

Lebanon Enterprise Development (LED) Project Request for Proposals # LED-RFP-0045 for Indefinite Quantity Subcontract(s) for Providing Technical Assistance for Enterprises

SECTION I. BACKGROUND, PURPOSE, AND SCOPE OF WORK

A. Background

Lebanon Enterprise Development (LED) is a 3 years project with possible extension for additional 2 years funded by the U.S. Agency for International Development (USAID), under contract number AID-268-C-17-0000, that aims to increase jobs for Lebanese citizens. LED applies a market-led approach to engage directly with private enterprises, private sector organizations, associations and syndicates, and other stakeholders, to identify and solve business related problems that are constraining firm and sector level sales and employment growth. LED offers customized technical assistance to help solve identified problems. LED's interventions are focused on providing business solutions that will result in greater private investment and job creation for Lebanese citizens.

A1. Challenges Facing Lebanon's Enterprises

Lebanon is a country in transition, in a region with extremely complex geopolitical challenges. The need for social and economic stability is high.

Adding to this challenge is Lebanon's high unemployment and under-employment, which puts added stress on the country's prospects for stability and economic growth. Therefore, employment creation activities such as LED are important and timely. According to a recent report, the unemployment rate among Lebanese citizens rose from 11% in 2011 to 33% in 2016, representing 360,000 more unemployed people during the period. The conflict in Syria and the resulting flow of refugees into Lebanon largely explains this increase, as thousands of Lebanese workers have been substituted by Syrian workers in practically all economic activities

A2. Opportunities for LED

To contribute to Lebanon's peace and stability, Lebanese citizens need wage-based employment, especially the youth, university graduates, and women who experience chronic unemployment. Accordingly, LED's purpose is to increase employment opportunities for Lebanese citizens. Supporting this, LED has three objectives:

1. Create jobs by increasing the competitiveness and enhancing growth of Lebanese client firms
2. Improve Lebanon's business enabling environment
3. Communicate results and share project knowledge with the public and private sectors

To achieve this, LED will apply a problem-solving market-led approach to help Lebanese enterprises increase their sales and hire more Lebanese citizens. LED will assist enterprises, chosen using selection criteria, to identify specific buyer/s and understand their requirements; to diagnose the key enterprise-level constraints that stand in the way of concluding sales contracts with these buyer/s; and to find solutions to these problems using tailored firm-specific technical assistance solutions that will be delivered principally by Lebanese business service providers and consultants, or as needed, by international consultants. LED will prioritize support for businesses that produce goods and services for a known buyer or market. LED's work will be transactional—focused on making deals happen, because sales growth leads to jobs. Over time, LED will also prioritize selected business enabling environment problems and work with the private sector to analyze these issues and propose solutions for them.

At the firm-level, actors across multiple sectors face a variety of constraints and therefore a one-size-fits-all approach for technical assistance will not work. To obtain and provide targeted, specialized assistance,

LED will work with training and business development service providers throughout the country. These businesses and organizations may be subcontracted to develop and deliver specialized technical assistance and training to firms to support them in developing their business offerings, and/or to address constraints preventing those firms from achieving growth.

It is anticipated that as a result of LED support, Lebanese enterprises will have improved their ability to create new job opportunities in multiple growth sectors.

A3. Objective of the Indefinite Quantity Subcontract (IQS) Mechanism

This request for proposal (RFP) is for a multiple-award Indefinite Quantity Subcontract (IQS) to be issued to eligible training firms, consulting, and business development service provider organizations to form a consortium of pre-qualified subcontractors to undertake various consulting, training, and capacity-building activities in the future. An IQS is a contract that allows awardees to bid on specific scopes of work within the general technical parameters of the IQS, contracted individually through task orders. The IQS subcontracts will define the basic costing parameters for scopes of work to be performed through it under task orders. The IQS therefore acts as a rapid-response mechanism, allowing LED to quickly issue task orders to the IQS holders to carry out necessary work.

LED contemplates awarding one or more Indefinite Quantity Subcontracts to successful offerors. Orders will be placed by the LED project by issuance of task orders, detailing the specific scope of work and estimated ceiling price or firm fixed price for the work. LED reserves the right to seek competitive offers for task orders from IQS holders as well as to sole-source task order activities to IQS holders.

