

Request for Proposals for Project Management Services for the AgResults Tanzania Dairy Productivity Challenge Project

Date: May 1, 2019

From: AgResults Secretariat

To: Vendor

Subject: Request for Proposals (RFP) to provide Project Management Services for the AgResults Dairy Productivity Project

RFP Link: <https://agresults.org/news-and-blog/10-blog/134-rfp-dairy-productivity-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 Tanzania Dairy Productivity Project (“Project”).

The Project is a new 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 improvements in smallholder dairy productivity in Tanzania. The prize incentive offered by AgResults will target the private sector to drive improved dairy input availability and use, resulting in increased smallholder dairy productivity and incomes.

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

- **Project Period:** July 1, 2019 to June 30, 2024

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 **June 7 May 31, 2019**. Proposal documents should be submitted in one email to info@agresults.org. Please indicate “**Dairy Project Manager RFP**” in the subject line of the email. The full timeline for this RFP is included in Appendix 1.

AgResults will review and evaluate proposal submissions using the evaluation criteria specified in Appendix 4 of this RFP and will select the organization(s) at its sole discretion. The selected organization(s) will be notified in writing. Notwithstanding the notification by the AgResults of the contemplated award, no work shall commence prior to the issuance and

signature by the AgResults Secretariat of a Project Management Agreement. AgResults reserves the right to select any number of applying organizations or not to select any organization. The AgResults Secretariat reserves the right to award a contract for all or a portion of the work required, issue more than one contract, or to not award a contract.

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

Sincerely,

/s/

Rodrigo Ortiz
Secretariat Lead Consultant

Appendices:

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

Appendix 1 Proposal Procedures and Instructions

1. Proposal Procedures and Instructions

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

1.1. Proposal Format and Content

Offerors shall submit the following clearly identified two components **as separate documents**, 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 Time (US ET) on **June 7 ~~May 31~~, 2019**. Proposal documents should be submitted in one email to info@agresults.org. Please indicate "Dairy 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 Time (US ET) on **May 8, 2019** to info@agresults.org. Please indicate "Dairy 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 Time (US ET) on **May 10, 2019**. Answers to questions will be posted on <https://agresults.org/news-and-blog/10-blog/134-rfp-dairy-productivity-pm>.
- d) The Secretariat expects to award the Dairy Project Management contract on or about **July 1, 2019** with an expected contract start date of **July 1, 2019**.

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

1.3. Anticipated Contract Type and Period of Performance

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

- **Period of Performance:** July 1, 2019 to June 30, 2024

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

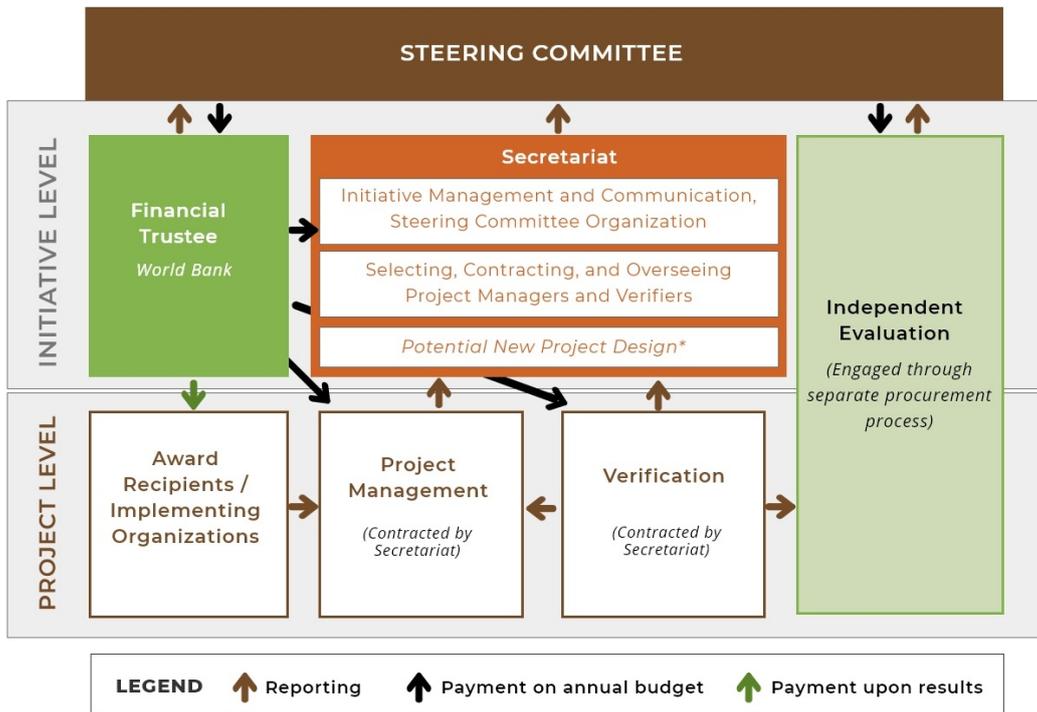
The AgResults Initiative (“AgResults”) is a US\$147 million multilateral initiative financed jointly by the governments of Australia, Canada, the United Kingdom, the United States, and the Bill & Melinda Gates Foundation (each, a “Contributor”) that uses Pay-for-Results prize competitions to incentivize, 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 East Africa, Nigeria, and Vietnam, along with a global Brucellosis Vaccine Development Project.

