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AFGHANISTAN VALUE CHAINS-HIGH VALUE CROPS

Partnership Engagement Strategy

October 2018



AFGHANISTAN VALUE CHAINS – HIGH VALUE CROPS

PARTNERSHIP ENGAGEMENT STRATEGY

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ACRONYMS

AIEOI	Annual Invitation for Expression of Interest
AVC-HVC	Afghanistan Value Chain-High Value Crops
CLA	Collaborating, Learning, and Adapting
CO	Contracting Officer
COP	Chief of Party
COR	Contracting Officer's Representative
DAI	DAI Global, LLC
EOI	Expressions of Interest
ICT	Information and Communications Technology
LOP	Life of project
MAPA	Market Actor Partnership Agreement
OAG	USAID Office of Agriculture
PIO	Public International Organization
PWS	Performance Work Statement
RIFA	Regional Investment Fund for Agriculture
SOW	Statement of Work
TAMIS	Technical Administrative Management Information System
TOR	Terms of Reference
USAID	United States Agency for International Development

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PURPOSE OF PARTNER ENGAGEMENT

Afghanistan Value Chains-High Value Crops (AVC-HVC) defines a partnership as a relationship between the project and a private sector company “anchor firm” or an institution based on shared value and purpose. AVC-HVC will engage partners through the Regional Investment Fund for Agriculture (RIFA), which means “growth” in Dari. RIFA funding will incentivize partners to take more risk for greater results (e.g., by introducing new technologies or innovative production processes to increase efficiencies, or by modifying facilities to accommodate more women). RIFA funding will be used for Deal Notes between the parties that will include co-investments. The programmatic co-operation with private sector actors or institutions will be based on the alignment of the partners’ growth goals with inclusive development goals as defined by AVC-HVC’s Performance Work Statement.

Partner Engagement will focus on High Value Crops value chain leverage points (input suppliers, traders linked to large wholesalers, processors, and farmer associations) to best optimize scale-up potential and system-wide impact. This strategy encourages relationships to be formed with private sector companies or institutions of varying capacity to expand High Value Crops communities’ access to goods, services, and improved economic and market opportunities on fair terms. AVC-HVC embraces market systems development as the underlying project approach with a strong commitment to engaging with the appropriate private sector and institutional partners to channel resources and transform market systems in the communities we serve.

AVC-HVC aims to buy down costs associated with the business risk of moving to a new area or expanding reach. The goal of AVC-High Value Crop’s strategy is to engage with partners to ensure resources and technologies are channeled into market systems that need support to accelerate market systems change. AVC-HVC will work with and through promising Afghan High Value Crops enterprises positioned to stimulate demand and catalyze growth throughout their value chains—“anchor firms”—to reverse market failures and counter market risks, strengthen backward and forward linkages to generate cohesive value chains, and create jobs for men, women, and youth.

AVC-HVC ENGAGEMENT STRATEGY

AVC-HVC has created this partner engagement strategy, based on other USAID Market Systems projects implemented by DAI, and adapted to the country context in order to provide an agreed and standard framework for engagement with partners. Each section is accompanied by detailed instructions, tools, and flow charts to guide the AVC-HVC team. It contains information on the design, award, management, monitoring, and close out of engagements to eligible partners. It also provides standard formats and documentation that will form the basis of each agreement.

DEFINITIONS

AVC-HVC uses market actor partnership agreements (MAPAs) and deal notes as a way of structuring direct implementation of project activities collaboratively with partners in the private sector. While AVC-HVC uses the word “partner” or “partners” to describe the entities being supported by the project, these are not joint ventures or partnerships in the legal context, but rather agreements with entities whose interests are aligned with AVC-HVC in terms of supporting

private sector led growth in High Value Crops value chains in Afghanistan. Examples of partners include agricultural input vendors, traders and processors, as well as exporters and entities within the supporting environment like radio stations, information and communications technology firms, and universities.

The instruments that frame AVC-HVC partnership engagement are defined as follows:

An **Invitation for Expression of Interest (IEOI)** is an instrument which invites entities to submit applications to be considered as partners of AVC-High Value Crops. Applications submitted to AVC-HVC under an IEOI are reviewed on a rolling basis, and the concepts proposed by potential partners refined and, if accepted, developed into MAPAs. As per the AVC-High Value Crops contract, in year one the project will capitalize on DAI's local knowledge to identify anchor firms. Year two onwards, the project will advertise the invitations for expressions of interest. The expressions of interest will consist of two documents: a) a concept note with details of the company, the vision and strategic priorities of the management, and potential areas of collaboration, and b) a letter expressing their commitment to participate in the co-design process, co-invest, provide data to the project, and integrate women and children.

