

3 October 2022

Invitation to Tender – Disseminating P4F’s lessons learned to the beef sector

Part 1 Tender Details and Invitation

Tender for:	Update the state of the Brazilian beef sector, understanding what has changed in the last 4 years, raise and share P4F’s lessons learned and identify barriers and opportunities to advance towards a sustainable supply chain.	
Project:	Disseminating P4F’s lessons learned to the beef sector	
Activity Number	P4F-0798	
The Company:	Palladium International Limited	
Closing Date and Time:	17/10/2022 at 18:00 (Brasilia Time Zone)	
Contact Person:	Gustavo Palauro (gustavo.palauro@thepalladiumgroup.com)	
Timetable:	ITT made available:	03/10/2022 (DD/MM/YYYY)
	Deadline for receipt of Clarifications:	07/10/2022
	Clarifications made available through the same channels where the ITT is published	(12/10/2022)
	Deadline for receipt of Tenders:	17/10/2022 at 18:00 (Brasilia Time Zone)
	Evaluation of Tenders:	18/10/2022 to 24/10/2022
	Notification of Award:	25/10/2022
	Confirm Contract Award and Contract Start Date:	01/11/2022
Tender Validity Period:	30 Days after the Closing Date	
Details for submission:	Tenders should be emailed to the Contact Person before the Closing Date and Time. Each of the three documents comprising the Tender should be saved as individual PDFs and named as follows: '[Type of Document] – [Tenderer]' (e.g. 'Cover Letter – Palladium'). No information relevant to the Tender, except for the Tenderer’s name and the contact details of their contact person, should be included in the email.	
Jurisdiction	England & Wales	

Thank you for your interest in the above. The Company invites you to tender for this activity.

The following pages include the Terms of Reference (TOR), the technical and financial selection criteria and the conditions of tender along with the due diligence form that the successful tenderer (if any) will be required to complete and the standard contract template which the successful tenderer (if any) will be required to sign once the agreed commercial terms have been included.

Please forward your Tender in accordance with the Details for Submission above by the Closing Date and Time.

I look forward to your response, and if you have any queries, please don't hesitate to contact Gustavo Palauro by the following e-mail: gustavo.palauro@thepalladiumgroup.com.

Yours sincerely,

Marcio Sztutman

Latin America Regional Manager, Partnerships for Forests

Part 2 Terms of Reference (“TOR”)

Activity No. P4F-0798

1. Background

Partnerships for Forests catalyses investments in which the private sector, public sector and communities can achieve shared value from sustainable forests and sustainable land use.

By creating market-ready ‘Forest Partnerships’ that offer an attractive balance of risks and benefits for the private sector, public sector and communities, the programme aims to mobilise significant investment, principally from the private sector.

The programme also supports demand side measures that strengthen demand for sustainable commodities, and activities to create the right enabling conditions for sustainable investment.

The eight-year programme is funded by the UK Foreign Commonwealth and Development Office (FCDO). It currently operates in Central, East and West Africa, South East Asia and Latin America.

In Brazil, P4F operates in four thematic areas: promotion of sustainable livestock intensification with environmental compliance, incentives for soy expansion to occur in already converted areas, promotion of the commercialization of non-timber forest products and promotion of forest restoration.

Since 2018, P4F already approved six projects within the cattle sector in Brazil, which were related to traceability tools, stakeholders’ engagement process, carbon methodology and environmental regularization. Now, P4F wants to understand what has changed in the Brazilian beef sector in the last 4 years, what were P4F’s lessons learned through its projects implemented within this sector in Brazil and look ahead.

2. Objectives of the assignment

The overall goal of this work is to update the state of the beef sector in Brazil, assess P4F’s lessons learned in the last 4 years, identify challenges to achieve a sustainable supply chain and how to tackle them, create synergies between the stakeholders in the sector and provide knowledge generated to support their strategies to act in this agenda.

For this assignment, the consultancy is expected to:

- i. Deep dive on the Brazilian beef sector, performing interviews with main players and with P4F grantees, and conduct a diagnosis of what has changed in the Brazilian beef sector in the last 4 years (traceability, monitoring, production etc.);
- ii. Assess P4F’s lessons learned from projects within the Brazilian beef sector;
- iii. Map the current challenges to achieve a sustainable beef supply chain;
- iv. Identify strategies and opportunities to tackle these challenges;
- v. Map initiatives, projects, technologies, etc., that are already working in this direction;
- vi. Organize all knowledge generated into a communication piece to be published to external audience, advising the Brazilian beef sector in terms of next steps;
- vii. Organize an event to share the final communication piece with relevant stakeholders from the sector, aiming at fomenting synergies between them.

