) delay the start of the competition, or 2) in coordination with the MoC, implement an interim verification solution until the licensing agency is fully operational.

a statement of intent and proof of an existing financial arrangement with a financial institution.

3. Evidence that the competitor has ownership and/ or management authority of a warehouse with a minimum size of **100m²**, roughly equivalent to 120t+ of storage capacity.

If an applicant provides proof of these and other criteria to be determined by AgResults during the pre-launch phase, then they will receive a **monetary prize of \$4,000 for each licensed warehouse under 200m², and \$6,000 for each licensed warehouse over 200m².**

These prizes are sized to cover the estimated costs needed to upgrade warehouses to meet WRS licensing standards.

Each warehouse that a competitor wishes to propose in the competition will require its own license along with the other required documentation.

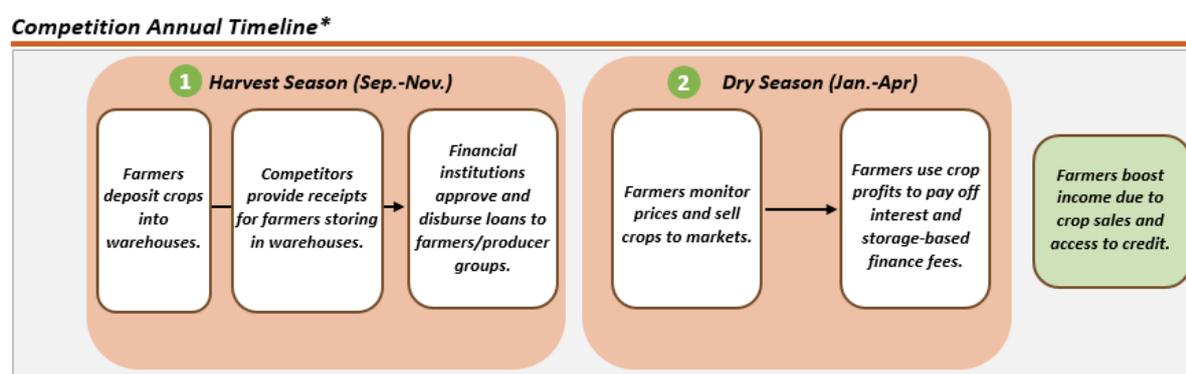
To encourage producer groups to apply to the competition, AgResults through the Project Manager will conduct outreach and facilitation events (partnering with other donor and government-funded initiatives where possible) to inform producer groups and allow them to register interest in the competition.

Phase 2

The second phase of the project will aim to incentivize potential competitors to create innovative business schemes that engage SHFs for crop storage to take advantage of access to finance and seasonal price arbitrage. Only by successfully passing the Phase 1 stage (i.e. submitting a successful application) may a competitor participate in Phase 2.

Each year, AgResults competitors will engage their warehouses in WRS storage systems, allowing SHFs to deposit crops and receive receipts that they can then use to obtain loans from participating FIs. Upon the sale of the stored crops, SHFs will be able to pay off both the loans and the accumulated WRS storage fees. From AgResults, competitors will receive a monetary prize equal to 5% of the total value (at the time of sale) of all crops stored using the WRS scheme. This prize will be paid annually based on successful verification. Please see Figure 4 for an overview of the Phase 2 process.

Figure 4: Annual Phase 2 Competition Timeline



*Rice farmers may be able to plant and store for two seasons in one year and may receive maximum benefits from 2-3 months of storage.

In addition to the requirement of employing a WRS scheme that conforms to the requirements of the WRS Law of 2017 and the WRS guidelines to be developed by the WRS regulatory agency, competitors must also adhere to additional rules designed to encourage SHF participation:

- 1) There will be a maximum value of **30 tons per depositor** that can be eligible for the prize award. The maximum storage value per farmer will promote warehouse managers to store smallholders' crops rather than just large farmers' crops. This requirement will also incentivize competitors to work with the largest number of farmers possible. Receipt review and random spot checks by AgResults will check for compliance with this rule.
- 2) To avoid gaming, crops stored will be eligible for prize awards only **after one month of storage**. The storage length requirement will prevent the same crops from being stored in multiple warehouses during the same season. The requirement will also encourage farmers to store long enough to receive the intended income improvements.
- 3) AgResults will require competitors to track crop deposits via electronic means, ensuring data quality and audit capability. AgResults could consider working with other donors to facilitate implementation of electronic receipt systems with competitors in the long-term.

