

To: Offerors
Date: 27th June 2022
RFP: ATI-007
From: Procurement and Partnerships Team, Africa Trade and Investment (ATI) Program;
Implemented by DAI Global LLC
Subject: Request for Proposals (RFP) ATI-007: Southern Africa Trade Market Systems Activity
Due: 1PM EAT (6.00AM EDT) on July 25, 2022.

Dear Offerors:

Enclosed is a Request for Proposals (RFP) to support the implementation of DAI's ATI project funded by the United States Agency for International Development (USAID). DAI invites firms to submit a proposal to support work under the Southern Africa Trade Market Systems Activity.

- I. RFP Process and deadlines:** This solicitation will result in the award of an Indefinite Quantity Contract (IQC) subcontract. We anticipate issuing one or more subcontract award(s) with an estimated value of \$2,500,000 - \$3,000,000 per year resulting from implementation of this agreement.
- a. Submission of Questions – Questions must be submitted no later than 1PM EAT (6.00AM EDT) on July 4, 2022, via email to ATI_Procurement@dai.com .
 - b. Submission of Proposal – Proposal must be submitted no later than 1PM EAT (6.00AM EDT) on July 25, 2022, via email to ATI_Procurement@dai.com copying Brian Wanyagi Brian_wanyagi@dai.com Mike Wayamba Mike_Wayamba@dai.com and Edwin Muli Edwin_Muli@dai.com . The subject line of the email should be your organization name, followed by “Submission under (RFP) ATI-007: Southern Africa Trade Market Systems Activity. Please certify in your submission email a validity period of 60 days for the price(s) provided and include your organization’s Unique Entity ID (UEI via SAM.GOV). Please limit file submissions to 10 megabytes or less.
- II. Composition of Proposal:** The proposal should comprise the following submission documents. The Technical Proposal and Cost Proposal should be prepared as separate files for independent evaluation, as follows below. Technical proposals should be submitted as a ten (10) slide presentation, using 12-point standard font size. Graphics may be included, so long as text is clearly legible. If text or graphics are of poor resolution, the information provided may be excluded from consideration. Submissions in PowerPoint or PDF are acceptable, although PDF is preferred along with an accompanying PowerPoint document. Please provide a copy of your cost proposal in Excel format; offerors should use the attached cost/budget template.

Part 1 – Technical Proposal

The technical proposal is composed of the following three (3) sections:

1. **Technical Approach** – Offerors will detail their approach to fulfilling the accompanying Statement of Objectives (SOO). The approach will clearly indicate how the proposed activities will result in the successful completion of all deliverables and milestones. The approach will be evaluated based on the relevance of the

proposed activities, the ambition, realism, and sustainability of the results, and the quality and timeliness of the proposed deliverables.

2. **Institutional Capacity** – Offerors should provide details about the experience, expertise, and capacity of their firm (or firms if partners are proposed) to implement the proposed approach and complete the work as described. This should also include past performance information for similar activities.
3. **Management Plan/Staffing Structure** – Offerors should include details of personnel who will be assigned to activities as proposed in the technical approach, as well as a clear management plan in narrative form for the development, review, and submission of all associated deliverables, including a milestone schedule. Offerors are permitted to engage in partnering arrangements if it will aid in providing best value to USAID. If a partnering arrangement is being proposed, please describe the nature of the arrangement, the specific technical value being contributed by each member of the team, and the appropriate management controls to ensure successful delivery.

In addition to the above, please include the following inputs, which will not be counted as part of the 10-slide limit and format may be PDF or Word:

- Four (4) examples of past performance (i.e., regional programming examples) relevant to this activity
(Limited to two (2) pages per example). Examples should be within the last 5 years.
- CV(s) of any individuals proposed in the staffing plan to conduct this activity
(Limited to two (2) pages per individual). These can be added as an annex.

A cover page will be considered a non-counting page, should offerors choose to include one. No additional annexes or documentation are requested nor should be submitted.