A template of the fixed-price IQS subcontract that will be used for issuing task orders is included in Annex 1.

B. Scope of Work

The following represent a sample of consulting activities to be performed through task orders under this IQS subcontract. This list is by no means exhaustive but rather represents illustrative examples:

Technical assistance to Enterprises

Service providers will support LED in implementing technical assistance plans and deliver specialized technical assistance and training in one or more of the following illustrative areas:

B.1 Sales:

The consultancy firm proposal should include (but not necessarily limited to) the following:

Diagnostic

- Collect Preliminary Info and data about the Enterprise
- Conduct research about the MSE and its business, products, identify its categorization and application of the products and type of customer.
- Analyze the data internally to back up our discussions with objective matters
- Prepare Questions using a Diagnosis Framework
- Conduct Q&A sessions with the different stakeholder:
 - o to identify pricing challenges
 - o to identify the different type of clients
 - o for understanding the sales process and other sales challenges
- Conduct a detailed Research based on facts collected

- Conduct another Q&A session with management to revise our understanding and discuss further the different aspects of our scope of work

Developing a Tailored Sales System Development Plan

- Prepare the Sales Strategy
- Define the set KPI's
- Prepare the Sales Process, steps from Prospecting to Closing including all required forms
- Set up the B2B Communication and Sales Toolkits
- Advise on CRM and integration
- Design and Develop the Sales Capacity Training Program
- Submit the Final Report and Materials

Training and Coaching

- Training on the Set Sales System
- Training on Sales Techniques

B.2 Brand Development

The consultancy firm proposal should include (but not necessarily limited to) the following

- Competitors brand analysis
- Creating several names for the business
- Choosing Name
- Creating logo proposals
- Choosing logo
- Creating theme based on the chosen name and logo
- Creating the corporate identity
- Creating a Facebook Page
- Creating an Instagram Page
- Creating uniform and branded vehicles
- Assessing the image how the brand should be shown to the potential clients
- Creating catalogue / Brochures

B.3 ISO 22000

Establish and implement a Food Safety Management System in accordance with guidelines of ISO 22000 and to get international acknowledgement in the form of certification. The scope of the work for ISO certification would be to develop and implement ISO 22000 by training a team on Food safety & HACCP in addition to a course given to the food safety team leader, and updating the company structure as per the below list:

- Application
- Quality management system
- General requirements
- Documentation requirements
- Management responsibility
- Management commitment
- Customer focus
- Quality policy
- Planning
- Responsibility, authority and communication
- Management review
- Resource management
- Provision of resources
- Human resources
- Infrastructure
- Work environment

- Product realization
- Planning of product realization
- Customer-related processes
- Design and development
- Purchasing
- Production and service provision
- Control of monitoring and measuring equipment
- Measurement, analysis and improvement
- General
- Monitoring and measurement
- Control of nonconforming product
- Analysis of data
- Improvement

After finalizing the above, the firm shall prepare the beneficiary to pass the required audits and receive a third-party ISO 22000 accredited certificate (Certificate cost not included).

B.4 ISO 9001:2015

Training and Consultancy services for implementation of Quality Management Systems (QMS) leading to ISO 9001:2015 Certification.

The consultancy firm shall assist our clients in the following as a part of the scope:

1. Gap analysis identification
2. Preparation of work plan
3. Identification of lead team and facilitating training
4. Developing the quality policy
5. Facilitating the awareness training
6. Developing the quality manual and quality procedures
7. Developing quality objectives and action plans
8. Training internal auditors
9. Facilitating an internal audit
10. Review of the results and implementing corrective action

After finalizing the above, the firm shall prepare the beneficiary to pass the required audits and receive a third-party ISO 9001 accredited certificate (Certificate cost not included).

B.5 ISO 45001

LED will support the client to secure the services of a consultant who can train staff on ISO 45001 relevant requirements.

ISO 45001 provides a framework based on the well-established management principles of Plan-Do-Check-Act. The consultant will help our client to identify the hazards and assess the occupational health and safety risks related to its activities and services, determine the necessary controls and to set clear objectives and targets to improve on its OH&S performance.