3. Scope of the assignment

Phase 1: Update the state of the beef sector in Brazil and P4F's additionality

#	Activities	Deliverables	Deliverable format	Deadline
1	- Planning activities	- Detailed Weekly Working Plan (although a weekly working plan must be submitted together with this tender, it will be refined based on joint understanding of the scope and best means of delivering the work developed from the kick off meeting/s with P4F)	Excel spreadsheet	15 days after starting date
2	- Diagnosis of the Brazilian beef sector	- Report containing the diagnosis of what has changed in the Brazilian beef sector in the last 4 years (traceability, monitoring, production etc.) and the actual scenario	Word document with full report and PPT presentation with executive summary	3 months and half after starting date
3	- Assessment on P4F's lessons learned from projects within the sector	- Report containing the assessment on P4F's lessons learned related to the projects already approved in the beef sector	Word document with full report and PPT presentation with executive summary	3 months and half after starting date

Phase 2: Barriers and opportunities

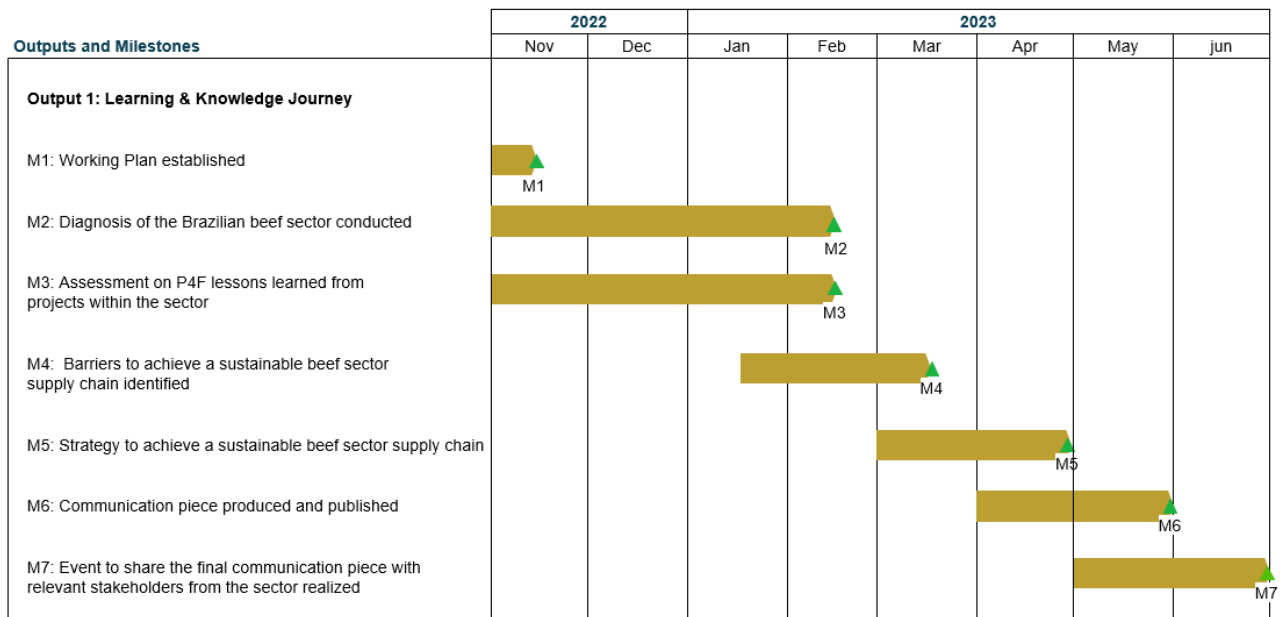
#	Activities	Deliverables	Deliverable format	Deadline
4	- Identification of barriers to achieve a sustainable beef sector supply chain identified	- Report containing the barriers to achieve a sustainable beef supply chain	Word document with full report and PPT presentation with executive summary	1 month following completion of activity #3
5	- Strategy to achieve a sustainable beef sector supply chain	- Report containing the paths to achieve a sustainable beef supply chain, including opportunities, actions to be taken, prioritization of those actions and the	Word document with full report and PPT presentation	1 month and half following completion of activity #4

		identification of initiatives that are already following these paths	with executive summary	
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Phase 3: Post-submission dossier support

#	Activities	Deliverables	Deliverable format	Deadline
6	- Communication piece produced and published	- Press material produced containing all knowledge generated and published (in English and in Portuguese)	To be discussed	1 month following completion of activity #5
7	- Event to share the final communication piece with relevant stakeholders from the sector performed	- Conduction of an in-person event with the relevant stakeholders from the beef sector	Event conduction itself and PPT report containing take aways from the event (included but not limited to: list of participants, agenda, description of activities, participants perceptions and comments, and potential synergies between participants that must be tracked)	1 month following completion of activity #6

Figure 1 - Workplan proposed



4. Duration and phasing

The activity is to commence on 01/11/2022 (DD/MM/YYYY) and end on 30/06/2023 (DD/MM/YYYY).