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 Dairy Productivity Project, the Competitors are dairy value chain companies and organizations that will participate in the Project.
- A **Project Manager** manages day-to-day implementation of each specific project and oversees all verification work.
- A project-specific **Verifier** verifies, determines, and certifies whether Competitors have achieved their reported results and whether those results qualify for the payment of prizes.
- Subject to the prior approval by the Steering Committee, the Project Manager selects, engages, and works with a **Technical Advisory Committee** comprised of five industry experts to provide technical and advisory expertise and guidance to the Project Manager, the Secretariat and the Steering Committee. The Technical Advisory Committee is not a decision-making body but provides important input and formal links to key project stakeholders.
- The Steering Committee has also contracted with a third-party firm to serve as an **External Evaluator** of certain AgResults Projects to measure impacts and to compare AgResults project results to traditional, “push mechanism” development approaches.

The relationship among the key parties is illustrated below:

Figure 1: AgResults Initiative Structure



Appendix 3 Terms of Reference

1. Project Manager Period of Performance

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

- **Period of Performance:** July 1, 2019 to June 30, 2024

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 Overview

2.1 Project Background

The Tanzanian dairy sector is dominated by smallholder farmers (SHF) who rely on limited-productivity cattle breeds, employ poor management practices, and face seasonal dips in feed availability. These factors constrain productivity and limit their ability to meet domestic demand and capitalize on the full income potential of milk production.

A range of challenges hinder SHF dairy productivity, including the following:

- **Low Productivity of Domestic Cattle:** an estimated 97% of dairy cattle are low-yield breeds.
- **Minimal Access and Use of Veterinary Services:** services are not widely accessible, particularly for women farmers.
- **Poor Quality & Availability of Feed:** there is significantly reduced availability of feed during dry seasons.
- **Minimal Access to Extension Services:** SHFs have a limited access to capacity and building assistance.
- **Barriers to Formal Markets:** transportation difficulties and costs prevent SHFs from selling in formal markets. Concerns are particularly acute for women.
- **Seasonality in Production:** seasonal production highs and lows due to varying feed availability creates price volatility, discouraging formal milk marketing.
- **Infrastructure:** limited cooling and storage facilities complicate aggregation and encourage SHFs to sell milk immediately.
- **Lack of Quality Assurance:** volume is prioritized over quality.

Despite these challenges, there are indications that Tanzania, particularly the coastal region that includes Tanga, Pwani, and Dar es Salaam, represents an opportunity for SHFs. Increasing GDP growth and urbanization in the region signal a growing market demand for

milk and dairy products that SHFs, who produce the majority of domestic milk, are well positioned to fill.