Part 2 – Cost Proposal

The contract type for the presumptive work will be an IQC awarded as a subcontract by DAI Global, LLC. Please include your total proposed price along with details for specific deliverable pricing. Offerors must also include a cost breakdown of the hourly rates for proposed personnel, any other direct costs, indirect costs, VAT, and fees if applicable, with a build-up to their total proposed price or include substantiating price reasonableness documentation/justification. Cost breakdowns included will be utilized to determine price reasonableness. The successful Offeror will need to demonstrate that the proposed rates, fees, etc. are reasonable and will be required to provide documentation during subcontract negotiations to substantiate costs, as needed. Offerors may use the attached cost/budget template but are not required to as long as the cost criteria is met; please limit file submissions to 10 megabytes or less.

- III. **Evaluation of Proposal:** DAI will use best value determination for the award of this Request for Proposals. A best value determination means that, in DAI's estimation, the selected offer will provide the greatest overall benefit to USAID in response to the requirements stated in this RFP. DAI may also exclude an offer from consideration if it determines that an Offeror is "not responsible," i.e., that it does not have the management and financial capabilities required to perform the work required. DAI reserves the right to check the past performance, references,

and other pertinent offeror information in making award decisions. Proposals will be evaluated against a stated number of factors including: the overall proposed approach, past performance, specific qualifications in the identified approach and sectors, and other evidence substantiating the bidder's ability to deliver, including budget and time frame considerations.

- 1. Technical Proposal:** The Technical Proposal will be scored and evaluated separately from the cost proposal. Technical panel reviewers will evaluate offerors on the following factors, consistent with the offerors' technical proposal. The Technical Proposal will be evaluated against the following criteria:
 - a. Technical Approach (30 Points):** Points for this section will be awarded based on the information presented in the technical approach. The offeror will be scored based on its presentation of a clear approach that reflects the requirements of this specific activity but also incorporates the offeror's competencies. The successful offeror shall demonstrate relevant experience, existing experience with relevant stakeholders and indicate how results obtained will be self-sustaining after the activity.
 - b. Institutional Capacity (30 Points):** Points for this section will be awarded based on information presented in the corresponding section and any submitted case studies (i.e., examples of past performance). Preference will be given to firms and/or consortia that have past performance in timely and successful delivery of similar services and/or relevant experience in-country as well as experience and local presence in relevant countries. Offerors should demonstrate any knowledge and technical experience that will support their ability to perform the requirements of the SOO in an efficient and effective manner.
 - c. Management Plan/Staffing Structure (40 Points):** Points for this section will be awarded based on the qualifications of proposed staff, clear delineation of the roles and responsibilities of each proposed staff and each proposed firm (if firms are partnering), and the demonstrated efficacy and clarity of the management plan. Proposals should provide a clear management plan in narrative form for the development, review, and submission of all associated deliverables, including a proposed milestone schedule. If the offeror is submitting a proposal with partners, the proposal should describe the nature of the arrangement (i.e., added technical value), the division of labor among the partners, and the appropriate management controls to ensure successful delivery. The offeror should clearly demonstrate that they can work in or travel to South Africa as needed. The Management Plan should clearly outline where staff are located and, if any portion of the team or consortium will be remote, offerors should demonstrate how they will effectively supplement the work on-the-ground and coordinate with national and international staff. Offerors or at least one partner in their consortium should demonstrate a physical presence in South Africa, and include proposed staff already located in South Africa. Additionally, the offeror should provide management plan considerations for Covid-19 contingencies.

2. **Cost Proposal:** Cost and associated cost build-up will be evaluated separately from the technical approach, with due consideration for realism, price reasonableness, and allowability consistent with U.S. government cost principles. Evaluation for this section will be dependent upon all information presented by the Offeror in their deliverable table and supporting cost information, as well as its alignment with the proposed technical approach.

