

# USAID Lebanon Enterprise Development (LED) Project Request for Proposals #

## RFP # LED-RFP-302- Family Business Transformation RFP # LED-RFP-303- Reinventing Business Through Innovation RFP # LED-RFP-304- Export Strengthening RFP # LED-RFP-305- Business Continuity & Scenario Planning RFP # LED-RFP-306- Group Consultancy

### Questions and Answers

- 1- **The 10 SMEs should be identified and written in the proposal or only to state the number of firms?**  
All the RFPs state that Offerors should outline an approach for selecting the participating beneficiary businesses or put forward a short list of potential beneficiaries... Offerors should consider how their choice will impact the feasibility of implementation, including but not limited to their ability to complete the work within the given deadline.
- 2- **The company worked previously with the 10 SMEs or new clients are accepted?**  
LED is looking for approaches that offer the greatest impact in terms of putting beneficiary enterprises on (or back on) a pathway to sustainable growth—growth in revenues (especially exports) and growth in employment (especially for Lebanese citizens). This should guide Offerors' choice of beneficiary enterprise selection, whether the SMEs are new or existing clients. If Offerors put forward a short list of beneficiary enterprises, they must provide a justification for each enterprise's inclusion into the activity as required by the RFP and any other information requested.
- 3- **Can a company submit on each RFP and be granted more than one contract?**  
LED will issue awards to the most competitive offers. If an Offeror submits competitive offers for more than one solicitation, the Offeror may be requested to demonstrate their management and programmatic capacity to successfully implement more than one award.
- 4- **Can a company submit 2 offers for one RFP (Group Consultancy RFP)?**  
No. Offerors should put forward their best, most impactful idea.
- 5- **For those who received the Group Consultancy RFP, what is the difference between the RFP for Group Consultancy if they want to submit for Export & RFP for Export Strengthening.**  
The group consultancy RFP opens the door to a wider range of technical assistance whereas the export RFP is requesting for ideas related to boosting beneficiary companies exports by helping to increase their export readiness; facilitating market access to non-traditional export markets; linking businesses to specific export markets or buyers; or all of these. Offerors will need to judge for themselves to which RFPs they will respond and how.
- 6- **Equipment can be purchased**  
No.
- 7- **Assisting pharmaceutical firms**  
Yes, if there is sufficient justification for their inclusion and if the proposed approach is judged to be appropriate and feasible.
- 8- **Difference between those RFPs & Grants**  
RFPs result in subcontract awards (commercial contracts) and LED/Chemonics will have substantial involvement in their implementation. Subcontractors must adhere to all relevant USAID terms and conditions, which LED/Chemonics will explain as needed to any awardee. Among the relevant terms and conditions of a subcontract is a provision that prohibits cobranding with the subcontractor. Subcontracted activities are fully USAID branded. Grants are a different type of engagement mechanism subject to different

terms and conditions, including but not limited to a requirement for a grantee contribution and permitting cobranding.

**9- Are there predefined selection criteria for the 10 SMEs to be covered in the scope of work? Are there specific sector/industry preferences?**

Offerors should outline an approach for selecting the participating beneficiary enterprises or put forward a short list of potential beneficiaries, noting these companies' size, sector, and location of each and providing a short justification for each enterprise's inclusion into the activity. Offerors should take note of the requirement to focus only on productive enterprises and LED's preference for SMEs.

**10- What are exactly the scope outcome and expectations?**

The SOW is intentionally broad to encourage Offerors to define innovative approaches that will maximize impact within the time and resource envelopes given. (In sum—how much can offerors do and achieve with the given time and budget constraints.) Offerors are reminded of LED's desire to put *at least* 10 enterprises (10 is the minimum target) on (or back on) pathways to growth—growth in revenues (especially exports) and growth in employment (especially for Lebanese citizens). Offerors are further reminded that they must select from the given LED performance indicators and specify which ones the Offeror will be able to report against. Offerors must also propose output targets.

**11- Are you looking for specific components of a Business Continuity Management System, or a full end to end implementation?"**

The SOW is intentionally broad to encourage Offerors to define innovative approaches that will maximize impact within the time and resource envelopes given. (In sum—how much can offerors do and achieve with the given time and budget constraints.) Offerors should review the instructions for Part I of the Technical Approach on page 5.