2.2 Project Goals and Theory of Change

The AgResults Dairy Productivity Challenge Project (the “Project”), aims to strengthen the ability of SHFs to increase dairy productivity to meet the growing demand for milk and dairy products in Tanzania. Specifically, the project’s objectives are the following:

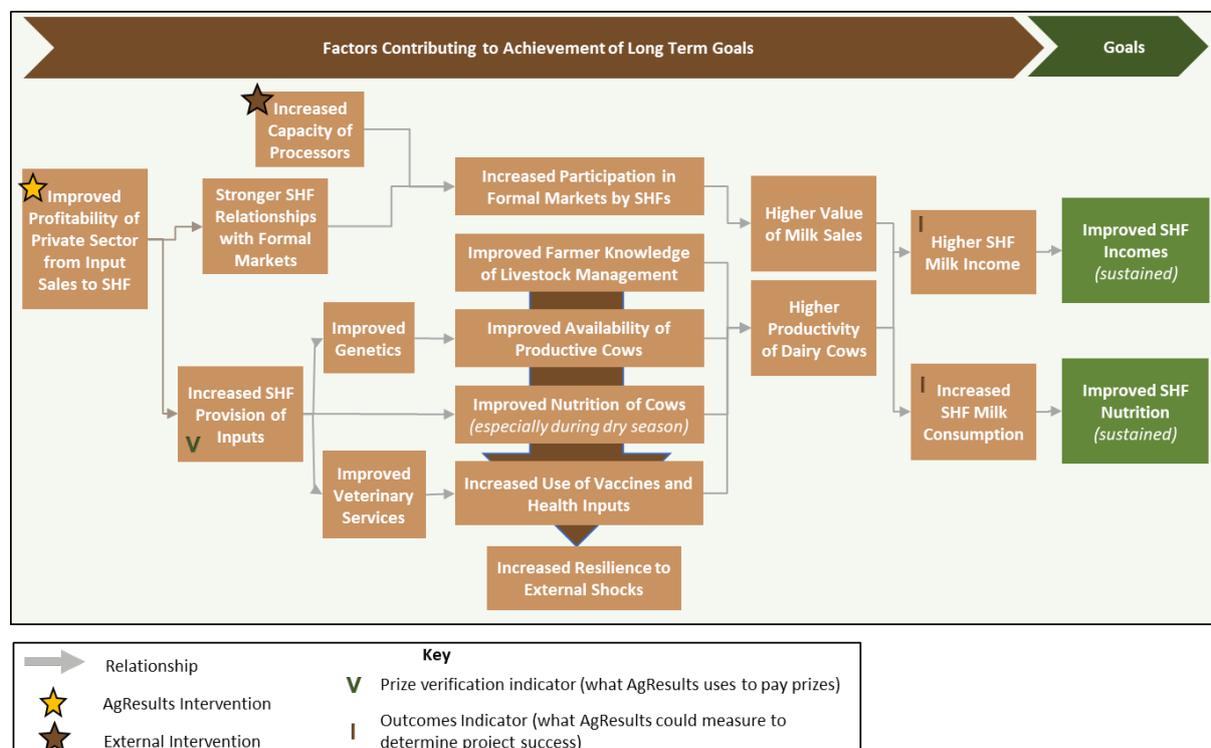
1. Increase the delivery and use of inputs and services to SHFs that drive dairy productivity.
2. Increase income from dairy production and dairy consumption among participating SHFs.
3. Formalize value chain relationships and production in the smallholder dairy sector.

To achieve these objectives, AgResults will implement a prize mechanism to award per-unit monetary prizes to Tanzanian private sector competitors that successfully sell or deliver “bundles” of productivity-increasing inputs to SHF dairy producers. Competitors will be required to propose specific solutions within each approved category of inputs, including parasite control, nutrition, vaccines, and artificial insemination. In addition, to be eligible for prizes, competitors must also provide extension services to SHFs.

The project will take place in the coastal region of Tanzania, and specifically plans to cover the following regions: Dar es Salaam, Pwani, Tanga, and Morogoro (excluding Kilombero and Ulanga districts). Please see Annex 6 for illustrative details about the proposed Project.