IV. Offeror's Agreement with Terms and Conditions: The completion of all RFP requirements in accordance with the instructions in this RFP and submission to DAI of the technical and price proposals will constitute an offer and indicate the Offeror's agreement to the terms and conditions in this RFP and any attachments hereto. DAI is not required to accept and/or evaluate proposals that do not conform to the instructions of the RFP, and additionally, DAI may reject all proposals and not award a subcontract for this RFP. DAI reserves the right to award a subcontract without discussion and/or negotiation; however, DAI also reserves the right to conduct discussions and/or negotiations, which among other things may require an Offeror(s) to revise its proposal (technical and/or price). By submitting an offer, Offerors agree to comply with the general terms and conditions for an award, including [Representations and Certifications](#) compliance. Offerors must provide full, accurate, and complete information in response to this solicitation. By submitting an offer, Offerors certify that they have not/will not attempt to bribe or make any payment to DAI employees in return for preference. Issuance of this RFP in no way obligates DAI to award a subcontract, nor does it commit DAI to pay any costs incurred by the Offeror in preparing and submitting the proposal. DAI reserves the right to award a subcontract to one organization or to issue multiple awards to different organizations based on the results of our evaluation.

Thank you,

DAI ATI Procurement and Partnerships Team

ATI_Procurement@dai.com

Statement of Objectives under RFP ATI-007 Southern Africa Trade Market Systems Activity

Introduction

The USAID Africa Trade and Investment (ATI) program is designed to bolster the U.S. Government's ability to boost trade and investment to, from, and within the African continent. The continent-wide program is USAID's flagship effort in support of the Prosper Africa initiative and will expand and accelerate two-way trade and investment between African nations and the United States.

Driven by market demand, ATI embraces innovative approaches to achieve its goals. ATI is designed as a small, core set of centrally coordinated technical and institutional support activities, and a large, flexible performance-based subcontracting and grants under contract facility designed to support the needs and opportunities that USAID Missions and the private sector identify.

Purpose & Background

USAID Southern Africa (USAID/SA) has had an active trade and investment program running within its portfolio since 2017 and slated to finish in September 2022. The USAID Southern Africa Trade and Investment Hub (USAID TradeHub) engages with partners across Southern Africa to increase sustainable economic growth, global export competitiveness, and trade. It supports these objectives by increasing exports from Southern African countries to South Africa and to the United States under the African Growth and Opportunity Act (AGOA) and boosting capital and technology flows from South Africa to other Southern African countries. The USAID TradeHub works with market actors to identify and resolve enterprise constraints and to implement sustainable solutions through market-based trade and investment facilitation services. The USAID TradeHub partners with the USAID Bilateral Missions through the USAID/SA to successfully deliver its three interlinked objectives:

1. Exports increased from targeted Southern African countries to South Africa
2. Investment increased from South Africa to targeted Southern African countries
3. Sustainable utilization of AGOA opportunities by targeted Southern African countries

Building on previous work and the successes under the USAID Trade Hub, the Southern Africa Trade Market Systems Activity will take a market systems approach to promote regional economic growth in line with USAID Southern Africa's 2020-2025 Regional Development Cooperation Strategy (RDCS). USAID/SA seeks to sustain the significant progress made on the USAID TradeHub through a buy-in program activity under ATI from October 2022 to September 2026, titled Southern Africa Trade Market Systems Activity. The USAID TradeHub achieved cumulative exports from the region to South Africa of \$49 million, \$180 million from Southern Africa to the U.S. and \$212 million in investment and financing.

To further these successes, the buy-in will focus on: 1) increasing agricultural exports from targeted Southern African countries to South Africa and 2) boosting sustainable utilization of AGOA and GSP opportunities in the agriculture and agribusiness sector by targeted Southern African countries. To do this, activities under the buy-in will address market incentives,

behaviors, and relationships that impede the region's trade competitiveness in three target market systems:

- **Trade promotion system** refers to mechanisms linking supply with demand and helping exporters identify and meet these demands. Trade promotion activities are about raising awareness of agricultural trade opportunities among market actors;
- **Trade enhancing services system**, encompasses the sets of services that increase export competitiveness and functional ability to export. Trade enhancing service include all activities that build the export firms' capacity to respond to the demand in the end markets in South Africa and the U.S.; and
- **Supply chain management system** deals with linking buyers to a robust supplier base and support to meet buyer needs. The activities in this market system relate to the core market functions of linking export firms to buyers with their products and services.

While ATI will initially focus on these three market systems, this list may be modified as opportunities and needs emerge and as USAID funding allows. As specific activities and investments kick-off, they may require a variety of services and may deal with transversal themes including gender, youth, technological innovation, climate, and food security. The activity will operate primarily in the following Southern African countries: Angola, Botswana, Eswatini, Lesotho, Madagascar, Malawi, Mozambique, Namibia, South Africa, and Zambia.