Deliverables:

The documents that will be provided by the end of the assignment include, but are not limited to the following:

- Policies, procedures, lists and forms

Sample documents:

- o OH&S risks and opportunities analysis
- o OH&S action plan
- o Interested parties analysis

- o System scope
- o OH&S policy
- o OH&S competence and training
- OH&S performance monitoring system and records
- Internal audit report
- Management review report
- Training material and records

Added value:

The impact of ISO 45001 implementation can be summarized as follows

- Promoting worker and employee health and safety
- Preventing workplace injuries or illnesses
- Improved workplace conditions and increased employee satisfaction
- Fostering a health and safety culture
- Competitive edge when applying to bids and submitting proposals
- Boosted company brand and reputation

B.6 FSSC 22000

LED will support the client to secure the services of a consultant who can train their staff on FSSC 22000 relevant requirements.

I. FSSC22000 Training on

1. Sanitation Standard Operating Procedure (SSOP) session
2. Good Manufacturing Practice (GMP), including personal hygiene, covering:
 - 2.1. Food Premises Design and Layout
 - 2.2. Materials and Methods
 - 2.3. Equipment's suitability
 - 2.4. Personal Hygiene requirements
 - 2.5. Work instructions
 - 2.6. Pest Control
 - 2.7. Cleaning and disinfection
 - 2.8. Waste disposable
 - 2.9. Storage and transport
3. Food Safety, including Hazard Analysis and Critical Control Points (HACCP), covering:
 - 3.1. Introduction
 - 3.2. Type of hazards in food
 - 3.3. Food poisoning
 - 3.4. Cross contamination hazards and its control
 - 3.5. HACCP Principles and its application
 - 3.6. Product Recall
 - 3.7. Documentation requirements
4. FSSC22000 General covering:
 - 4.1. Introduction to FSSC 22000

- 4.2. FSSC 22000 Prerequisite Programs
- 4.3. FSSC 22000 requirements
- 4.4. Certification requirements

II. Food Safety Manual Implementation

1. GMP Checklists
2. SSOP Implementation
3. HACCP Plan Implementation

III. Stage 1 External Audit Support

IV. Internal audit execution

V. Stage 2 Certification Audit

B.7 Franchise Manual

The consultancy firm proposal should include (but not necessarily limited to) the following

1. Evaluate current operations and recommend changes to start Franchising.
2. Develop franchise strategic road map and business model
3. Develop Operations Manual(s).
4. Develop Training Program(s).
5. Implement necessary training(s)
6. Review Franchise Agreement(s) and Para-Legal documents.
7. Develop franchise fees structure.
8. Evaluate & Recommends changes to field and headquarters support.
9. Produce the final franchise documents such as franchise agreement, non-disclosure agreements (NDA), letter of intent, get acquainted form and franchisee license inquire.

B.8 Human Resource

The consultancy firm proposal should include (but not necessarily limited to) the following:

Elaborate the human resources manual: The Human Resources manual will detail the human resources system to be followed, the organizational chart, the job descriptions, the different types of trainings to be followed and at which frequency they should be scheduled, as well as all policies and procedures related to the management of the Human Resources Department (e.g. leaves, attendance, recruitment, etc.). The manual will also include an employee handbook and several forms and checklists.

The HR manual will cover the following topics:

- Typical structure
- Employment policies
- Recruitment procedures
- Transfer and relocation procedures
- Employment ending procedures
- Re-employment procedures
- Time management
- Break policy
- Leave policy
- Remuneration scale and guidelines
- Performance evaluation procedures
- Training and development procedures
- Personal appearance

- Code of conduct and disciplinary action
- Ethical and legal responsibilities
- Health and safety responsibilities
- Use of the Staff Handbook

B.9 Strategy Design and Execution

The consultancy firm proposal should include (but not necessarily limited to) the following:

- Provide Enterprises with advice on their goals and future direction so that they can plan effective strategies for growth and expansion.
- Use industry experience and analysis to help Enterprises identify strategies that will increase revenue and market share by improving competitive advantage.
- Provide Enterprises leaders with a way of thinking about how to deal with the future and a process to guide decision-making.
- Follow a scenario-based methodology by providing Enterprises with growth scenarios and options. A deep analysis must be given to each scenario, highlighting the risk factors and the potential gains. This methodology guides Enterprise leaders to make strategic decisions that will step change their performance.
- Assess the potential of success based on understanding the competitive scene and market dynamics. If the potential is low, re-orient leaders to other growth business avenues.
- Examine the Enterprises product range and services, the skills of its employees, its customer base and its marketing communications to build a picture of its current capabilities. then classify the core and supporting capabilities and build a future road map for capability transformation.
- To put in place strategies and procedures that are applicable and will be used under the new design.
- Training to managers and relevant employees on the new procedures and policies.