AgResults anticipates and will encourage different business models to emerge that use WRS at their core but are best suited to each competitor. For example, traditional WRS schemes would favor private warehouse operators, while we may see other models more aligned to warrantage or group storage finance emerge among producer groups operating warehouses. AgResults will work closely with the MoC during the pre-launch phase to increase the potential for producer groups to participate in the competition through increasing accessibility of WRS licenses.

There are no limitations at this time in terms of the types of allowable crops that could be stored under this competition. However, we anticipate that groundnuts, cashews, rice, cowpeas, and to a lesser extent maize and millet may all qualify.

2.4 Verification

Verification begins at the application stage. At this point the competition's Advisory Committee and Project Manager will review the initial applications and provide a high-level decision on whether or not to allow that prospective competitor to proceed to eventual final Phase 1 application submission. For example, the Advisory Committee may determine that certain competitors are not capable of meeting competition requirements and prevent their inclusion in the competition, so as to avoid wasted effort and capital by all parties.

To conduct the actual Phase 1 final application and annual Phase 2 verification, AgResults will engage a third-party prize competition Verifier (typically an established business audit and advisory firm) 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. The Project Manager will have oversight responsibility over the process.

Specifically, the Verifier will employ two verification mechanisms aligned to both Phase 1 and Phase 2 verification:

1. In **Phase 1**, the Verifier will verify required documentation submission, including competitor WRS license documentation with the Ministry of Commerce, and validate warehouse capacity.

This will also include collecting storage-based finance intent documentation and following up with financial institutions and cooperatives to evaluate the legitimacy of intent. After reviewing the documentation, the Verifier will submit results indicating the size of the prize awarded per warehouse.

Competitor documentation submission and Phase 1 prize determinations will occur on a rolling basis so that competitors can reinvest and begin Phase 2 as soon as possible. The Project Manager will coordinate with the Ministry of Commerce so that verification of WRS licensing is easily obtainable.

2. In **Phase 2**, the Verifier will require competitors and finance institutions to report on WRS data including stored crops and loan information, allowing the Verifier to monitor the progress of a given competitor in engaging and storing smallholder crops and of financial institutions in providing loans to smallholders. Responsibilities include:

- Reviewing competitor reports for the verification period.
- Analyzing the storage and loan trends from one reporting period to the next to identify abnormal activities.
- Aggregating storage of crops to individual farmers to determine overall composition of crops that are stored in the warehouse to specific farmers.
- Conducting audit visits to ensure that crops are appropriately stored as verified by the electronic receipts and are not missing or tampered with in abnormal ways while ensuring that competitors are adhering to the minimum storage time requirement.

After confirming results with the help of randomized spot checks, the Verifier will submit results indicating the total value of crops stored in the warehouse and the payment amounts competitors should receive based on the preset prize per value of stored crop.

Warehouse auditing will occur on a rolling basis while annual awards will be paid by AgResults on an annual basis. Verification will be in place prior to competition launch so that firm verification protocols are established. AgResults will put in place a dispute resolution process in the case of any results-based disputes.

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 five-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 Senegal 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, competitors, FIs, and other relevant value chain actors.
- 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, ongoing competition implementation, 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 work alongside the MoC and IFC as they work towards WRS licensing and coordinate closely with the Secretariat to determine if the competition's start date should be postponed, or if an alternate Phase 1 verification process should be put in place.
- The Project Manager office must be based in Dakar to allow for oversight of the competition across Senegal.

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 Senegal.