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

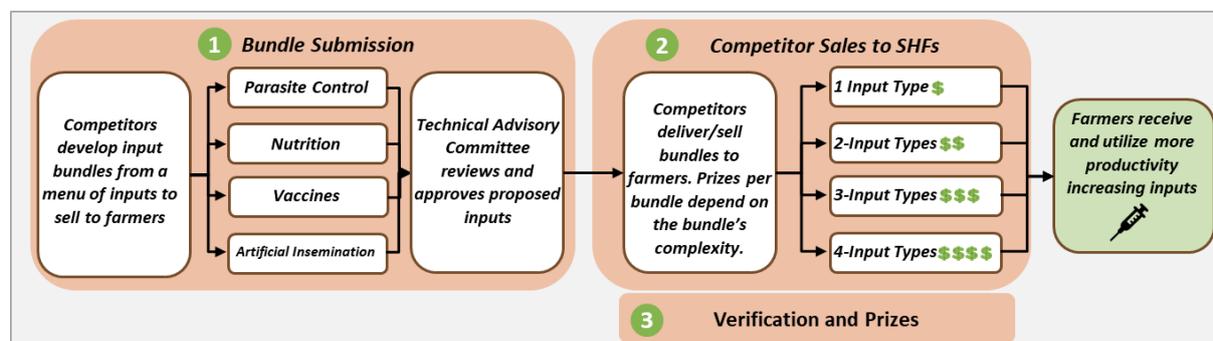
Figure 2: Project Theory of Change



2.3 Competition Timing and Stages

After an initial “pre-launch” phase to finalize the parameters of the contest, the contest will be run during four discrete periods, one per year for four years. The annual competition process and its three stages are shown in Figure 2 and described below.

Figure 3: Annual Competition Overview



Stage 1: Bundle Submission. Prior to each competition year, prospective competitors will apply to be competitors, and must submit a list of products and/or services that they propose to provide to SHFs. The Project Manager, Technical Advisory Committee (TAC), and Secretariat will review the applications and input proposals to determine if:

- Those inputs come from approved input categories (Parasite Control, Vaccines, Nutrition, AI).
- The proposed products and amounts are acceptable and prize eligible (i.e. qualify as one of the bundles).
- The proposed extension services are sufficient for competition entry.
- Proposed bundles and extension services are gender sensitive (at minimum will not disadvantage women).

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

Stage 2: Competition Period. During each competition period that will last nine months, approved competitors will sell as many approved inputs as they can to SHFs in the target regions. The prize incentive will be structured as a per-unit prize, and in a way that incentivizes competitors to sell differing input types to the same SHF, and to sell more complex inputs and services like fodder and artificial insemination (see section 2.2.2). Competitors must also provide extension services linked to each SHF's input purchases to count as part of a competitor's total prize award.

AgResults proposes that to be successful, competitors will need to do three things:

- affordably sell more inputs of different types to existing customers (SHFs);
- recruit new customers;

- sustain repeat customers through education about the productivity benefits of inputs provided.

Stage 3: Verification and Prizes. On a periodic basis, the AgResults-approved Verifier will track competitor sales and verify services provided through a multi-layered verification scheme (see section 2.2.3). At the end of the annual competition period, the Verifier will calculate the total award amount that each competitor has earned and submit those totals to the Project Manager and Secretariat for validation.

The three-month period after the end of the previous competition period and before the next period allows for final verification and awarding of prizes. It also provides competitors an opportunity to resubmit their proposed inputs to AgResults for review and approval for the coming year.

Each competition period will last from June to February, with the intervening three months set aside for final verification, new competitor application submission and review, review of competitor input submissions, and adjustments to verification and project rules as needed. The final competition period will take place from June 2023 to February 2024.

2.4 Prize Structure

Each input type will have an associated per-unit award for the successful delivery to a SHF. The amounts for providing one or two input types to a single SHF will decrease after Contest Year 2 to encourage competitors to deliver multiple input types to SHFs as the contest progresses. However, awards for three or four inputs provided to a single SHF will not decrease. The estimated prize amounts for per-SHF delivery of a single input by year is shown in the below table.

Figure 4: Per-Unit Input Award Schedule

Input Type	Award Per Sale Y1 & Y2	Award Per Sale Y3	Award Per Sale Y4
Parasite Control	\$6	\$4	\$3
Nutrition	\$27	\$20	\$13
Vaccines	\$5	\$3	\$2
Artificial Insemination	\$15	\$12	\$7

The incentive structure also includes “bonus” prizes awarded to competitors that are able to sell multiple input types as a “bundle” to the same SHF. Competitors will earn a bonus of from 20% to 60% on top of the input sale per-unit prizes for each successful bundled input delivery, per Figure 5 below. Prizes will be awarded only after validation through verification, discussed in the next section.