**12- The RFP mentions 10 deliverables, are these pre-defined or are they completely left to the Offerors discretion based on the proposed technical approach?**

The RFP states that, "Offerors shall propose *up to* 10 deliverables/milestones (10 is the maximum) that they shall provide to LED. Offerors are reminded that they should describe the outcomes and outputs they shall achieve. Offeror's must describe their approach – the phases, steps, tasks, etc. that will lead to the achievement of the promised results – and they must explain why the proposed approach is relevant to the current situation in Lebanon and the needs of private enterprises.

**13- The project timeline is required to be between 5 to 6 months, is this covering all SMEs in parallel?**

It is this covering all SMEs in parallel.

**14- The proposed budget for the subcontract as stated in the RFP, is it for the total project covering all 10 SMEs, or is it per SME?**

It is this for the total project covering all 10 SMEs.

**15- Do we have to nominate the 10+ beneficiaries on proposal stage?**

Refer to Q1.

**16- What are the main focus sectors?**

Refer to Q9.

**17- Are the following activities budget covered by LED?**

**a. Project team (Project director – project coordinator)**

Potentially yes if the cost is deemed to be reasonable and if the Offeror can justify why this cost element is essential for the proposed activity and its success.

**b. Exhibition space rental**

Potentially yes if the cost is deemed to be reasonable and if the Offeror can justify why this cost element is essential for the proposed activity and its success.

**c. Overseas travel**

LED will not pay for international travel costs. However, these costs could be covered by the participating beneficiary companies as a cost share.

**d. Road shows**

Potentially yes if the cost is deemed to be reasonable and if the Offeror can justify why this cost element is essential for the proposed activity and its success. Note, however, that LED will not pay for international travel costs.

**e. Market studies**

Potentially yes if the cost is deemed to be reasonable and if the Offeror can justify why this cost element is essential for the proposed activity and its success.

**f. Website development**

Potentially yes if the cost is deemed to be reasonable and if the Offeror can justify why this cost element is essential for the proposed activity and its success.

**g. Marketing and advertising**

LED will not pay for marketing and advertising costs. However, these costs could be covered by the participating beneficiary companies as a cost share. The only exception could be to boost social media posts, but Offerors must justify why this cost element would be essential for the proposed activity and its success.

**h. Assets i.e. computers, equipment etc...**

No.

**i. Inventories i.e. raw materials**

No.

**18- Is there any limitation on the sectors of the companies targeted in the project?**

Refer to Q9.

**19- Some of the indicators mentioned in the RFP (such as: investment secured, number of employed persons etc....) might take longer than 6 months to materialize; in this case can you please advise if the collection of these indicators is limited to the 6 months period of the project or it can be collected at a later stage.**

Offerors should collect as much reportable information as they can within the performance period.

**20- Can you please define family-owned enterprise, if a family member owns a certain amount of the shares or how it works. Ex: Some of the companies are family-owned enterprises; however, part of their shareholders is an outsider.**

A family business is a business that is actively owned, operated, and managed by two or more members of the single-family. Here, members may be related by blood, marriage, or adoption. Basically, in a family business:

- Single-family owns majority percentage of ownership
- Possess voting control,
- Has power over strategic decisions,
- Has the involvement of multiple generations of the same family and
- Senior management of the firm is drawn from the same family.

**21- “Offerors must select from the following LED performance indicators and specify which ones the Offeror will be able to report against.”**

**Does that mean that we have to select one or more indicators from the list and mention them in our proposal?**

**Will we be accountable for these indicators if achieved? I mean will LED be following up with us if the indicators were achieved or not?**

**Sometimes these indicators might need a year after the TA to become measurable, how will this happen?**

Offerors should select one or more of the listed LED performance indicators (reporting on all preferred). These indicators were selected from among a larger list of LED indicators due to the high likelihood that Offerors will be able to report against them. The nature of the RFPs calls for Offerors to work with enterprises or rather individuals—owners, managers, and employee—working for these enterprises, some of

whom are likely to be females. It is also possible that due to the assistance—and during the performance period—those enterprises make investments that are related to the assistance or employ new people. LED is requiring Offerors to collect and report data from all these indicators if their proposed activity will enable them to do so.

**22- “Offerors shall propose up to 10 deliverables/milestones that they shall provide to LED.”**

**Are these the deliverables that will be provided to the clients?**

**Each client should receive 10 deliverables, or the total to the 10 clients will be 10 deliverables?**

These are deliverables, or perhaps better call “milestones”, that the Offeror shall submit to LED as the basis for payments. These milestones should serve to demonstrate that the Offeror has successfully completed the various stages, steps, or activities that LED has subcontracted the Offeror to deliver.