5. Specification of the advisory support

The ideal consultant to be hired on this term of reference is a consultancy company with a solid successful track record on:

- I. assessing agricultural markets, especially the beef sector;
- II. conduction of interviews with stakeholders;
- III. impact assessment;
- IV. production of reports with high quality level;
- V. engagement and facilitation processes.

A high level of commitment and responsibility is expected from the contracted consultancy to complete its assignments efficiently, accurately and within deadlines. The contracted consultancy must also prove that it follows ethical conduct standards, according to P4F Due Diligence process.

6. Financial component

The Financial Limit for this procurement is **£120,000**.

The limit includes all operational expenses to develop the work, such as flights and hotel if necessary, and the organization and conduction of the event.

The limit also includes taxes and other transaction costs.

Payments will be made according to the criteria and timeline described below:

- 35% of the total Tender Price after the delivery and approval of deliverables 1, 2 and 3;
- 35% of the total Tender Price after the delivery and approval of deliverables 4 and 5;
- 30% of the total Tender Price after the delivery and approval of deliverables 6 and 7.

Please refer to Part 3 to Part 5 for details relating to preparation of the financial submission.

7. Responsibilities of the Company

Confirm that the selected Consultant is aware and compliant with all terms and conditions of the contract and briefing documents.

8. Responsibilities of the Consultant

To be prepared to complete the Company's Standard Due Diligence Questionnaire should they be selected as Preferred Tender

To be prepared to sign the Standard Contract Terms (See Part 6).

To have in place insurance policies covering Professional Indemnity and Public Liability (if contracting as an appropriately registered entity rather than in an individual capacity).

To be registered in a Jurisdiction that is acceptable to the Company.

To hold any regulatory permits or approvals required to provide the services, either as an individual or through a registered entity.

To complete the deliverables and submit payment / reimbursement requests in the prescribed format and on the required dates.

Part 3 Conditions of Tender

1. Tender content

1.1. The Tender must contain the following:

- 1.1.1. a cover letter from the Tenderer for the activity (P4F-0798), including the declaration contained in Part 7;
- 1.1.2. a technical submission (see Part 4);
- 1.1.3. a financial submission (see Part 5).

1.2. Every Tender shall state in the cover letter:

- 1.2.1. the Tenderer's nominated contact person;
- 1.2.2. in the case of an individual, full or given names, surname, date of birth and permanent address;
- 1.2.3. in the case of a company, NGO or other registered entity, the full name of the entity, the address of the registered office of the entity, the names of all proprietors or directors, the relevant registration number and a copy of the certificate of registration;
- 1.2.4. in the case of a trust, the full names and addresses of each trustee of the trust;
- 1.2.5. a list of all the nominated personnel expected to contribute to the performance of the Terms of Reference (TOR), including their names, surnames and title of their position;
- 1.2.6. The declaration contained in Part 7.

1.3. Tenders are to be in English or Portuguese.

1.4. 'The Tenderer' (where capitalised) means the person or organisation to whom this invitation has been sent. Depending on the context, an uncapitalized version of 'tenderer' may also refer to the Tenderer.

2. Tender Assessment Process

2.1. Tenders must comply with the requirements of the TOR. Failure to submit a Tender including the information required by the TOR generally will factor into The Company's assessment of the level of compliance of the Tender and may result in rejection of the Tender.

2.2. The Company will evaluate Tenders on the following basis:

- 2.2.1. a technical assessment (see Part 4);
- 2.2.2. a financial assessment (see Part 5);
- 2.2.3. other factors, which may impact on the Tenderer's performance.