Note:

Bidders may submit applications indicating all or only a part of the above, depending on their level of competence, demonstrated experience and unique capabilities. Bidders need not to apply for all areas but are requested to clearly indicate which of the above areas they wish to be considered for.

C. Maximum Ordering Amounts

Under an Indefinite Quantity Subcontract (IQS), there is no guaranteed Lebanese Pounds value of work for any IQS subcontract holder. Maximum ordering amounts will be set forth in each IQS award. The maximum ordering amount for all task orders issued under the total number of IQS's is anticipated to be the Lebanese Pounds equivalent of \$150,000. LED reserves the right to increase the maximum ordering amount at its sole discretion.

LED reserves the right to award task orders to an IQS subcontractor without task order competition, at LED's discretion, or to issue an RFP for the task order.

D. IQS Period of Performance

The periods of performance of the IQS subcontracts will be as follows:

Base period: Date of subcontract award (estimated to be February 2019) through April 26, 2020.

Chemonics' current USAID contract for provision of technical services under LED has an estimated completion date of September 30, 2020.

E. Key Personnel

The key personnel for this IQS Subcontract shall consist of an IQS Program Manager which shall be provided at no direct cost to the IQS subcontract. This IQS Program Manager shall be a full-time employee of the Subcontractor, and while he/she may carry out other responsibilities for the Subcontractor, he/she shall be available to manage the IQS Subcontracts and any task orders issued there under. Successful offerors will use, as required, additional international and/or local technical and administrative assistance and staff in the management of this IQS subcontract, also at no direct cost. LED views the provision of the IQS Program Manager as necessary to streamline and expedite the rapid and successful completion of task orders.

The IQS Program Manager shall:

- Provide the overall substantive, administrative, and logistical management to the IQS Subcontract, and hold ultimate responsibility for the coordination of all task orders and personnel there under,
- Serve as the primary contact and liaison with LED
- Respond to task order RFP's by preparing task order proposals and identifying appropriate technical personnel as required,
- Serve as the primary point of contact for all technical leaders for each task order under this IQS,
- Monitor all task order work plans and activities to ensure quality control and timely completion of all deliverables,
- Prepare, review and deliver all documentation to LED as required and scheduled for the IQS,
- Supervise and coordinate all backstopping to avoid, prevent, and resolve any administrative, technical, and personnel issues.

Qualifications for the IQS Program Manager include, but are not limited to:

- Successful experience managing the design, evaluation and supervision of Enterprise business support projects of a nature similar to illustrative activities included in Section B, Scope of Work
- Experience in the preparation of technical and cost proposals for contracts
- Appropriate technical background and academic credentials.

F. Eligibility Criteria

Interested organizations shall have the legal capacity to enter into a subcontract and shall be a registered organization in Lebanon (not an individual). Organizations shall have the financial resources to perform subcontracts and shall have fulfilled all tax obligations. Applicants shall be able to comply with the proposed scope of work and have a satisfactory performance record and record of integrity and business ethics. Applicants shall abide by the terms of the United States Anti-kickback Act of 1986, which will be included as FAR 52.203-7 ANTI-KICKBACK PROCEDURE (JUL 1995) in any resulting subcontract. It can be found at http://www.acquisition.gov/far/current/html/52_200_206.html#wp1137568.

Eligible organizations:

- Local for-profit consulting firms.
- Local non-profits or NGOs that are qualified to provide services and have the capacity to structure their accounting and finance for billable work to the project.