Figure 5: Bonus Prize Schedule

# of Input Types Sold	Base Award	Bonus	Total Prize per Competitor
1	Input Prize	--	= Base Award * # of Sales
2	Input #1 Prize + Input #2 Prize	20%	= Base Award * Bonus * # of Sales

3	Input #1 Prize + Input #2 Prize + Input #3 Prize	40%	= Base Award * Bonus * # of Sales
4	Input #1 Prize + Input #2 Prize + Input #3 Prize + Input #4 Prize	60%	= Base Award * Bonus * # of Sales

2.5 Verification

AgResults will engage a prize competition Verifier that will provide comprehensive verification services to AgResults. Specifically, the Verifier will employ a combination of sales audits, ICT-enabled mobile phone surveys, and spot checks to verify each competitor's sales and provision of services to an acceptable degree to trigger an award payment. The Verifier's ICT system will allow for electronic tracking of competitor sales data and allow for real-time review of verification status.

The Verifier will develop a verification system that covers the following high-level tasks below:

- Collect competitor sales data, including sales reports, along with specific data on products and services provided to each SHF.
- ~~Review competitor sales reports for tangible goods for the verification period.~~
- Analyze the trend of sales from one reporting period to the next to identify abnormal sales activities.
- Require farmer confirmation of received inputs and extension through SMS survey system linked to sales database.
- Conduct 'Mystery Shopper' visits using statistical sampling to further verify a subset of input and extension provision.
- Aggregate input/bundle sales data to determine overall prizes.
- For the above tasks, develop a statistically robust solution based on sound auditing standards to verify provision of inputs.

The specific verification components are described below.

Sales Audits. The Verifier will conduct sales audits to confirm that competitor/farmer reported sales information is accurate. The Verifier will monitor input purchases by competitors to confirm that reported sales figures are reasonably aligned with the procurement totals. Irregularities between sales information and procurement information will be further investigated by the Verifier to prevent against competitor gaming or fraud. Some input components/ extension will not be verified by receipts due to the nature of the service or input provided (i.e. providing seeds and training to establish a fodder plot) but will rely on SMS surveys and spot checks for verification.

ICT-Enabled Data Collection and Verification Using SMS Surveys. At its core, the ICT component of verification should be a cloud-based and commercially available or otherwise secure but globally accessible sales tracking database that allows the Verifier, Project Manager, Secretariat, and other approved users to review sales data and the results of verification of those sales.

The sales data system will make it straightforward and easy for competitors to provide periodic information on SHFs, including name, gender, contact information, number of cows, and location, along with sales and extension provision. The data will be collected and submitted to the Verifier using off-the-shelf solutions like .csv files or Google Sheets.

The sales tracking system will allow for a straightforward process to send out simple SMS surveys to implicated SHFs, asking them if they received a given input and extension services. The system should allow for automatic logging of responses without the need for extensive manual data entry. A minimum response rate will be required for competitors to receive an award.

The verifier will run progress reports and tabulate results on an ongoing basis. This will enable the verifier to monitor the distribution of bundles, determine where to spot check, and identify any sales abnormalities on a periodic basis.

Spot Checks. Spot-checks done through statistical sampling will provide an additional layer of verification for the project. The verifier will use spot-checks to verify that farmers exist, that extension services are provided, and to verify that farmers really received the inputs claimed by competitors. The Verifier will also conduct risk-based spot checks if it finds low response rates from SHFs, abnormal sales figures, and other red-flag instances.

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 responsible to perform the services in accordance with this Agreement and will be accountable to the Secretariat. The Project Manager office will be based in Dar es Salaam, Tanzania.

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 key personnel are the Team Leader and the Technical Officer.