- 2.3. The Company will undertake a due diligence assessment of the Preferred Tenderers responses to the questions on the Due Diligence Form. Award of the Tenderer should not be considered complete until the Preferred Tenderer is confirmed having passed the Company's due diligence assessment. The Tenderer is able to provide an explanation behind each answer and the Company will assess the explanations given and their relevance and in terms of proportionality may allow the Tenderer to remain in the process.
 - 2.4. The Company will assess Tenders based on the Technical Assessment Selection Criteria specified in Part 4 and will provide a list of ranked technically suitable tenders.
 - 2.5. The Company will undertake a financial assessment in accordance with Part 5
 - 2.6. This procurement will follow a structured and transparent process to ensure that a fair and level playing field is maintained at all times, and that all Tenderers are treated equally. The indicative key dates for this procurement as they are currently anticipated to be are set out in the Timetable in the Tender Particulars.
 - 2.7. The Company reserves the right:
 - 2.7.1. to accept or reject any tender, and to annul the tendering process thereby rejecting all tenders, at any time prior to the award of contract at its sole discretion;
 - 2.7.2. to cancel or vary the Invitation to Tender process at any time whether before or after the closing date;
 - 2.7.3. to reject any tender that does not adhere to the structure and content requirements as outlined in these Terms and Conditions;
 - 2.7.4. to recall tenders from any source including those tenderers who have already submitted tenders, without thereby incurring any liability to the affected tenderer or tenderers or any obligation to inform the affected tenderer or tenderers of the grounds for this action;
 - 2.7.5. to accept Tenders for the whole or any part of the requirement;
 - 2.7.6. make whatever changes it sees fit to the Timetable, structure or content of the procurement process, depending on approvals processes or for any other reason;
 - 2.7.7. to require that tenderers submit to the Company's Due Diligence process prior to or after the submission of Tenders; and
 - 2.7.8. to negotiate with the most favourable tenderer should it be deemed that the offered prices are unreasonable or greater than the targets set in the planning process.
 - 2.8. The Company shall not be bound by any advice given or information furnished by it.
 - 2.9. The conduct of this Invitation to Tender is not intended to give rise to any legal or equitable relationship.
 - 2.10. A Tender will not be considered if the Tenderer or a representative of the Tenderer gives or offers anything to an employee or agent or subcontractor of the Company as an inducement or reward, which could in any way tend to influence the actions of that employee or agent.
 - 2.11. Your Tender will be valid for the Tender Validity Period.
3. Technical Assessment
 - 3.1. The Technical Assessment will be undertaken by an internal Procurement Committee.

3.2. The Technical Assessment of the Tender will account for 80% of the overall score using the following formula:

$$\text{Technical Score} = \frac{\text{Tender's Weighted Technical Score (out of 100)}}{\text{Highest Weighted Technical Score (out of 100)}} \times 80\%$$

3.3. The Procurement Committee, in assessing the technical part of the Tender, will consider the Selection Criteria specified in Part 4.

3.4. Tenderers should note that technical submissions that do not meet any of the Minimum Score Requirements set out in the Form of Technical Submission in Part 4 will be assessed by the Procurement Committee as not technically acceptable.

3.5. The Technical Submission must:

3.5.1. be in a type font of no less than 12 points;

3.5.2. be in a single column format;

3.5.3. be five A4 pages or less in length;

3.5.4. have attached up-to-date CVs of the nominated personnel (which do not count toward the page limit) relevant to the activity (no longer than 4 A4 pages each).

4. Financial Assessment

4.1. Following consideration of the technical merit of Tenders, a like-for-like price assessment will be undertaken by the Company of the Tenders assessed as technically suitable. The like-for-like price assessment will represent 20% of the overall score.

4.2. The following formula for the scoring and ranking of Tenders on the basis of price will be used:

$$\text{Price Score} = \frac{\text{Bid Price of Lowest Priced Technically Acceptable Tender}}{\text{Tender's Bid Price}} \times 20\%$$

4.3. Tenderers should note that financial submissions for those Tenders assessed by the Procurement Committee as not technically acceptable will not be subject to financial assessment.

4.4. The financial component of the Tender must be submitted as set out in Part 5 and must be an unconditional offer and fixed for the duration of the Project.

4.5. The contract price, which must include any and all other charges and costs, will be the maximum price payable by the Company for the Goods and/or Services.

4.6. Additionally, if requested by the Company, potential suppliers must be able to demonstrate their financial stability and ability to remain viable as a provider of the Goods and/or Services over the term of any agreement.

4.7. If requested by the Company, the potential supplier must promptly provide the Company with such information or documentation as the Company reasonably requires in order to evaluate the potential supplier's financial stability.

4.8. The Tenderer may include per diem rates as an estimate, however the Company shall only reimburse actual expenditure upon presentation of receipts.