Ineligible organizations:

- Government entities,
- Organizations that appear on the List of Parties Excluded from Federal Procurement and Non-Procurement Programs. The list can be found at <http://epls.gov>.
- International organizations

SECTION II. INSTRUCTIONS TO OFFERORS.

A. GENERAL INSTRUCTIONS TO OFFERORS

Offerors shall submit their proposals both electronically and in hard copy in accordance with the instructions in section II.B below. Faxed offers will not be considered.

Proposals are due at 4:00 p.m. January 28, 2019. Proposals shall be delivered to the following address:

Electronic Address (for email submissions):

Subject: Request for Proposals for Indefinite Quantity Subcontract(s) for Providing Technical Assistance for Enterprises
Roger Karam, LED Grants and Procurement Manager
Lebanon Enterprise Development Project
Email address: LEDprocurement@lebanon-edp.com

Physical Address (for hard-copy submissions):

Subject: Request for Proposals for Indefinite Quantity Subcontract(s) for Providing Technical Assistance for Enterprises
Roger Karam, LED Grants and Procurement Manager
Lebanon Enterprise Development Project
Daoud Ammoun Str. Qubic Center
10th Floor, Section ED, Horsh Tabet, Sin El Fil

The offeror shall submit in hard copy--one original and 2 copies of a technical proposal and one original and two copies of a cost proposal, both in English. They must also include an electronic version on CD of all files constituting the technical proposal and the cost proposal in software compatible with MS Word and MS Excel. The Technical Proposal and Cost Proposal must be kept separate from each other. Technical Proposals must not make reference to pricing data in order that the technical evaluation may be made strictly on the basis of technical merit.

Proposals shall be marked on the outside with the following: "Request for Proposals for Indefinite Quantity Subcontract(s) for Providing Technical Assistance for Enterprises". The proposals shall be on A4 paper, single-spaced with each page numbered consecutively. Technical proposals should not exceed 15 pages, excluding attachments.

All offerors shall submit a proposal directly responsive to the terms and conditions of this RFP. If an Offeror chooses to submit an alternative proposal, they must, at the same time, submit a proposal directly responsive hereto for the alternate to be considered for award.

Questions regarding this RFP should be presented in writing to LEDprocurement@lebanon-edp.com . The deadline for receipt of questions is January 23, 2019 at 4:00 p.m. LED will present responses to all questions received no later than 4:00 p.m. on January 25, 2019. These collected responses will be sent via email, to a designated email address to be provided by each offeror, to all offerors and posted on the website. LED will not disclose the offeror who posed any question.

LED is not obligated to make an award or to pay for any costs incurred by the offeror in preparation of a proposal in response hereto. Proposals offering less than 60 days for acceptance by LED from the proposal closing date will be considered non- responsive and may be rejected.

B. INSTRUCTIONS FOR THE PREPARATION OF THE TECHNICAL PROPOSAL

(1) The Technical Proposal in response to this solicitation should address how the offeror intends to carry

out the Statement of Work contained in Section I (B). It should also contain a clear understanding of the work to be undertaken and the responsibilities of all parties involved. [The technical proposal should be organized by the technical evaluation criteria listed in Section F.2].

(2) The past performance references required by this section shall be included as an annex or attachment of the technical proposal. All information required regarding past performance shall be provided by each offeror in the table included in Section C below, Instructions for Past Performance Information.

(3) The technical proposal should, at a minimum, include with as much specificity as possible in fifteen (15) pages or less, the following information. Please note that offerors who do not provide the information requested below may be disqualified.

I. Technical Approach

- The offeror's understanding of the needs, constraints for growth and employability of enterprises (SMEs)
- A description of previous work (by the offeror) of a similar nature to the Scope of Work;
- A detailed description of the offeror's planned approach, both administrative and technical, to quick mobilization upon task order award;
- A description of the organization's capacity and experience. The magnitude and nature of any planned joint venture should be fully explained. Joint ventures will not be considered for award unless all parties to the joint venture provide proof of legal registration of joint venture, including documentation of joint and several liability under all work related to the IQS Subcontract;
- The offeror's approach to management of the IQS subcontract, including their proposed Program Manager, and other administrative systems. The offeror shall include a detailed resume of the proposed IQS Program Manager;
- The offeror's ability to quickly recruit, hire, and mobilize local technical experts/consultants.