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 Tanzania.
- 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 consideration as specified in Section 1(d) of the Agreement.
- 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-flight and forecasted Project activities, and to propose Work Plan adjustments if needed. Quarterly Performance Report is due on the last business day of every three months of performance.
- 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 the Project implementation, including, without limitation, for misuse of funds and fraud, implement misuse and fraud avoidance management processes.
- h. Manage annual lessons-learned exercises and submit the summary of these exercises to the Secretariat on a yearly basis.
- i. Ensure quality verbal and written reporting on Project operations as required.
- j. 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.
- k. Coordinate and provide reasonable support as needed to the Independent Evaluator to harmonize work plans and facilitate the Independent Evaluator's work in assessing specific parameters and outcomes of the Project.
- l. Ensure that Project deliverables are met on a timely basis and keep the Secretariat informed of all delays or changes to the timeline.
- m. Coordinate the formation of the TAC and their input on technical matters throughout the course of the Project. Ensure that the members of the TAC 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.
- n. Manage and oversee the competitor sourcing and sign-up process with the competitors. Support potential competitors in joining the AgResults contest by providing information on the prize structure and contest requirements.
- o. Develop a transparent dispute resolution mechanism for the Competitors and other Project participants and coordinate dispute resolution for approval by AgResults.
- p. Ensure effective stakeholder engagement, including government engagement, public outreach, and communications. Communicate as needed with competitors and the TAC on matters of Project operations, and report regularly to the Secretariat.
- q. Maintain neutrality in all aspects of the facilitation of the Project.
- r. 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.
- s. Along with Secretariat, prepare a verification oversight plan, oversee, and perform spot checks of the sales audit tasks that the Verifier will perform.
- t. Liaise closely with the Project Verifier(s) to ensure consistency in work plan development, reporting, and to advise on verification processes with necessary.

- u. Collect and submit verification reports to the Secretariat, indicating the companies that should receive a payment and the payment amount based on the sales verification report.
- v. Provide operational support including: administrative tasks, communications and reporting, outreach and research as may be required.
- w. Lead Project close out.
- x. 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 TAC engagement from a technical standpoint. The Technical Officer will help align the Project's industry engagement, government engagement, and day-to-day oversight strategies to support the Team Leader in smooth Project launch and implementation.

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

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

3.1.3 Technical Advisory Committee (TAC)

The TAC are not direct hires of the Project Manager but nonetheless play an important role in the Project. The TAC will be a 5-person volunteer body made up of dairy value chain experts that will be convened and formed by the Project Manager and must receive the approval of the Secretariat. The TAC will provide input into technical Project activities during the Project lifecycle, should meet as required, and should also be available for phone or email consultation with the Project Manager. The TAC should be gender balanced and include government,

private sector, and other representatives. At least one TAC member should be a gender expert.

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

- a. Before project launch, provide input into the final contest rules.
- b. On an annual basis, review competitor applications and approve competitor entry into the contest along with approved menu of inputs.
- c. Meet quarterly to review contest progress and advise on challenges.
- d. ~~Coordinate and work with the Team Leader to define and/or validate the technical requirements of the vaccine's TPP, as well as specific evaluation criteria to be used in the verification of Competitors vaccine.~~
- e. Provide technical advisory 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.
- f. Identify risk areas for potential fraud or malfeasance in the Project.
- g. Liaise with the Independent Evaluator as needed.

3.1.4 Legal Support Services

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

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

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 TAC.

3.1.5 Insurance to be taken out by Project Manager

Project Manager shall take out and, during the period of effectiveness of the Project, maintain, and shall require any sub-vendor to take out and maintain, each at their own cost, appropriate insurance coverage, which coverage shall include such insurance as may be required by the law of the country of incorporation of Project Manager or sub-vendor, and, in addition, the following minimum coverage:

- a. Employer's liability insurance in the amount of \$500,000 per occurrence;

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

3.2 Project Management Activities

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

3.2.1 Pre-Launch Activities (Months 1 to 4)

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

3.2.1.1 Draft Year 1 Plan

The Project Manager will develop a final Year 1 workplan that includes pre-launch and launch periods up to the start of the first contest period anticipated in June 2020. The workplan should show the key activities, critical paths, and timelines for implementation.

3.2.1.2 Seek Project Registration/ Approval

Upon workplan approval, the Project Manager will seek Government of Tanzania approval for the AgResults Project through appropriate channels.

3.2.1.3 Engage Technical Advisory Committee

Concurrently to seeking project approval, the Project Manager will identify five persons to serve as part of the TAC. Ideally, the TAC will include private and public stakeholders, including a Government of Tanzania official who can serve as Project champion, and should include at least two women. Once the TAC has been selected and approved by the Secretariat, the Project Manager will convene an initial introductory meeting for the Secretariat, Project Manager, and TAC 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 under 3.2.1.4.