A **market actor partnership agreement (MAPA)** is an instrument, similar to a memorandum of understanding, that is used to formalize the areas of collaboration between DAI and the partner and serve as the partnership's guiding framework. All applicants who express interest in becoming a partner in the program through the submission of an application are fairly and equally judged or evaluated. It is DAI policy to ensure practical competition by seeking applications from eligible and qualified entities. AVC-HVC meets this requirement by publishing the IEOI and co-creating the MAPA with the partner.

A **deal note** is an instrument, similar to a short-term activity-level work plan, that functions as a supplemental, practical document under the umbrella MAPA that is used to test and pilot interventions, and it includes additional details including budgets and timeframes. In contrast to grants, these instruments cannot on their own be used to transfer cash or make a payment to the partner or to transfer legal and/or regulatory obligations to the partner. Consultant agreements, subcontracts, or other contractual instruments may be deployed in the service of accomplishing deal note objectives.

MAPAs and deal notes are instruments that support the AVC-HVC partnership program. AVC-HVC partnership program is the collaborative approach to engage with sub-partners (referred to simply as 'partners'). These instruments structure the co-creation of activities jointly implemented by AVC-HVC and these partners and also serve to manage the implementation of these activities.

ELIGIBILITY

AVC-HVC intends to support an array of potential partners, with a focus on anchor firms in regional economic zones. Objectives and outcomes of the partnership should be consistent with and linked to those of AVC-HVC. Only legally registered entities in accordance with laws of Afghanistan (private sector organizations, businesses, NGOs, foundations, research institutions, universities, associations, producer groups and/or cooperatives, etc.) are eligible. Interested parties located in the regional economic zones and engaged with High Value Crops development activities are highly encouraged to submit an Expression of Interest. Special attention will be given to women owned organizations and enterprises.

The following entities are not eligible for consideration:

- Any non-legally registered Afghan organizations;
 - Any entity listed in the Excluded Parties List;
 - Any “Public International Organization” (PIO);
 - Any third country non-governmental organization;
 - Any governmental agency;
 - Any entity owned or directly affiliated with government officials directly or indirectly involved in AVC-HVC activities. This includes any member of a government official’s immediate family or anyone else observed to be closely tied to a relevant government agency.
 - Any entity affiliated with AVC-HVC or DAI directors, officers, or employees, this includes any employee, officer, or agent, any member of his or her immediate family, his or her partner, or an organization which employs or is about to employ any of these parties.
 - Any military organizations;
 - Any political party organizations, groupings, or institutions or their subsidiaries and affiliates;
 - Any labor unions;
 - Organizations that advocate promote or espouse anti-democratic policies or illegal activities;
- and
- Individuals.

AVC-HVC will not fund partners’ core business costs e.g. operations staff salaries, overhead, or costs essential for the business to function. AVC-HVC will not pay for private sector partner current staff salaries, allowances, rent, utilities, cellular airtime, etc.

Regional Economic Zones

AVC-HVC will work in Afghanistan’s four economic zones: North, South, East, and West, with special focus on activities within the mandate of AVC-HVC that have the greatest potential for producing sustainable economic growth..

The eastern economic zone connects agricultural and extractive industry production and processing centers to the border with Pakistan, thus accessing both domestic and export markets. It also links Kabul, via Parwan, with the northern corridor.

The northern economic zone has the advantages of (a) a significant size of productive, arable land (roughly half of all irrigated acreage in Afghanistan and 70 percent of all rain-fed arable land), and the (b) presence of primary trade routes to the North that act as alternatives to the unstable routes through Pakistan.

The southern economic zone has one of the most agriculturally productive regions of Afghanistan, and the proximity of its major urban center to Pakistan facilitates trade. The western economic hub holds significant potential for economic growth, a significantly more stable environment, reliable access to utilities and functioning institutions.