Guiding principles:

Technical implementation of buy-in activities is guided by the following overarching principles:

Build on previous achievements, existing relationships, and lessons learned. The ATI buy-in activity will continue to work with market actors and government trade and investment promotion agencies (TIPAs) to leverage development investments and relationships already in place to support the USAID TradeHub's existing deal pipeline as well as new, strategic trade deals that can be closed or scaled. Activities will build on concepts and models that have proven successful so that the buy-in activity deepens the impact and strengthens market systems to deliver services with minimal USG support. The activity will also collect results and lessons learned from firms and Trade Promotion Service Provider (TPSPs)¹ to better understand what worked – and what didn't – for the benefit of the ATI continental trade programming.

Focus on enterprise-led approach. Enterprises are the heart of the ATI buy-in activity's customer-centric methodology, and all project activities will continue to be demand-driven, based on partner readiness to engage, invest, and cost-share in project assistance. At the center of all activities will be market actors, with the ATI Buy-In team transferring knowledge, tools, and systems generated over the past five years to these actors. The USAID ATI Buy-In Activity will address barriers to trade in the enabling environment on a case-by-case basis as they arise

¹ TPSPs are entities that facilitate trade transactions through market linkages, financial, distribution, transportation and certification services. TPSPs can be business membership organizations and government-linked trade and investment promotion agencies or they can be private sector entities offering these services.

within the private sector to enable deal closure. ATI will seek to scale up existing activities which, to date, offer best return on investment and invite private sector innovation to start new trade deals and models and maximize opportunities for effective cost sharing and promoting results-oriented trade activities.

Ensure sustainability. We understand that the value of USAID/SA's work is not limited to simply increasing exports. More importantly, USAID/SA seeks to strengthen the relationships and systems within which market actors operate to the point where USAID/SA can step back and allow the private sector to engage on its own. To this end, the ATI buy-in's dual focus is on 1) increasing exports by cultivating the dynamism and confidence of the private sector and 2) bolstering the market system, institutions, and the role of market actors so that trade can flourish independently after the project ends. Over the last three years, the USAID TradeHub has been working with key market actors who can deliver sustainable trade and investment facilitation services. To strike a balance between fortifying the general market system and delivering quick results, the USAID TradeHub has used a combination of direct assistance and facilitation. In the first buy-in year, focus will be, as much as possible, on the transition from providing direct transaction support to building the capacity of market actors to take the lead, transferring tools and know-how to trade promotion advisors, financial service advisors, business membership organizations, and other market participants. Using an Annual Program Statement (APS) window to providing a combination of grants and technical assistance, ATI will invite private sector innovations that scale trade interventions and support the market actors themselves to drive those trade initiatives.

Test, pause, reflect, and adapt. The USAID TradeHub team has, over the past five years, taken advantage of lessons learned to strengthen existing interventions for trade and investment facilitation, while testing out new partnerships and investment models. In its first buy-in year, the activity will selectively curate the most impactful tools, models, and approaches that have proven successful for trade activities and share these with ecosystem players enabling ATI to amplify these to the continental platform for the benefit of other regions and USAID continental learning.

Strengthen learning. The documentation of lessons learned will deepen the buy-in activity's collaboration with market actors and the ATI platform, and promote continuous learning and evidence-based management decisions in response to new information and changing market contexts. The ATI buy-in team's approach to knowledge management influences its reflective learning process, as detailed in the learning agenda below, and will ultimately feed into the overall ATI continental learning agenda.

Use of Adaptive Management

Building on relationships built under USAID TradeHub, the USAID Southern Africa Buy-In will formalize a portfolio of private sector partnerships and use adaptive management to drive these partnerships toward increased levels of innovation, efficiency and impact. To help orient interventions for each target area, ATI will use USAID's Agricultural Market System Change Wheel² to explore pathways to help Southern Africa's trade ecosystem become more inclusive and to reinforce and counterbalance forces that support the change process. Referencing these pathways, where possible, ATI will develop a specific vision for each targeted market system

² See <https://www.msdkhub.org/agricultural-market-system-change-wheel.html>

based on lessons learned from the USAID TradeHub and will update each vision quarterly during the corresponding portfolio review.