The TAC will not be paid but may be reimbursed for travel expenses. The Project Manager must ensure that any travel reimbursements to the TAC 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 TAC include the following:

- a. Coordinate TAC inputs to key activities in the Project operations, including the annual review of competitor applications.
- b. Establish an appropriate and effective governance structure for the TAC and update based of the technical needs of the Project.
- c. Convene TAC 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 TAC related to potential fraud or system gaming and report all information to the Secretariat.
- e. Take thorough minutes of each TAC 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 TAC members sign Deloitte's Anticorruption Compliance Certification and receive any required training by the Secretariat.

3.2.1.4 Validate Project Design and Finalize Contest Rules

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

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

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

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

- **Dispute resolution process:** Competitors will agree to a dispute resolution process to be used in cases where disputes arise in connection with the Project between or among any of the Competitor(s), or if allegations of misconduct surface
- **Publicity:** Competitors will agree to AgResults publicizing competitor success, including high-level details on the results of the competition and approval to participate in the Project.
- **Compliance with Independent Evaluation:** Competitors will agree to a set of interviews with the AgResults Independent 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 TAC, and the Secretariat
- **Competition Ethics:** Competitors should be bound by an obligation to provide accurate and true information and comply with all applicable laws and ethics and transparency rules standard for similar competitions (including, without limitation, anticorruption and anti-kickback laws and regulations).
- Other Terms and documents that are practical, common and recommended by the legal counsel to protect the interests of AgResults in the Competition process

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

Required Pre-Launch Deliverables:

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

3.2.2 Launch and Contest Marketing Activities (Months 5 to 12)

During this period, the Project Manager will lead a launch event and conduct outreach and marketing to prospective competitors, culminating in a final competitor list for the first annual contest period to begin in June 2020.

3.2.2.1 Launch Tanzania Dairy Productivity Project

The Project Manager will organize a public event in the target region 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.

3.2.2.2 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.

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

3.2.2.3 Oversee Year 1 Competitor Application Process

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

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

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

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

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

3.2.2.4 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 behavior.

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 summaries to the Secretariat
- Develop, launch, and lead review process for RFA for competitors
- Finalize approved competitor list and approved inputs for Year 1
- Finalize dispute resolution process

3.2.3 Project Implementation Activities

The first competition period will begin on or around June 2020 and last for approximately nine months. During this and each subsequent competition period, the Project Manager will have overall responsibility for day-to-day oversight and management of the competition.

3.2.3.1 Engage Competitors and Oversee Project

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

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

At the end of each competition period, and prior to the beginning of the new period, the Project Manager will invite all competitors to resubmit their list of proposed inputs and extension services for review and approval. At this point competitors will be able to make adjustments as needed based on learning and market conditions encountered in the prior period. The Project Manager will also invite new competitors to join through a full application process and will lead a review of new and resubmitted applications along with the Secretariat and TAC.

3.2.3.2 Support Verification

The Secretariat will oversee the AgResults contract process with the Verifier organization. However, 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.
- In collaboration with the Verifier(s), provide input into cloud-based tools and systems for sales and other relevant data to be collected from the competitors.
- Oversight and monitoring of all verification work including audit and quality verification work. Oversight and monitoring tasks will include but not be limited to monitoring and checking fieldwork and data collection, data cleaning and analysis, and data conclusions and reporting. The Project Manager will organize and conduct spot checks of the audit work to ensure accurate collection of data and to ensure that no collusion occurs between Competitors and Verifier organization(s). The Project Manager will conduct sufficient oversight and monitoring of verification work.
- Maintain an up-to-date communication feedback mechanism with the Verifier and the Secretariat to ensure that problems, challenges, lessons learned, and other key information is reported in a timely fashion.

3.2.3.3 Lead Annual Lessons Learned Event

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

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

3.2.3.4 Oversee the TAC

The TAC will be in place over the life of the Project. The Project Manager will be responsible for engaging and coordinating regular meetings of the TAC on a quarterly basis and will be

required to add and remove technical experts based on TAC member availability and any other relevant factors. The TA 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 TAC'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 input proposals and new applications, and providing insight and clarity around dairy value chain concepts 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 can occur through a government champion's participation on the TAC. However, even if the TAC 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, disease control, and others.