TYPES OF PARTNERSHIPS

Technical and financial support provided by AVC-HVC are vehicles for business expansion, the promotion of innovation and crowding-in investment, the development of business skills, and technology and linkages to key players and services. For example, anchor firms may be supported to expand market share through business strategies based on cost reduction, improved marketing and geographic expansion, among others. Support may include strengthening producer networks, increasing producer access to quality inputs, providing extension services to producers and suppliers, developing collection centers, upgrading the anchor firm's processing capacity and efficiency, enabling producers and processors to comply with quality and food safety standards, improving branding and packaging, upgrading marketing and expanding buyer networks, and increasing the firms' ability to meet specifications of export markets. Local consulting firms may be incentivized to provide technical support to private sector actors. Training organizations may be engaged to provide capacity building services to producers of High Value Crops.

The specific modes of engagement for the AVC-HVC project are:

1. Recruitment of technical services (i.e. short-term consultants and or other technical support relevant to the intervention)
2. Direct procurement of services from a third-party firm (i.e. marketing, ICT, stakeholder engagement and workshops, event planning, logistics services, etc.)
3. Direct procurement of goods (i.e. equipment or machinery)
4. Sponsored participation in events (i.e. trade shows workshops, and other capacity building activities)

Partners' financial commitment (co-investment) and contribution to each activity is a must. These awards are made to businesses that are able to undertake significant levels of co-investment. The commitment and investments should be able to demonstrate significant impact on value chains and market systems of interest to the project, including increasing productivity, enhanced competitiveness and overall sector growth.

INVITATION FOR EXPRESSION OF INTEREST (IEOI)

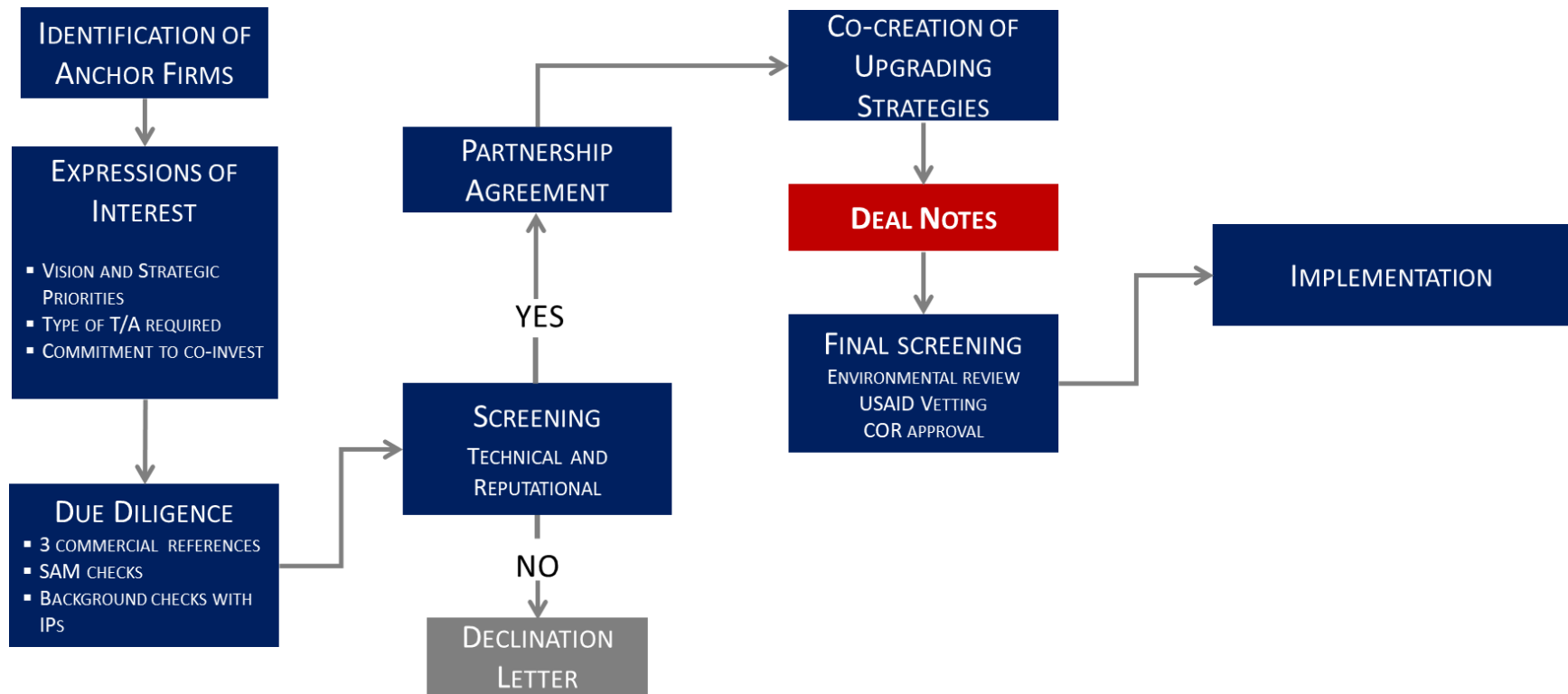
AVC-HVC will use a formal process when engaging with partners where AVC-HVC's financial resources will be utilized. This ensures that AVC-HVC is working with partners that have adequate financial and governance capacity, technical experience, commitment to growth, and potential for scale. This process also ensures consistency across the project. The process detailed here is designed to solicit, evaluate, and award technical and/or financial support to partners while ensuring their financial commitment to each activity. The full step by step process is described below in more detail.