Alongside the Market System Change Wheel, ATI intends to utilize the overall market system vision to orient and target interventions, rather than map and explain the multiple potential causal pathways that lead from interventions to outcomes. In other words, the activity aims to unpack the complex market behaviours by probing and collecting evidence on business innovations *during* each activity rather than defining results chains and logical frameworks *before* the activity takes place. This places the monitoring, evaluation, and learning (MEL) and collaborating, learning, and adapting (CLA) processes at the core of the USAID Southern Africa Buy-In's adaptive management system, to ensure that the activity will be flexible, respond to opportunities as they emerge, probe, amplify successes, and rapidly abandon failures.

The building blocks of the USAID Southern Africa Buy-In's adaptive management framework are as follows:

- **Probing** is a rapid and flexible way to explore or examine new or improved business practices, processes and behaviors aimed at testing possible ways to prove market systems performance. Probes will lead ATI's learning agenda for the Southern Africa Buy-In.
- **Measuring** is identifying the successful and unsuccessful innovations to be amplified or discarded, improving the innovations ATI is helping partners to adopt with its support, and measuring outcomes and impact.
- **Responding** is amplifying successful innovations that nudge market actors along a pathway of change toward more inclusive markets or discarding unsuccessful innovations and pivoting to new ones. Responses and adjustments learned during the quarter are consolidated during the Buy-In team's quarterly portfolio reviews and are supported by the ongoing CLA process.

Objectives and Activities

In order to implement the titled Southern Africa Trade Market Systems Activity and the focus areas outlined above, ATI requires day-to-day technical and operational capacity to support and implement buy-in activities. The overall objective of this Contract is to identify regional partner(s) to provide technical and operational support services through a subcontract(s) for the delivery of services in alignment with the objectives of the Southern Africa Trade Market Systems Activity. These services could be provided through personnel and/or other direct costs as proposed by the respondent.

The two objectives to be achieved through the Contract are:

Objective 1: Provide streamlined day-to-day, long-term personnel services with experience in running regional trade activities that will allow the USAID Southern Africa Buy-In to meet its technical and operational needs. The services must be delivered in close synchronization with ATI programming and personnel for seamless delivery. This should include a suite of options such as operations, monitoring & evaluation (M&E) and advanced technical expertise dependent on evolving needs – with a focus on

personnel bringing relevant, extensive experience in these areas. This may include, but is not limited to, the provision of services for:

- Country Representatives whereby services are provided in-country for all or a portion of the eleven countries within USAID Southern Africa's purview, leading technical design and implementation within the country.
- Niche trade expertise in order to strengthen ecosystem actors, provide knowledge of specific priority value chains, make market linkages, increase trade deals and exports, etc.
- AGOA and GSP expertise and services.
- Administrative support to ensure technical work is compliant and tied to the rest of ATI's programming, such as Monitoring & Evaluation data capture, financial tracking, logistical support, etc.

The list below is indicative and not exhaustive to allow for offerors to present innovative approaches in their proposals. ATI may onboard multiple partners in order to deliver multifaceted results to support increase trade in Southern Africa.

Illustrative interventions include, but are not limited to:

- Conducting a rigorous stock taking exercise working with ATI and other in-country personnel focusing on identifying programs and investments that relate to the objectives and services mentioned in this SOO.
 - Conduct business diagnostics of current exporting firms supported by the USAID Trade Hub to understand the ability to scale and increase market access and the subsequent support required.
 - Extracting lessons learned on successes and failures on each program and investment and synthesizing those applicable for ATI going forward
 - Pinpointing precise ongoing activities that ATI can leverage or build upon
- Conducting a rapid landscape assessment in each country and across the region assessing factors including
 - Key stakeholders and market system actors
 - Opportunities for trade promotion, economic integration, MSME development, and supply chain development
 - Opportunities to remove or reduce trade barriers
 - Forward-looking activities and investments that will yield meaningful results
- Recruiting country representatives across all 10 Southern African countries
- Identifying and working with new partners who would either be (a) good sources of information and/or feedback for the design of activities or (b) potential strong partners in implementation to ensure that the calls for partnership engage a wide community and also evoke inclusive economic wellbeing.
- Raising awareness of AGOA, GSP, and AfCFTA opportunities with the public and private sectors through trainings & workshops detailing market opportunities, access, and legal requirements.
- Working with the private sector/industry associations at national and regional levels.
- Host B2B meetings across the region with exporting firms to South Africa and US markets