II. Personnel

- Organization chart and a list of proposed personnel by expertise and the kinds of tasks they are qualified to carry out.
- List of proposed consultants, showing their area of expertise (please use the attached chart in Annex 2)
- Signed CVs (not included in page limit) of the proposed professional staff and the authorized representative submitting the application. The CVs submitted shall clearly spell out the qualifications and competence of the proposed staff in terms of: General qualifications (both academic and general work experience), specific skills possessed by the proposed personnel that are relevant to this scope of work (see Section I.B); relevant work experience (both long-term employment and short-term consultancies).

C. INSTRUCTIONS FOR PAST PERFORMANCE INFORMATION

The Offeror should provide a concise summary of its qualifications and reference attachments, which shall include names and descriptions of contracts which are of similar scope, magnitude and complexity to the requirements in this solicitation. Please provide information on activities for the previous 5 (five) years.

This section should include a description of present and on-going programs which have a direct relationship to the activities presented in the applicant's proposal. Copies of relevant materials should be included as an attachment to the proposal.

The Offeror shall provide the following information regarding its past performance using the following Past Performance Record (PPR) table.

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- a. Contract Name and type;
- b. Name of point(s) of contact (not to exceed 3) and email address(es) as well as telephone/fax numbers for: a) client; and b) Federal, State, or Local government or commercial entity for which the contract was performed, if applicable;
- c. Value of the contract in Lebanese Pounds;
- d. Period of Performance;
- e. Detailed description of the work performed;
- f. Relevance of the contract to proposed contract;
- g. Clear statements describing whether the activity was completed on time, with a quality product conforming to the contract, without any degradation in performance or customer satisfaction.
- h. The number, type, frequency, duration and impact of any quality, delivery or cost problems in performing the activity, the corrective action taken, if any, and the effectiveness of the corrective action.

Past Performance Information Form – To be completed for each program described.

A. Contract Name and Type:	B. Contact information for client and/or institution for which services were performed
C. Total value in Lebanese Pounds	D. Period of Performance
E. Detailed description of work performed	
F. Relevancy of the contract to work to be performed in SOW	
G. Clear statements describing time for completion, quality product if applicable	
H. Number, type, frequency, duration, and impact of any quality, delivery, or cost problems in performing the activity. The corrective action taken, if any, and the effectiveness of the corrective action.	

LED will use this information to contact technical representatives on prior contracts to obtain information on performance. LED shall consider the information provided, as well as information obtained from other sources, when evaluating the offerors past performance and shall determine the relevance of similar past performance information.

Offerors must either provide the above information or affirmatively state that they possess no relevant or similar past performance similar to this requirement. Failure to provide this information may disqualify the offeror.

D. INSTRUCTIONS FOR THE PREPARATION OF THE COST PROPOSAL

Offerors shall prepare a price list following the example presented in Exhibit 1 below, including a set of commercial labor rates offered for different categories of staff. Offerors should present proposed staff category rate information for each technical area under the LED IQS Subcontract under which they intend to compete for task orders. Labor rate price lists will be utilized under this type of firm-fixed price (FFP) IQS to develop the eventual price offered for a Request for Task Order Proposal (RFTOP) if the type of work requested cannot be defined adequately in advance.

Offers are requested to provide clear definitions of the qualifications appropriate for each labor category proposed. For example, an Offeror may propose labor categories for Senior, Mid-Level, and Junior Specialists for activities related to providing training support to Enterprises as follows:

- **Senior Level Specialist**- defined as a Technical Area Lead specialist with a Bachelor degree or higher, and more than 10 years of experience.
- **Mid-Level Specialist**- defined as a Technical Area specialist with a Bachelor degree or higher, and more than 5 years of experience.
- **Junior Specialist**- defined as a Technical Area specialist with a Bachelor degree or higher, and more than 3 years of experience.

LED expects to see labor category rates in the normal ranges customary for this type of work in Lebanon.