- 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 application process. 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 Advisory Committee 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 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 relevant industry actors and stakeholders and participating in relevant 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. Help facilitate stakeholder events to increase business relationships between buyers, FIs, and producer groups that form the foundation of functional WRS schemes.
- e. Support all technical meetings, especially periodic Advisory Committee meetings to review competitor applications and progress.
- f. Provide inputs to the Team Leader for all program reports and deliverables. Assist in checking that all deliverables are complete and to quality standards.
- g. Support operations, particularly weekly, monthly and quarterly reporting.
- h. Travel to the regions to coordinate activities and government meetings on a quarterly basis.
- i. Coordinate and provide support as needed to the AgResults External Evaluator to harmonize work plans and facilitate the External Evaluator's work, in order to meet the objectives of their work along with those of the Project.
- j. In support of the Team Leader, liaise with project stakeholders including AC, Competitors, Verifier, and government officials.
- k. 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.
- l. Ensure quality verbal and written reporting on Project operations as required.
- m. Ensure that Project deliverables are met on a timely basis with quality standards.
- n. 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 4- to 5-person volunteer body made up of relevant value chain actor experts proposed by the Project Manager and subject to approval by the Secretariat and Steering Committee. 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 Advisory Committee's responsibilities will include the following:

- a. Before project launch, provide input into the final contest rules, particularly on including gender-based requirements and validating prize structure and amounts.
- b. When possible, provide input into the competitor application review process alongside the Project Manager and Secretariat.
- 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 Senegal-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 be able to provide advice on legal issues concerning the implementation of prize competitions in Senegal.

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. Personal accident insurance required.
- b. Commercial General Liability insurance in the amount of \$250,000 per occurrence; and
- c. Professional Liability and/or Errors and Omissions Liability Insurance in the amount of \$50,000;
- d. with respect to automobiles operated in the performance of the Services, compulsory coverage that aligns to the CIMA code.

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.

Pre-Launch Phase

3.2.1 Startup 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. **During this phase it is expected that the Project Manager will minimize costs in case the project timeline needs to be extended to a later competition launch date due to a delay in the WRS licensing process launch by the MoC.**

3.2.1.1 Draft Pre-Launch Workplan

The Project Manager will develop a final pre-launch phase workplan that includes pre-launch period up to the start of the first contest period anticipated in Summer (*l'hivernage*) 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 Senegal approval for the AgResults Project through appropriate channels.

3.2.1.3 Engage Advisory Committee

Concurrently to seeking project approval, the Project Manager will identify up to five persons to serve as part of the AC. Ideally, the AC will include private and public stakeholders, including a Government of Senegal official (most likely from the MoC) 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 competitor applications and the contest rules.
- 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 thorough review must include, but is not limited to, the following:

- potential for SHF inclusion across different value chains and ways to encourage SHF participation.
- Phase 2 payout structure, including different options for valuing stored crops as a basis for the prize.
- In addition, the Project Manager must conduct a **gender analysis** of the rules 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.

The Project Manager will coordinate closely with counterparts at the MoC and IFC to obtain feedback on the contest rules in order to align them with the WRS agency's activities and timelines. Once finalized, the Project Manager will submit the final rules 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 Senegal.

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 Pre-Launch Period Workplan
- Project Registration/ approval received from Government of Senegal
- AC formally engaged through appropriate agreements/ non-disclosure agreements
- Project design validated, including gender analysis
- Contest rules finalized

3.2.2 Launch Preparation and Contest Marketing Activities (Months 4 to 7)

During this period, the Project Manager will lead a competition marketing event and conduct outreach and marketing to prospective competitors, overseeing the initial competitor application process (registration of intent), culminating in the launch of the full application process in Summer 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 Senegal Crop Storage Finance Project

The Project Manager will organize a public event in Dakar with accompanying activities in key regions including the Senegal River Valley and the Groundnut Basin 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 or women-led producer groups 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 road shows, direct meetings, group meetings, participation at existing industry events, 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 Begin Competitor Application (EOI) Process

In Spring 2020, the Project Manager will open the initial application process for competitors to register their intent to apply to participate once the formal contest period opens. As part of this process, the Project Manager will work with the Secretariat to draft and finalize an Expression of Interest (EOI) 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

- An outline of the approach they will take to obtain a WRS license and engage SHFs in WRS storage schemes, reflecting the technical requirements for viable Competitors, including any FI and/ or cooperatives they will engage
- Gender outreach plans, highlighting how competitors intend to engage women farmers and farmer groups

The Project Manager will review EOIs, including the Secretariat and the AC when possible. The Panel will use evaluation criteria specified in the Rules to notify selected applicants that they may proceed to submitting a full application once the competition period begins.