Beginning in year two, the project will issue an Invitation to Expression of Interest, an open call for firms, organizations, and institutions to submit Expressions of Interest (ideas for partnership). AVC-HVC's IEOI and Expression of Interest templates are included as Annex A of this document. These Expressions of Interest do not have to propose strategies for addressing results targets as defined by

AVC-HVC, but should propose the businesses' ideas for business growth, expanded market reach, or adjustments to business strategy to better serve High Value Crops farmers and include them in the market. IEOI allows AVC-HVC to support a variety of creative approaches by applicants to develop their own ideas and methodologies in assessing and/or implementing activities.

Partnership Engagement: Step by Step Flowchart

ANCHOR FIRM SELECTION PROCESS YEAR ONE



Step 1: Design and release the Annual Invitation for Expression of Interest (IEOI)

The IEOI is public notification released at the end of year one, that is open for a full year. AVC-HVC will ensure that the APPA public notification is announced using communication channels used both by men and women. Applications are accepted on a rolling basis. The IEOI is a general call for partners that have an innovative proposal to contribute to inclusive business or economic growth in High Value Crops related agri-business in the targeted value chains. There are two ways in which partners can be engaged through the IEOI:

1. Unsolicited applications: Partners that are unknown to AVC-HVC can submit Expressions of Interest for business strategies, investment ideas, or interventions. These Expressions of Interest will be designed by the partner, but can be adapted or modified in collaboration with AVC-HVC if selected.
2. Solicited applications: Partners that are known to AVC-HVC through previous meetings, stakeholder engagement activities, value chain analyses, etc. can be invited to submit an Expression of Interest around a specific idea or strategy that has been developed in partnership with AVC-HVC. In this case, the AVC-HVC staff member that invited the partner to apply should not be part of the EOI Review Panel.
- 3.

Step 2: Expressions of Interest are evaluated by an EOI Review Panel

The EOI Review Panel is comprised of senior management who are most familiar with AVC-HVC technical design and implementation and the overall market systems strategy, including the AVC-HVC Chief of Party, Deputy Chief of Party, Value Chain Director—who also serves as RIFA Manager--, the MEL Director, and the Gender and Youth Director. At the end of the month, Value Chain Director sends all EOIs received in the past month to the EOI Review Panel to be evaluated and scored individually. Once individual scoring is complete, the panel is convened in the first week of each month to discuss their evaluations and recommendations and come to a consensus about which applicants should move forward to partner engagement. As part of these meetings, the EOI Review Panel will assign an **Intervention Lead** for each of the partners that are selected under AVC-HVC. Portfolio Managers, the Value Chain Director and Gender and Youth Director can serve as Intervention Leads for partners and assignments will be made based on the region of the proposed activities, technical areas of expertise, the programmatic priority on women and youth, and workload. Value Chain Director will take notes and follow up with the partners to notify them of their selection or rejection and provide feedback including the comments and recommendations made on each partners Expression of Interest during the EOI Review Panel. Approvals and declinations will be communicated in writing by the COP.

Step 3: Due Diligence is conducted by the respective region's Regional Manager

Due diligence will be conducted on each of the partners selected for technical and financial partnership. The Regional Manager, with assistance from the Procurement Officer, from each region is responsible for conducting a site visit at the offices of the partners to meet with financial, management, and operations staff to complete the AVC-HVC due diligence form. The form requires that the company certify they have experience in the sector and region in which they are being engaged and established processes and procedures in place for organizational governance, management and human resources, financial management, and a valid legal registration. AVC-HVC will also require three written references from a financial institution, a supplier of inputs and materials and a trade association. The company must also commit to sharing relevant information needed for performance indicator reporting. When applicable to the support provided, the partner must also certify they have procedures in place for procurement and

asset management, monitoring and oversight of third party vendors, and monitoring and performance evaluation of consultants and technical staff.