5. Acceptance of Tenders

5.1. The Company is not bound or required to accept the lowest priced Tender or any Tender.

5.2. A Tender will not be deemed to be accepted unless and until a Contract in the form listed in Part 6 is signed by The Company (with the agreed commercial terms included).

5.3. The Company reserves the right to enter into negotiation with any other tenderer if by the 'Confirm Contract Award and Contract Start Date' stated in the Timetable either contract negotiations have not been concluded with the preferred tenderer or if the preferred tenderer has not completed the Due Diligence Assessment Form in a manner acceptable to the Company.

6. Alternative Tenders

6.1. The Company reserves the right to accept and consider alternative Tenders providing they:

6.1.1. are submitted with a compliant Tender;

6.1.2. clearly identify the differences and improvements offered in the Alternative Tender.

7. Non-Compliant Tenders

7.1. Tenders will be regarded as non-compliant if they do not comply with any part of the requirements of this Invitation to Tender.

7.2. The Company may however, in its absolute discretion evaluate any non-compliant Tender.

8. Lodgement of Tenders

8.1. It is the responsibility of the Tenderer to ensure that the Tender is received by the Company by the closing date and time prescribed in this Invitation to Tender. A Tender lodged after the closing date is a late Tender.

8.2. A late Tender will normally not be considered unless it can be demonstrated by the Tenderer that the Tender would have arrived at the tender point by the required date and time as prescribed in this Invitation to Tender. The Company may allow a late Tender to be assessed at its absolute discretion.

8.3. The Company will not consider or entertain any queries about a decision to assess or reject a late Tender.

8.4. Tenders are to be in English or Portuguese and all pricing and costs are to be in Pound Sterling (GBP).

9. Tenderer Costs

9.1. Tenderers are responsible at their own cost for:

9.1.1. making all arrangements and obtaining and considering all information relating to the TOR;

9.1.2. the preparation, delivery and lodgement of their tender;

9.1.3. dealing with any issues, including disputes, that may arise out of the tendering process;

9.1.4. Dealing with any currency risk.

10. Basis of Payment

10.1. Payments will be made in Pound Sterling (GBP), within 30 days of receipt of an acceptable invoice and subject to performance as identified by milestones or deliverables specified in the Contract.

10.2. All Tenderers should be aware that agreed pricing shall be Withholding Tax (WHT) and Value Added Tax (VAT) inclusive, as per the Company's standard contract templates.

10.3. Reimbursement shall be on the basis of actual expenditure evidenced by receipts.

11. Confidentiality

11.1. The Tenderer acknowledges that in the course of this Tender, it may become acquainted with or have access to the Company's Confidential Information (including the existence and terms of this Tender and the TOR). It agrees to maintain the confidence of the Confidential Information and to prevent its unauthorised disclosure to any other person.

11.2. The Tenderer will not disclose or use any Confidential Information except to the extent that such disclosure or use:

11.2.1. is strictly necessary for submitting the Tender;

11.2.2. is required by relevant laws;

11.2.3. is authorised by prior written approval from the Company; or

11.2.4. occurs after the Confidential Information already is or comes into the Tenderer's possession (or in the public domain) otherwise than pursuant to this Tender, pursuant to a separate confidentiality undertaking by the Tenderer or a third parties' (or that parties') unauthorised disclosure.

11.2.5. If the Tenderer is required to disclose Confidential Information due to a relevant law or legal proceedings, it will provide reasonable notice of such disclosure to the Company.

11.2.6. The parties agree that this obligation applies during the Tender and after the completion of the process.

12. Request for Information

12.1. Any prospective Tenderer may until Deadline for receipt of Clarifications set out in Part 1 request information on any point of clarification in this Tender. The information requested shall be given in writing by The Company as soon as practicable, and where in the opinion of The Company the information could have an effect on other tenderers, that information may at the Company's sole discretion be given in writing to all known prospective tenderers.

13. Business Partner Code of Conduct

13.1. Tenderers shall comply with the Company's Business Partner Code of Conduct in the submission of any tenders.

14. Unsuccessful Tenders

14.1. Unsuccessful Tenders will be notified in writing and shall be entitled to feedback regarding their tender.

15. Tenderer Acceptance of Conditions

15.1. A Tender lodged in response to this Invitation to Tender does so with agreement to these Conditions of Tender unless any departures from these Conditions are detailed in the tender submission. The Company reserves the right to reject any departure from these Conditions of Tender, and thereby determine that the tender submission is non-conforming for that reason.