Exhibit 1.	
Activities	Fixed daily rate
Technical assistance to Enterprises	
B1. Sales	
Positions suggested by the offeror	
Illustrative:	
▪ Senior Specialist	\$. xxx
▪ Mid-Level Specialist	\$. xxx
▪ Junior Specialist	\$ xxx
B2. Brand Development	
Positions suggested by the offeror	
Illustrative:	
▪ Senior Specialist	\$. xxx
▪ Mid-Level Specialist	\$. xxx
▪ Junior Specialist	\$ xxx
B2. ISO 22000	
Positions suggested by the offeror	
Illustrative:	
▪ Senior Specialist	\$. xxx
▪ Mid-Level Specialist	\$. xxx
▪ Junior Specialist	\$ xxx

The Subcontractor shall explain the build up of the daily rate of the proposed personnel which shall contain (at a minimum) the following information

- a) Labor: Proposed personnel with proposed salaries
- b) Other Direct Costs: A complete breakdown of costs
- c) Profit or Fixed Fee: Only if it is applicable.

This procurement is being conducted under the general rules of the FAR. Offerors are therefore notified that the FAR prohibits any intentional sharing of price information with other offerors in the preparation of the cost proposal. All offerors, per Section H, below, are required to sign a certification of independent price determination. No pricing information contained in a cost proposal may be knowingly disclosed by the offeror, directly or indirectly, to any other offeror or competitor before contract award. Should LED suspect that offerors have engaged in unlawful price sharing, LED, and possibly USAID, will pursue prosecution to the fullest extent of the law.

Offerors shall also include in their cost proposals the following:

- A copy of a valid certificate of registration.
- A copy of the VAT registration certificate.

(a) Definitions –

FAR – Federal Acquisition Regulation

Firm Fixed Price – The total value of a subcontract or task order, to be paid upon the completion and

approval of set deliverables according to a payment schedule. Once a firm fixed price is established for deliverables, the price remains constant even if the cost of producing the deliverables should increase or decrease.

Indirect Costs – Costs, such as employee fringe benefits and overhead, that are not directly reimbursed by the contracting entity but which are necessary for the completion of the work called for in the subcontract.

Fixed Fee – A percentage rate to be applied to a pre-determined cost base to generate profit for the subcontractor.

(b) Detail of the offeror's management structure as it relates to performance of services described in the Scope of Work.

(c) The representations and certifications, as set forth in Section H of this solicitation, with the last page signed.

E. EVALUATION FACTORS FOR AWARD

1. GENERAL INFORMATION

(a) The technical proposal will be scored by a technical evaluation committee using the criteria shown below.

(b) The cost proposal will be evaluated using the method described below. Please note that while the cost proposal represents no points, it will be evaluated for cost reasonableness and best value to LED.

(c) The criteria below are presented by major category, with relative order of importance, so that offerors will know which areas require emphasis in the preparation of proposals. The criteria below reflect the requirements of this particular solicitation.

Subcontract award will be made to the responsive, responsible offerors whose proposal represents the greatest value to LED. LED reserves the right not to award any subcontracts under this Request for Proposals.

2. TECHNICAL CRITERIA

Total 100 points

The technical proposal will be evaluated in accordance with the following criteria and represents 100% of total points for this evaluation.

A. Organizations Capability and Experience

25 points

- i. Level of experience in carrying out work of similar nature as those illustrative activities described in the Statement of Work. (15 points)
- ii. Quality of references provided for past performance, indicating high satisfaction with the quality of work completed. (10 points)

B. Organization's Management Approach

15 points

- i. Qualifications of proposed IQS Program Manager as they relate to job description included in Section E, Key Personnel. Demonstrated ability of Program Manager to dedicate time necessary to quality program management.
- ii. Demonstrated ability to rapidly mobilize and manage projects of similar nature as those illustrative activities described in Section B, Scope of Work.
- iii. Process described to contract local consultants for projects involving BDS and training services provision.

C. Qualifications of Proposed Personnel 60 points

- i. Demonstrated ability to providing business development services, consulting and training in all or some of the above listed areas (see Section I.B) (15 points)
- ii. Prior experience working with small- and medium-sized businesses and/or financial institutions (10 points)
- iii. Demonstrate practical experience in the enterprise development, particularly in the areas for which the consultant is proposed. (35 points)

A point value will be determined for each Offeror dividing the offeror's technical score, derived from above, by the highest technical score among all offerors. The result will then be multiplied by the percentage (100%) which represents the percentage of overall combined technical and cost evaluation.