Step 4: Intervention Lead and Partner develop and sign the Market Actor Partnership Agreement

The Intervention Lead will set up 1-2 initial partnership meetings with the market actor partner selected to discuss the Expression of Interest and come to an agreement on the overarching strategy and Scope of Work for partnership between AVC-HVC and the partner. The meetings can be used as an opportunity for “technical due diligence” to confirm the commitment of the partner to inclusive growth and their ability to look at constraints in the agricultural sector through a business/systemic lens. AVC-HVC and the partner will sign a Market Actor Partnership Agreement, a non-binding MOU that includes the overarching strategy, general roles and responsibilities, and period of performance/duration of the partnership. The Market Actor Partnership Agreement (MAPA) template is included in Annex B. The MAPA will not be signed until the due diligence review is complete and the eligibility of the partner has been confirmed.

Step 5: Co-creation of the Upgrading Strategy

As a way to ensure that the activities included in the deal note respond to the specific reality of the enterprise, and that the vision of the entrepreneurs is achievable, AVC-HVC will deploy highly experienced business advisors, whom together with the Portfolio Manager will walk the firms’ management through a strategy design process. The outcome will be the firms’ upgrading strategies, and the substance derived therefrom will constitute the core of the Deal Notes.

STEP 6. Intervention Lead and Partner meet to co-design Deal Note

A Deal Note is a binding agreement between the partner and AVC-HVC that details the specific implementation of an activity or set of activities. The Deal Note contains roles and responsibilities for the activity as well as estimated financial costs and contributions when applicable. The Deal Note is designed to have—in average—a one year period of performance, but can be periodically revisited and adapted, or extended. The Regional Manager & Value Chain Director should be engaged and informed regularly during the Deal Note design process to help the Intervention Lead plan and strategize how best to support their partner’s goals and to ensure the technical and financial support discussed is feasible and allowable given AVC-High Value Crops, DAI, and USAID’s regulations and policies. The Deal Note Template is included in Annex C.

Step 7: Deal Note is submitted for internal approval

When the co-designed Deal Note is completed and agreed upon by the Intervention Lead and the partner, the Intervention Lead will submit the Deal Note to the AVC-HVC COP, Value Chain Director, and Gender and Youth Director for approval. The Deal Note will be evaluated against the following criteria:

- Conformity to AVC-HVC Activity Objectives
- Technical Approach/Understanding of Systemic Approach
- Past Experience
- Key personnel
- Sustainability
- Cost-sharing commitment
- Gender and Youth integration

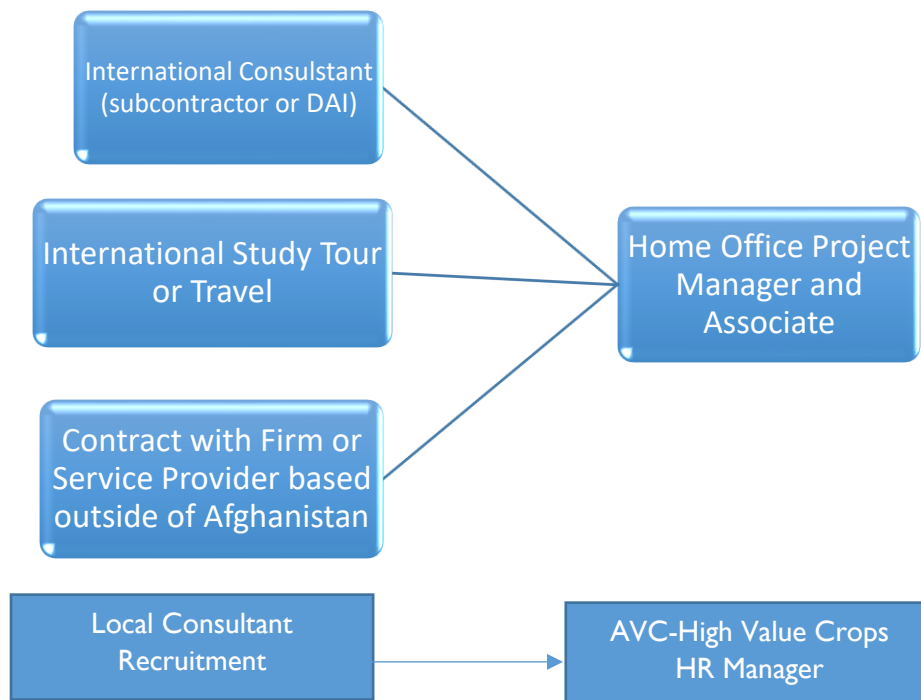
The final Deal Note should include all required details to finalize AVC-HVC contribution including scopes of work and level of effort for consultants, scopes of work for third party services, specifications for procurements of equipment or other goods, and terms of references with operations and logistics instructions for study tours, events, or workshops. If needed, the COP can engage the Technical Advisory committee to provide insight into the feasibility and design of the intervention. If revisions are needed, the COP will communicate those to the Intervention Lead for adjustments. The COP and Value Chain Director will provide technical approval and Value Chain Director will provide approval against USAID procurement and funding regulations. Value Chain Director will review all scopes of work, specifications, and terms of reference to ensure enough information is provided for the operations team to move forward.