- Capacity building of exporting firms and market system with niche trade expertise as required
- Based on assessments, provide support to targeted export firms to meet market demand and market access requirements including third-party certifications, improved marketing and branding, improved logistics, etc.
- Support export firms to increase volumes and productivity, improve product development, improve market systems and linkages, and increase supply base.

The offeror’s approach should build on USAID’s work under USAID TradeHub and align with ATI buy-in scope to increase the depth of USAID interventions in the following three market systems:

1. Trade Promotion System

The Trade Promotion System portfolio will focus on interventions driven by trade promotion services providers (TPSPs) to facilitate regional and international exports, specifically exports from targeted Southern African countries to South African and from targeted Southern African countries to the U.S. under AGOA. Support to digital trade platforms will also be used to push the trade promotion system toward a tipping point where multiple services providers and inter-connected services are widely available to sustainability generate trade transactions. The core focus of the trade promotion system is to publicize trade opportunities and support export firms to respond to those opportunities.

In FY 2023, for the Trade Promotion System, ATI envisions that:

IF market actors (particularly TPSPs) offer inter-connected/support services that build awareness of demand and supply opportunities, clarify market entry requirements and support buyer/seller linkages and relationships, **THEN** the export firms will positively respond with trade offers that boost sustainable export growth both regionally and to the U.S.³

Work under the USAID TradeHub in the Trade Promotion system is in the mid-stage level of USAID’s Market Systems Change Wheel, with multiple pilots, identified partners, and areas where change can be accelerated to reach sustainability. Activities will emphasize increased capacity of TPSPs – both in SADC countries and in the U.S. – to provide customized and innovative trade promotion services that meet buyer and exporter needs. The innovations that ATI will focus on are listed below:

- Build market-entry roadmaps and cement export relationships between U.S. buyers and suppliers in the region through linkages between SADC-based TPSPs and U.S.-based TPSPs
- Build capacity of SADC TPSPs to provide deal facilitation, troubleshooting, and post-deal care, including dissemination of learning about trends associated with digitization
- Support to AGOA reference groups/steering committees to enhance implementation of AGOA strategies through greater collaboration among TPSPs and other private sector stakeholders

³ This Theory of Change (TOC) will be updated in consultation with USAID through a co-creation that will be held with ATI during start-up.

- Support digitization and transfer of AGOA and regional cross-border tools, systems, and knowledge
- Support TPSPs to organize buyer missions and participate in trade shows and B2B events in targeted countries (including virtual events)
- Encourage exporter excellence through bilateral/regional exporters awards to create healthy competition and awareness of market opportunities
- Development of peer-learning networks to expand knowledge of market entry tactics, both for regional value addition and AGOA
- Target alternative market segments within South Africa, as wholesalers and informal markets (e.g., 5 Minutes2Town);
- Scaling trade deals and models through the APS and sharing lessons with the ATI platform for continental replication from the region.

2. Trade Enhancing Services System

The Trade Enhancing Services System portfolio will focus on catalyzing the availability of trade enhancing services – such as certification, deal brokering, e-commerce and digital learning, logistics/distribution, trade financing, and post-deal care – to improve firm-level competitiveness and increase exports. The emergence of quality and commercially viable trade enhancing services will lower barriers for exporters to access these services and enable them to overcome export barriers and conclude export deals. Actors throughout the system will gain increased income and sourcing opportunities as a result of improved productivity, quality and efficiency. Services also include skill sets on quality systems management, certification, food safety, Hazard Analysis and Critical Control Points (HACCP).