3. COST Based on value

The review of the cost proposal shall include primarily cost reasonableness and best value. This will consist of a review of the cost portion of an offeror's proposal to determine if the general charge, if applicable, and fixed fee rates proposed for the work to be performed represent a best value to LED. Evaluation of cost proposals will consider but not be limited to the following:

- Offeror's demonstrated understanding of the requirements of the cost proposal
- Complete explanation of rates proposed, according to the instructions for the cost proposal, and the reasonableness of the explanation and rates.
- Value offered in the rates proposed to the LED project.

F. DETERMINATION OF THE COMPETITIVE RANGE AND CONTRACT AWARD

(a) The competitive range of offerors with whom negotiation will be conducted (if necessary) will be determined based on the above technical and cost evaluation factors, and will be comprised of all offerors whose proposals are determined to have a reasonable chance of being selected for award.

(b) In accordance with FAR 52.215-1 "Instructions to Offerors – Competitive Acquisition", and as set forth in Section L of this solicitation, awards will be made to the responsible offerors whose proposals, conforming to the solicitation, are most advantageous to LED; above technical and cost factors considered. The formula set forth above will be used as a guide in determining which proposals will be most advantageous to LED. Awards will be made to offerors who receive the highest combined technical score, combined with a satisfactory cost evaluation.

G. REPRESENTATIONS, CERTIFICATIONS, AND OTHER STATEMENTS OF OFFERORS (TO BE COMPLETED BY OFFERORS AND INCLUDED IN COST PROPOSAL)

1 52.203-2 Certificate of Independent Price Determination.

Certificate of Independent Price Determination (Apr 1985)

(a) The offeror certifies that-

(1) The prices in this offer have been arrived at independently, without, for the purpose of restricting competition, any consultation, communication, or agreement with any other offeror or competitor relating to-

- (i) Those prices;
- (ii) The intention to submit an offer; or
- (iii) The methods or factors used to calculate the prices offered.

(2) The prices in this offer have not been and will not be knowingly disclosed by the offeror, directly or indirectly, to any other offeror or competitor before bid opening (in the case of a

sealed bid solicitation) or contract award (in the case of a negotiated solicitation) unless otherwise required by law; and

(3) No attempt has been made or will be made by the offeror to induce any other concern to submit or not to submit an offer for the purpose of restricting competition.

(b) Each signature on the offer is considered to be a certification by the signatory that the signatory-

(1) Is the person in the offeror's organization responsible for determining the prices being offered in this bid or proposal, and that the signatory has not participated and will not participate in any action contrary to paragraphs (a)(1) through (a)(3) of this provision; or

(2)(i) Has been authorized, in writing, to act as agent for the following principals in certifying that those principals have not participated, and will not participate in any action contrary to paragraphs (a)(1) through (a)(3) of this provision _____ [*insert full name of person(s) in the offeror's organization responsible for determining the prices offered in this bid or proposal, and the title of his or her position in the offeror's organization*];

(ii) As an authorized agent, does certify that the principals named in subdivision (b)(2)(i) of this provision have not participated, and will not participate, in any action contrary to paragraphs (a)(1) through (a)(3) of this provision; and

(iii) As an agent, has not personally participated, and will not participate, in any action contrary to paragraphs (a)(1) through (a)(3) of this provision.

(c) If the offeror deletes or modifies paragraph (a)(2) of this provision, the offeror must furnish with its offer a signed statement setting forth in detail the circumstances of the disclosure.

(End of provision)

H. LIST OF DOCUMENTS, EXHIBITS AND OTHER ATTACHMENTS

1. Draft IQS Subcontract – A sample draft IQS Subcontract is included for the offeror's reference. LED reserves the right to make any changes to this draft IQS Subcontract before signing final Subcontracts with successful offerors. A sample draft task order is included for the offeror's reference in Section Z of this draft subcontract. LED reserves the right to make any changes to this draft task order before signing final task orders with IQS Subcontract holders.

2. Template for proposed personnel by expertise – A template matrix for proposed consultants is included for the offeror's reference and can be used for completion of the personnel section of the technical proposal.