16. Conflict of Interest

16.1. Tenderers must notify the Company immediately if any actual, potential or perceived conflict of interest arises (a perceived conflict of interest is one in which a reasonable person would think that the person's judgement and/or actions are likely to be compromised, whether due to a financial or personal interest (including those of family members) in the procurement or the Company).

17. Publicity

17.1. No publicity regarding the procurement or the award of any Contract will be permitted unless and until the Company has given express written consent to the relevant communication. For example, no statements may be made to the media regarding the Invitation to Tender, its contents or any proposals relating to it without the prior written consent of the Company.

18. Inconsistencies

18.1. If there is inconsistency within this ITT, the following order of precedence shall apply:

18.1.1. these Terms and Conditions;

18.1.2. the Cover Page of this ITT; and

18.1.3. Part 6 - Client Terms

18.1.4. Part 7 - Standard Contract

18.1.5. Part 1 - Terms of Reference

18.1.6. Part 5 - Financial Assessment Selection Criteria

18.1.7. Part 4 - Technical Assessment Selection Criteria

18.1.8. the Schedule

18.1.9. so that the provision in the higher ranked document will prevail to the extent of the inconsistency.

19. Jurisdiction

19.1. This Tender process shall be subject to the laws of the Jurisdiction.

19.2. The Supplier and the Company will use their best efforts to settle amicably any dispute, controversy, or claim arising out of, or relating to this Agreement or the breach, termination, or invalidity thereof.

19.3. If no agreeable settlement can be found, any dispute, controversy, or claim arising out of or relating to this Agreement or the breach, termination, or invalidity thereof, shall be settled by arbitration in accordance with the UNCITRAL Arbitration Rules in effect on the date of this Agreement. The appointing authority shall be the Secretary-General of the Permanent Court of Arbitration. The Parties will be bound by any arbitration award rendered as a result of such arbitration as the final adjudication of any such dispute.

19.4. The place of arbitration shall be the headquarters location of Company at the time the claim is filed and the language of the arbitration will be English. The relevant laws shall be the laws of the Jurisdiction.

19.5. Should the claim involve a State, a State-controlled entity, or an intergovernmental organization, the case shall be administered by the International Bureau of the Permanent Court of Arbitration.

20. Consortium

20.1. Tenders of multiple parties, in the form of a consortium, are accepted. It is allowed to the consultancy to establish subcontractors that will provide services in support to the scope of this work.

Part 4 Technical Assessment and Selection Criteria

1. Technical Submission.

- 1.1 The Technical Assessment places emphasis on the degree of confidence the Procurement Committee has in the Tender content and the Tenderer's ability to deliver the services effectively. A high degree of confidence is gained where:
 - 1.1.1 A deep understanding of key issues is clearly demonstrated. Merely providing general statements of information and a can-do attitude will not generate high scores.
 - 1.1.2 A convincing methodology is provided to achieve results, whilst ensuring optimal value for money over the lifetime of the contract. The methodology should demonstrate how value for money will be achieved and include clear links between performance outputs and pricing mechanisms (such as milestones for payment linked to clear deliverables).
 - 1.1.3 The methodology includes monitoring & performance management tools where appropriate, such as: critical path analysis, risk strategies/mitigation plans, communications plans etc.
 - 1.1.4 A detailed Work Plan is provided that breaks down activities and outputs, which are clearly cross referenced (where appropriate) to the level of effort of Nominated Personnel, payment mechanisms and governance/quality assurance mechanisms to ensure effective delivery on time and within budget.
 - 1.1.5 Strong examples demonstrate the proposed methodology has been applied successfully in environments relevant to the TOR.
 - 1.1.6 A well-balanced team of Nominated Personnel is proposed that provides the right mix and level of skills, with assured availability at the right time and with the right number of days.
 - 1.1.7 Greater effort has been made to provide certainty in the Tender detail so that it can be relied on from a contractual perspective (for example, poor management processes, lack of performance measures and vague terminology represent a potential performance risk).

1.2 The following selection criteria and weighting will be used in the assessment process to assess the technical capacity of the Tenders.