In FY 2023, for the Trade Enhancing System, ATI envisions that:

IF market actors (particularly exporters) access high-quality, cost-effective specialized trade enhancing services, **THEN** the export firms will become increasingly competitive and demand more services and trade enhancing service providers will enhance their value propositions and get more business.⁴

Work under the USAID TradeHub in the Trade Enhancing Services system is in the mid-stage level of USAID’s Market Systems Change Wheel, with tested business models, vetted exporters, identified TPSP partners, and areas where change can be accelerated to reach sustainability. Activities will emphasize increasing sustainability of trade competitiveness enhancing service providers business models by driving more exporters to them, drawing in new actors to offer trade enabling services and, where appropriate, and decreasing the subsidy to firms that are able to pay for these services. The innovations that ATI will focus on are listed below:

- Use TPSPs to assess exporter readiness and capacity, then tailoring trade-enhancing services to their needs rather than using a one-size-fits all approach
- Work with trade enhancing service providers to develop packages of support to improve exporters’ digital skills and readiness

⁴ This TOC will be updated in consultation with USAID through a co-creation that will be held with ATI during start-up.

- Support use of TPSPs for exporter listing on digital platforms and other virtual marketplaces such as Amazon, Informa Markets, OTA and the Africa Trade Platform
- Facilitate partnerships between TPSPs and trade-enhancing certification bodies, testing laboratories, and other service providers to support export firms with certifications as an extended delivery model
- Utilize pay-for-results models through the APS to incentivize demand-driven provision and utilization of other trade enhancing services (e.g. logistics, financial, FDA registration, deal aftercare)
- Leverage existing digital platforms (e.g. ATP) and identify new ones through the APS that offer trade-enhancing services to reduce transaction cost and sustainability (e.g. certification, logistics, financial, etc.)
- Strengthen TPSP, BMOs and export firms peer-to-peer learning through transfer of tools, platforms and market knowledge, including through digital platforms

3. Supply Chain Management System

The Supply Chain Management System portfolio will focus on a range of innovations to upgrade the capacity of agribusinesses to consistently meet buyer quality and quantity standards and other buyer performance criteria. To do this, ATI will work with end market buyers to offer supply chain management services to professionalize the exporters' skills to reach the sophisticated quality levels needed to expand agribusiness capacity at scale. These include skill sets on bulking of export orders in end markets- both in South Africa and the U.S., buyer supply chain finance, aggregation of export volumes to respond to buyer requirements seasonality and forward planning for perishable items, cold chain logistics and traceability, and customs clearance.

In FY 2023, for the Supply Chain Management System, ATI envisions that:

IF buyers of agricultural products recognize the competitive advantage of building a robust supplier base and invest in performance-based supply chain management practices and embedded services, **THEN** agribusiness export firms will increase value addition opportunities from SADC countries to South Africa and the U.S. and become more competitive and reliable suppliers.⁵

Work under the USAID TradeHub in the Supply Chain Management system is in the mid stage of USAID's Market Systems Change Wheel, with some initial pilots (e.g. Foxvest Group's ATP platform enhances the linkages between buyers and exporters). Similarly, firms like ONTDEK, offer aggregation services to export firms to respond to U.S. buyers' requirements. ATI will capitalize on the shortening of supply chain trend (result of COVID-19) which favors regional sourcing compared to deep sea imports to increase value addition from SADC countries to South Africa. ATI will leverage its continental efforts to identify U.S. buyers and create linkages from the U.S. to export firms in Southern Africa. Buyers and exporters supported under the USAID TradeHub will be supported to scale their supply chain activities under the AAPA. The innovations that ATI will focus on are listed below:

⁵ This TOC will be updated in consultation with USAID through a co-creation that will be held with ATI during start-up.

- Utilize pay-for-results models through the APS to form buyer-seller partnerships and embed other trade services (e.g. aggregation, logistics, trade finance, working capital)
- Facilitate technology transfers by supporting vertical integrations and acquisitions between buyers and export firms
- Use TPSPs and buyer partnerships to provide technical advice to networks of suppliers (agro processors) around volume and quality requirements
- Identify and support end market import agents that aggregate buyers' requirements and exporters products
- Identify and support U.S. and South Africa buyers seeking products from Southern African firms
- Scale buyer driven models that enable an increase in export volumes from the region to South Africa and to the U.S.