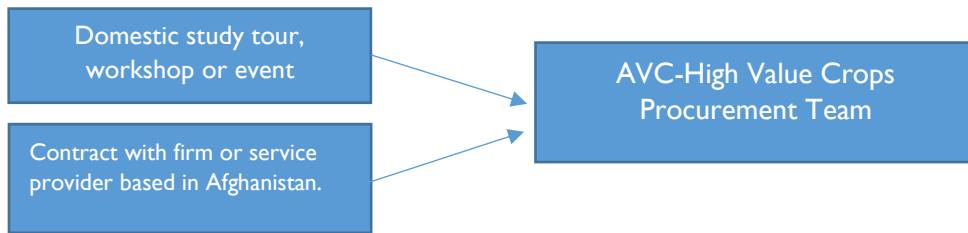
Step 8: Deal Note is submitted for COR Concurrence

Once the final Deal Note is approved internally, it undergo environmental screening and will be submitted to AVC-High Value Crop's COR for concurrence on the activities. If revisions are needed, the COR will communicate those to the AVC-HVC COP for adjustments.

Step 9: Deal Note implementation/AVC-HVC contribution provided

When the final Deal Note is approved, the Value Chain Director/RIFA Manager will be responsible for leading the implementation of the deal note in compliance with USAID regulations and coordinating with DAI home office contracts administrator as needed. The AVC-HVC Intervention Lead is responsible for submitting a requisition for all Scopes of Work and specifications through DAI's internal workflow management system, TAMIS. AVC-HVC will follow DAI's procurement, recruitment, and logistic procedures to provide any required support to the partner. Based on the type of services and/or equipment provided, the Value Chain Director is responsible for identifying the AVC-HVC operations team member to initiate the implementation. The internal roles and responsibilities for the various types of support can be found in the chart below. All communications between the field team and the Home Office will be channeled through the Chief of Party.





During Deal Note implementation, the Value Chain Director is responsible for ensuring that the Intervention Lead is monitoring and documenting the progress of implementation. The Intervention Lead is responsible for ongoing monitoring and evaluating of the commitment of the partner to the interventions as well as close monitoring and oversight of the partner’s ability to oversee, coordinate with, and benefit from the technical support provided. The Intervention Lead is responsible for monitoring the activities that AVC-HVC is supporting financial through cost-share including managing the performance of consultants and technical staff, overseeing the work of third party service providers, and engaging with and benefiting from study tours, workshops, and events. It is the role of the Intervention Lead to monitor the partner, interventions, and technical support. It is the role of Value Chain Director to ensure post-award management is happening and document the performance of the partner in the market actor partner files.

Step 10: Collaborating, Learning, and Adapting (CLA) Process – Reflection exercise on completed Deal Note

Approximately 3 weeks before the completion of each Deal Note, the Intervention Lead and partner will meet to complete the Deal Note Reflection and Adaptation Review. These meetings are important pre-defined periods for review of activities to date, evaluation of partner performance, evaluation of activities to determine what was successful and what challenges remain, and finally to draw lessons learned. Additionally, the Deal Note Reflection and Adaptation Review asks the partner to reflect on any previously unidentified opportunities for intervention or market constraints. The partner and the Intervention Lead revisit the intended systemic result of the Deal Note and determine the level to which the chosen activities contributed to this result and what strategies or activities need to be adjusted for the next Deal Note. This review is also a time for the Intervention Lead to provide feedback to the partner on their performance and ultimately decide whether AVC-HVC should continue working with the partner moving forward. These reviews will also be submitted to the COR. The Deal Note Reflection and Adaptation Review Template is included in Annex D.