Scoring Methodology for the technical submission	
5	Excellent, addresses the requirements of the TOR and all ITT issues, and where relevant demonstrates fine tuning, to make a match with Client expectations, and is of a quality and level of detail and understanding that provides confidence in certainty of delivery and permits full contractual reliance (where applicable).
4	High degree of confidence that they can meet the requirements of the TOR (and where relevant strong evidence they have tailored their response to meet these). Demonstrates they have a thorough understanding of what is being asked for and that they can do what they say they will; translates well into contractual terms (where applicable).
3	An understanding of all issues relating to delivery of the TOR and tailoring the response to demonstrate that proposals are feasible so that there is a good level of confidence that they will deliver; can be transposed into contractual terms (where applicable).
2	Understands most of the issues relating to delivery of the TOR and addresses them appropriately with sufficient information, but only some relevant tailoring and so only some confidence that they will be able deliver in line with expectations.
1	Some misunderstandings of the issues relating to delivery of the TOR and a generally low level of quality information and detail. Poor appetite to tailor when asked and so fails to meet expectations in many ways and provides insufficient confidence.
0	TOR issues are scantily understood and flimsy on quality information, with minimal tailoring if anywhere relevant. Provides no confidence that the issues will be addressed and managed at all in line with expectations.

1.3 Technical Submissions **MUST** follow the question structure below, addressing each question separately and distinctly:

Form of Technical Submission		Page Limit	Weight X Score		Max Weighted Score	Minimum Score Requirement
1	<p><u>Quality of Nominated Personnel and/or Partners</u></p> <p>Tenderers should describe, referring to the CVs submitted to evidence any statements, how the Nominated Personnel fulfil each of the criteria set out in the Specification of the advisory support in the TOR and how they are sufficiently skilled to undertake all aspects of the Scope of the assignment.</p> <p>Answers should demonstrate, but not be limited to, the Nominated Personnel's extensive knowledge of agribusiness value chains, marketing systems, private sector development, analytical, research and presentation skills.</p>	2 pages	6	[0 to 5]	30	3 out of 5
Response:						
2	<p><u>Methodology and Approach to Delivery of TOR</u></p> <p>2.1 Tenderers should describe from their own understanding of the Objectives of the assignment and the Scope of the assignment in the TOR, as well as the context of the project, how their Nominated Personnel will facilitate delivery of the tasks, outputs and deliverables set out in the Scope of the assignment. (Weighted = 7; Max Score – 35 out of 50).</p> <p>2.2 Tenderers are also expected to describe their approach to ensuring optimal value for money (Weighting = 2; Max Score – 10 out of 50).</p> <p>2.3 Tenderers should provide a two-page anticipated Workplan (not included in the Page Limit), plotting the delivery of the tasks and clearly linked to the level of effort of each of the Nominated Personnel. This Workplan must identify the number of days to be worked by each individual staff role, and should directly</p>	2.5 pages	10	[0 to 5]	50	3 out of 5

	relate to the information provided in the Financial Submission (Weighting = 1; Max Score – 5 out of 50).					
Response:						
3	<u>Relevant Experience</u> Tenderers should identify 2 assignments undertaken within the last 5 years relevant to the TOR and the project context. A brief summary of each of the assignments should be provided, as should the name and contact details for referees who can verify the Tenderers performance on the assignment.	1 page	4	[0 to 5]	20	3 out of 5
Response:						

2. The Tenderer must provide an up-to-date CV (including the names and contact details of two referees) for all Nominated Personnel expected to contribute to the performance of the TOR (no longer than four A4 pages in length).
3. The Technical Submission format must clearly address the criteria above as this will impact on the assessment process.
4. The Technical Submission should not exceed the total Page Limit (excluding CVs and workplan).
5. If crucial information is still needed and doesn't fit in Page Limit, tenders can include one attachment.

Part 5 Financial Assessment and Selection Criteria

1. The financial component must:

- 1.1. Using the below format state the daily fee rates (based on an 8 hour working day for one person) for all the Nominated Personnel and any other staff roles expected to be deployed. Fee rates should include all costs that are not reimbursable. Fee rates must be in Pound Sterling (GBP) and **must be inclusive of all relevant taxes.**
- 1.2. The staff roles and number of days stated here should **correspond directly** to those listed in the Workplan provided as part of the Technical Submission.
- 1.3. In case the Tender includes other sub-contractors and services (e.g. workshops and events preparation and conduction), this can also be added in the table bellow. Fee rates should include all costs that are not reimbursable. Fee rates must be in Pound Sterling (GBP) and must be inclusive of all relevant taxes.
- 1.4. Sub-contractor / service roles and number of days stated here should be aligned with the Workplan provided as part of the Technical Submission.
- 1.5. The Tender Price will form the basis of the comparative financial assessment.