Objective 2: Provide ad hoc services and operational support for periodic needs, such as event management support, communications surge support, etc.

As the ATI Buy-In activity launches, it will continue with the USAID TradeHub management approaches that were adopted from year four and carried through to year six, which have proved effective in streamlining the project's work. As such, the focus of the ATI Buy-In management and administration will continue to be a "one-team approach," which blends clearly delineated organizational functions (Technical; Strategic Communications and Monitoring, Evaluation and Learning; Collaboration, Learning and Adaptation; Procurement; Finance; Human Resources; and Administration) and with portfolios management under which commonalities and linkages among the various organizational functions are integrated to enhance technical delivery, compliance, and accountability.

Consistent with the buy-in's adaptive management approach, the operations team will support the technical team's work with external partners in facilitating innovations that will optimize their business operations and spur change in market dynamics. Operations will also support the development and execution of Deal Notes. A grants facility will be used to efficiently deploy grants in the service of partnerships, and which will enable the project to be more flexible in operationalizing Deal Notes. Operations will also focus on providing technical assistance to partners throughout the adaptive management cycle. Specifically, the operations team aims to focus on the following areas:

1. Ensure the team understands both the rules and regulations under which the buy-in operates and the culture of working for DAI and with USAID;
2. Engage early in discussions with potential partners and contribute to the development of Deal Notes to ensure feasible and compliant agreements (scope, time, budget);
3. Build partner capacity in implementing operational activities and systems that lead to independent and compliant implementation;
4. Leverage the use of grants and subcontracts to shift responsibility and ownership to partners in implementing the program objectives; and

5. Facilitating the development of alliances and beneficial contractual relationships to promote fair deals between the service providers and partners, as well as lasting relationships.

The subcontractor(s) will also be responsible for ensuring seamless integration with ATI programming and personnel, as well as ensuring adherence to flow-down clauses from the ATI contract regarding MEL, Gender, and Environmental and Social Risk Management considerations.

Offerors should include in their proposal the data they capture as part of their standard data reporting and any due diligence procedures that will be shared with ATI as part of this activity.

Technical Approach

In your response, please include the following information (any relevant information needed for evaluation):

- Background on offeror including relevant experience
- Proposed deliverables, timelines, and the results associated with each of the two contract objectives
- Access to and existing relationships with relevant stakeholders to support partnerships under the buy-in's APS
- Anticipated results (e.g. trade volume, targeted financial return)
- How results will be self-sustaining after activity

General Implementation Structure

Upon selection and award, ATI will work closely with the awardee(s) to determine the contract structure including final timelines, deliverables, and associated costs. Additionally, ATI and USAID will also work closely with the awardee(s) on the overall learning agenda, including the appropriate cadence for reporting, communications, and other general ongoing project management activities, as well as be a resource to help the awardee achieve overall objectives.

Monitoring, Evaluation & Learning (ME&L)

DAI will work closely with the subcontractor to define appropriate indicators for the overall interventions based on applicable ME&L indicators as identified by ATI and the USAID stakeholders. ATI will work with the subcontractor to develop the ME&L plan at the kickoff, edit as needed during implementation (e.g. if additional transactions are added), and will collect and review data from the subcontractor for requisite reporting to USAID throughout the life of the activity. The subcontractor will be required to reasonably maintain and report on relevant data as part of the periodic check-in process. DAI will conduct data quality assessments as necessary. In many cases, the subcontractor must be willing to share results for at least a six-month period following the completion of their subcontract in order for ATI and USAID to accurately capture results (e.g. an investment that closes after the period of performance but was facilitated during the contracted support).

Place of Performance

The place of performance is preferred to be in South Africa and offerors should anticipate the need for frequent in-country visits across the region. Offerors should provide detail on their approach to working in relevant countries as the activity requires. The selected firm(s) will report to the ATI team based in Southern Africa in coordination with the USAID Regional Mission in Southern Africa.

Implementation Timeframe

The activities outlined above are estimated to take place over a multi-year period starting around October 2022 and coming to completion by June 2026 although offerors should propose a timeline commensurate with their technical approach. In response to this solicitation, offerors may propose their own alternate timelines, work plans, and level of effort associated with the various components of the activity in line with their proposed approach.