Step 11: CLA Process – Co-design of next Deal Note based on lessons learned

Based on the Deal Note Reflection and Adaptation Review, and in cases in which there is evident need for a new deal note, the Intervention Lead will schedule additional co-design meetings with the partner.

Upon completion of Step 11, the process returns in a loop to Step 6, and if required, a follow-on Deal Note is submitted for approval, method of engagement is determined, interventions are implemented, and the CLA process is completed to evaluate results, make adjustments, and co-design future interventions. Steps 6-11 may continue until the partnership between the Partner and AVC-HVC is closed.

B). SOLICITATION THROUGH A REQUEST FOR PROPOSALS

AVC-HVC will engage the vast majority of partners through the IEOI process described above. However, in certain cases AVC-HVC will want to engage partners for Scopes of Work designed by the project to address specific market constraints or provide specific services to the market, as determined through market assessments. In this case, the AVC-HVC technical team can design a Scope of Work with specific technical deliverables and solicit applicants through a Request for Proposals (RFP). RFPs are competitive procurements conducted for a set scope of work that require applicants to submit technical and financial proposals against a set scope of work and pre-defined deliverables. Applicants are evaluated against a pre-determined and transparent set of criteria. RFPs will be issued and awarded in compliance with DAI and USAID's standard procurement policies. A condensed step by step process to solicit partner applications through a Request for Proposals is provided below.

Step 1: Activity Identification

AVC-HVC technical staff identify a specific activity that supports project technical goals, supports project learning around specific value chains or sectors, or addresses a market constraint that is not currently being addressed by a market actor partner.

Step 2: Development of Scope of Work

AVC-HVC develops a Scope of Work for the required service or intervention. The Scope of Work is submitted to Value Chain Director for review and approval. The Portfolio Manager or technical lead submits the Scope of Work and draft budget for solicitation through DAI's internal workflow system, TAMIS.

Step 3: Pre-identification of applicants (when applicable)

When required, AVC-HVC can pre-identify potential applicants for the Scope of Work. This can be done through a formal process of shortlisting applicants through an EOI or can be done informally, with the full and open solicitation sent to known applicants.

Step 4: Solicitation

The Scope of Work is solicited through public advertisement or a distribution list of known potential bidders. Effort will always be made to ensure announcements use channels that can reach women. The bids are received and logged by the AVC-HVC Procurement Team.

Step 5: Evaluation

The AVC-HVC Procurement Team sends the bids to be reviewed by an evaluation committee integrated by both technical and operations specialists. Procurement Manager reviews the evaluation and conducts a cost reasonableness analysis on the winning bid's financial proposal. If needed, Procurement Manager leads a round of budget negotiation with the winning technical proposal to ensure cost reasonableness. The AVC-HVC Compliance Specialist conducts required due diligence for the winning proposal.

Step 6: Award

The winning bidder is selected and a purchase order or subcontract is awarded in compliance with USAID procurement regulations.

Step 7: Monitoring and Evaluation/Deliverable review

The Portfolio Manager that submitted the requisition for the Scope of Work is responsible for coordinating with the Monitoring and Evaluation Specialist for the region to ensure that the Scope of Work is being implemented effectively and in compliance with AVC-HVC regulations and the deliverables.

IMPLEMENTATION GUIDELINES

The AVC-HVC technical and operations team will work together to identify the required method to provide support under the AVC-HVC project. The Value Chain Director, in consultation with the COP, will be responsible for determining the appropriate mechanism for providing financial and technical support to the partners, and is responsible for operationalizing the technical strategy laid out in the Deal Note. Guidelines for the roles and responsibilities for each disbursement method are provided below.