Nominated Personnel	Staff Role	Daily Fee Rate	Number of Days	Cost
E.g. Consultant A	E.g. Staff Role A	e.g. £100	e.g. 2	e.g. £200 (2x£100)
E.g. Consultant B	E.g. Staff Role B	e.g. £50	e.g. 3	e.g. £150 (3x£50)
Nominated Personnel Price				e.g. £350
Sub-contractor / service	Sub-contractor / service role	Daily Fee Rate	Number of Days	Cost
E.g. name of the sub-contractor A (for instance, communication company)	E.g. sub-contractor A role during the assignment (for instance, preparation of press material including all knowledge generated and final event preparation)	E.g. £150	E.g. 3	E.g. 450
E.g. name of the service B (for instance, space for workshop with relevant players from the sector or for final event)	E.g. Service B role for the success of the assignment (for instance, integrate relevant players to discuss current challenges in the sector or promote the study conducted and create synergies among relevant stakeholders)	E.g. £1,000	E.g. 1	E.g. 1,000
Sub-contractor / service Price				E.g. 1,450

Tender Price	E.g. 1,800
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1.6. Using the below format state a budget and total value of all expected reimbursable expenses (see Sections 2-4 below for eligible expenses). While these will not form part of the Tender Price and will not be considered in the comparative financial assessment, Tenderers should note that **the Financial Limit of this Tender is £120,000 and that the Tender Price plus (+) the Total Reimbursable Expenses cannot exceed the Financial Limit**. Where the Financial Limit is exceeded, the Company reserves the right not to accept the Tender.

Reimbursable Expenses Line Item	Units	Price	Cost
E.g. International Flight to [X] from [X]	E.g. 2 (if 2 consultants)	e.g. £100	e.g. £200 (2 x £100)
Total Reimbursable Expenses			e.g. £200

2. The following financial aspects need to be taken into consideration:

- 2.1. the rates are to be inclusive of relevant taxes;
- 2.2. all activity preparation costs are the responsibility of the Tenderer;
- 2.3. all reimbursable expenses will need to be evidenced;
- 2.4. a requirement is for the preferred Tenderer to submit a monthly Progress and Financial Report and an Activity Completion Report at the end of the activity. All costs associated with the preparation and submission of these reports are the responsibility of the preferred Tenderer.
- 2.5. payment of fees and reimbursable costs may be withheld due to non-approval by the Regional Programme Manager of the Progress / Financial / Activity Completion Report or non-acceptance by the Regional Programme Manager of any related deliverables.

3. Standard allowances and costs

- 3.1. To be eligible for reimbursement all expenses must be incurred in accordance with the [P4F Guidelines for Using Grant Funds](#).

Category and allowance (per assignment)	Description of reimbursable expense
Flights (Economy Class Only)	Return airfare can be reimbursed when flying is the most effective transportation option.
In-country travel	In-country ground transportation (taxis, trains, buses, car rental etc.) costs can be reimbursed as long as the costs are not part of normal 'business as usual' travel.
Accommodation, meals and other living / travel expenses	Hotel accommodation, meals and other living/travel expenses can be reimbursed as long as staff are travelling away from their normal place of business and/or area of residence.

Part 6 – Client Specific Provisions

- 1.1. Subcontractors and Consultants will be required to comply with the terms of the Head Contract for the Project, including the DFID Standard Terms and Conditions and any additional terms advised by the Company.

Part 7 – Palladium Standard Contract Templates

Subcontract Agreement – used when contracting a registered entity.

Attached Separately for reference.

Part 8 – Declaration by Tenderers

Tenderers shall submit their tender with the following declaration:

I declare that to the best of my knowledge the answers submitted and information contained in this document are correct and accurate.

Where requested by the Company, I/We will promptly provide the certificates or other documents referenced in this ITT.

I/We understand that any information given by us will be relied on and used by the Company to assess my/our suitability to participate further in this potential procurement.

I understand that the Company may reject my/our Tender if it is non-compliant, or false/misleading in any way.

Where this statement is being provided by an individual on behalf of the Company, that individual has the necessary corporate authorisation to provide the declaration on behalf of the Company.

I / We have not communicated to any person other than the Company the amount of any tender, adjusted the amount of any tender by arrangement with any other person, made any arrangement with any other person about whether or not I / we or that other person should tender, or otherwise colluded with any other person in any manner whatsoever, and undertake that at any time thereafter in the tendering process for the above

I/We have not engaged in any behaviour which has or could contravene Bribery Act 2010 (UK), the Foreign Corrupt Practices Act (US) or any similar legislation.

I/We have not provided or offered any payment, gift, item, hospitality or any other benefit to the Company, its employees, consultants, agents, subcontractors (or any other person involved in the decision-making process relating to this tender) which could give rise to a perception of bribery or corruption in relation to the Tender or any other dealings between the parties.