The Project Manager will maintain primary oversight over the competitor identification, selection, application, review, and acceptance. This includes amending or updating the EOI 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 EOIs for competitors
- Finalize dispute resolution process

Competition Phase – Years 1 through 5

3.2.3 Project Implementation Activities

The first competition period will begin on or around July 1, 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

Once the competition is officially launched, the Project Manager will begin accepting full applications from competitors already selected through the EOI process. After the initial launch, competitors may submit full applications for the Phase 1 prize/ Phase 2 participation at any point in the competition up to the beginning of Year 5. The Project manager will work with the Verifier to review full applications and determine acceptability per the competition rules.

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 apprised 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 as developed during the competition rules review period.

On an ongoing basis the Project Manager will invite new competitors to join using the EOI application process, help respond to any questions and issues that accepted competitors have with respect to the full application process, and will lead a review of new and resubmitted applications along with the Secretariat and AC as relevant.

The Project Manager will work closely with the MoC throughout implementation to align on activities and discuss potential project adjustments as necessary to align with Government of Senegal policy and goals regarding WRS.

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 Phase 1 application review, WRS storage audit process, and quality of 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) towards the end of each full competition year (between the months of April-June) 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 at the conclusion of contest Year 5 will 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 relevant 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 working in similar capacities these value chains 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.

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 relevant industries. 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 relevant value chains 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 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 with agricultural market systems in Senegal, particularly with respect to access to finance, collateral-based financing, market linkages, etc.
 - d. Clear methodology for project registration/ obtaining necessary approvals/ ongoing engagement with relevant authorities in Senegal.
 - e. Any risk management planning and actions related to policy developments and/ or COVID-19, particularly during the pre-launch phase and in the case of delays in the launch of the WRS licensing scheme by the Government of Senegal.

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 Senegal.
- 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 Senegal experience required.
2. A Bachelor's degree in agriculture, 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.
11. Fluency in Wolof, French, and English required.

B) Technical Officer

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

1. Agricultural 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 agribusiness, finance, or related sector is highly desired.
4. Excellent analytical, project management, time management, and problem-solving abilities.
5. Excellent interpersonal verbal and written communication skills.
6. Demonstrated excellence in oral, written and reading comprehension abilities.
7. Proficiency in MS Project, MS Outlook, MS Word and other Microsoft Office programs.

8. Women candidates are encouraged.
9. Fluency in Wolof and French required, English desired but not required.

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. **Please submit the cost proposal as an unlocked excel document, with a separate .pdf document to provide any details/ justifications to accompany the excel spreadsheets as needed.** 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 five+ year period of performance starting on December 1, 2020. The estimated start date for this project is between December 1 and January 1, but no later than January 1, 2021.* The pre-launch phase must be budgeted separately as per the structure of Appendix 6.

The Cost Proposal should cover all the activities detailed in the Terms of Reference in Appendix 3, including the pre-launch-related responsibilities. **Offerors are encouraged to provide a budget that minimizes costs during the pre-launch phase in case of delays in the government WRS licensing process.**

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. Five annual lessons learned/ prize events with competitors and key stakeholders, beginning towards 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 made be quarterly and tied to quarterly reports and accompanying 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. **Please do not include lump sums**

for any expenses unless absolutely unavoidable.

- 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 **October 30, 2020**. Proposal documents should be submitted in one email to info@agresults.org. Please indicate “Senegal Crop Storage Finance 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 **October 9, 2020** to info@agresults.org. Please indicate “Senegal Crop Storage Finance 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 **October 13, 2020**. Answers to questions will be posted to <https://agresults.org/news-and-blog/10-blog/180-rfp-senegal-storage-finance-pm>.
4. The Secretariat expects to tentatively award the Project Manager’s contract by **November 13, 2020** with an expected contract start date of **December 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 Senegal Crop Storage Finance 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 Senegal Crop Storage Finance 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

See attached.

Appendix 7
Illustrative Project Details

See attached.