The Project Manager will also maintain active engagement with the wider donor and development community around livestock and dairy 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.

3.1.3.3 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 at all times. 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, always consulting the Secretariat in advance of public communications and following the AgResults branding guidelines.

The Project Manager will identify and recommend to the Secretariat promotional activities to engage Competitors. Publicity of the Project (goals, requirements and incentives) and the Rules should be done in a transparent and open manner, through appropriate advertising, media outreach, and/or through proactive networking in the livestock community. 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.

3.1.3.2 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 taking action. 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.

2.3.3.5 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 for review and approval, plus quarterly review and updates as needed. Weekly calls between the Secretariat and Project Manager
 - TAC 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 in October and April.
 - 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.

3.1.3.5 Support to Project Evaluator and Independent Evaluator Results Framework

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

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

Required Ongoing Deliverables:

- Oversee competition and engage competitors on continuous basis
- Oversee verification
- Lead annual lessons learned event
- Oversee TAC including annual review of competitor applications
- Engage government and stakeholders
- Lead in-country outreach and communications
- Identify problems and lessons learned
- Provide reporting deliverables per 2.3.3.5
- 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 implementing the AgResults Dairy Project Manager role. In particular, the offeror shall demonstrate the following:
- a. Technical understanding of the project and Terms of Reference;
 - b. A clear, logical approach to implementing the project Terms of Reference, particularly with respect to complex interactions with private and public stakeholders.
 - c. Demonstrated experience and expertise within the Tanzanian dairy sector.
 - d. Clear methodology for project registration/ obtaining necessary approvals with relevant authorities in Tanzania.

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

B) Technical Officer

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

1. Dairy 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. Experience working with the private sector in dairy production, processing, and/or inputs supply is highly desired.
4. Experience in government regulation of the dairy sector is preferred.
5. Excellent analytical, project management, time management, and problem-solving abilities.
6. Excellent interpersonal verbal and written communication skills.
7. Demonstrated excellence in oral, written and reading comprehension abilities.
8. Proficiency in MS Project, MS Outlook, MS Word and other Microsoft Office programs.
9. Women candidates are encouraged.

1.4 Illustrative Year 1 Work Plan

Building off the proposed Project Timeline in Figure 3 as well as the details provided throughout the RFP, the Offeror must propose an illustrative Work Plan for Year 1, with activities defined monthly, for the activities described in the Terms of Reference in Appendix 3. Offerors must include an estimated timing of major activities, deliverables, and interaction

with other entities. Upon award, a definitive Year 1 Work Plan will be required within 30 days for discussion and approval by the Secretariat.

2. Cost Proposal

The Offeror shall submit a Cost Proposal on a **firm-fixed-price basis**, using the provided fixed-price cost template. The cost response should include all fees and expenses, including any taxes, for the entire contract period, as well as on a per-year basis, as per the Terms of Reference.

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

The price 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 TAC, including travel and per diem;
- c) any direct costs associated with undertaking the full scope of work;
- d) events costs for major project events, including the following:
 - a. One public Project Announcement Event
 - i. approximately 100 attendees (all stakeholders + press)
 - ii. microphone sound system
 - iii. simple refreshments
 - iv. printed one-page briefs on the Project;
 - b. Four annual lessons learned events with competitors and key stakeholders, beginning at the end of the first competition period; and
- e) details of any necessary mobilization costs. An initial mobilization payment is permitted.

Notes:

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

3. RFP Schedule of Events

1. **Deadline for Proposals**, with all required signatures, including a completed and signed Anticorruption Compliance Certification, is no later than 1700 Hrs. US Eastern Time (US ET) on **June 7 May 31, 2019**. Proposal documents should be submitted in one email to info@agresults.org. Please indicate "Tanzania Dairy 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 Time (US ET) on **May 8, 2019** to info@agresults.org. Please indicate "Tanzania Dairy Project Manager RFP" 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 Time (US ET) on **May 10, 2019**. Answers to questions will be posted on <https://agresults.org/news-and-blog/10-blog/134-rfp-dairy-productivity-pm>.
4. The Secretariat expects to award the Project Manager's contract by **July 1, 2019** with an expected contract start date of **July 1, 2019**.

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 Tanzania Dairy Productivity 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 Tanzania Dairy Productivity 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.