RECRUITMENT OF TECHNICAL SERVICES

- Recruitment of CCN (local) consultants for partners will be conducted by the AVC-HVC HR Manager. The AVC-HVC Intervention Lead is responsible for developing the job description collaboratively with the partner and all job descriptions will be approved by the partner prior to initiating the recruitment process. The AVC-HVCHR Manager is responsible for advertising the position, reviewing applications against the criteria, and shortlisting candidates. Final interviews and selection will be conducted by both the AVC-HVC Intervention Lead and the partner. The consultant agreement will be paid in accordance with the structure detailed in the Deal Note, and the AVC-HVCHR Manager will be responsible for capturing that in a consultant agreement compliant with USAID regulations.
- Recruitment of expatriate consultants will be conducted by the relevant technical subcontractor or the DAI Home Office Project Management team. The AVC-HVC Intervention Lead is responsible for developing the Scope of Work, qualifications, and required LOE with input from the partner. The DAI HO Project Management team is responsible for getting the SOW to technical subcontractor support teams who will then advertising the position and/or sourcing applicants from their networks and internal recruitment database and shortlisting candidates. Final interviews and selection will be conducted by the AVC-HVC COP, Intervention Lead and the partner.

DIRECT PROCUREMENT OF SERVICES FROM A THIRD-PARTY FIRM

- Procurement of services from a local/domestic company on behalf of a partner will be conducted by AVC-HVC's procurement team. The Scope of Work for services will be developed as part of the Deal Note negotiation process between the AVC-HVC Intervention Lead and the partner firm/entity. The Intervention Lead is responsible for seeking technical approval for the SOW from the AVC-HVC Value Chain Director and COP, and entering a requisition for the SOW with a draft budget in DAI's internal workflow system, TAMIS. The Value Chain Director is responsible for approving the SOW and assigning the correct solicitation and procurement process given the expected budget, market research on potential bidders, and pre-qualified vendors as applicable. The AVC-HVC Procurement team is responsible for soliciting the Scope of Work in compliance with USAID and DAI regulations and overseeing the evaluation and negotiation process to final award. The partner should be involved in evaluating the final bidders. Post-award, the Intervention Lead is responsible for overseeing the work of the third-party vendor, facilitating a positive relationship between the partner and the vendor, and ensuring the partner is providing adequate oversight, guidance, and performance feedback to the vendor. All invoices and deliverables will be reviewed and approved by the Intervention Lead and M&E Team for payment, with input from the partner.
- Procurement of services from an international company on behalf of a partner will be conducted by AVC-HVC's Home Office Project Management Team. The Scope of Work for services will be

developed as part of the Deal Note negotiation process between the AVC-HVC Intervention Lead and the partner firm/entity. The Intervention Lead is responsible for seeking technical approval for the SOW from the AVC-HVC Value Chain Director and COP, and entering a requisition for the SOW with a draft budget in DAI's internal workflow system, TAMIS. The Home Office Project Manager is responsible for reviewing the SOW and conducting the solicitation and procurement process in compliance with USAID and DAI regulations and overseeing the evaluation and negotiation process to final award. Both the Intervention Lead and the partner should be involved in the evaluation process. Post-award, the Intervention Lead is responsible for overseeing the work of the third-party vendor, facilitating a positive relationship between the partner and the vendor, and ensuring the partner is providing adequate oversight, guidance, and performance feedback to the vendor. All invoices and deliverables will be paid by the DAI Home Office, with approval from the Intervention Lead, with input from the partner.

DIRECT PROCUREMENT OF GOODS AND/OR EQUIPMENT

- Procurement of goods and/or equipment on behalf of a partner will be conducted by the AVC-HVC Procurement Team, in full compliance with standard USAID and DAI project procurement processes. The specifications and requirements for the equipment and the provider will be developed by the Intervention lead in collaboration with the partner firm/entity and will be submitted for procurement through DAI's internal workflow system, TAMIS. The AVC-HVC Procurement Team will oversee the procurement, evaluation, negotiation, and selection process. Post-award, the Intervention Lead and the Procurement Team are responsible for overseeing the delivery and disposition of the procurement to the partner and ensuring the partner is properly prepared to receive and use the goods or equipment. All invoices and deliverables will be reviewed and approved by the Intervention Lead and M&E Team for payment, with input from the partner.

JOINT PARTICIPATION IN EVENTS

- Partner participation in domestic or regional study tours or events will be organized by the AVC-HVC Intervention Lead in partnership with the Procurement Team. The AVC-HVC Intervention Lead will develop the Terms of Reference, participant list, activities, and schedule in partnership with the partner, and the TOR will be included in the Deal Note. The Project Manager is responsible for seeking international travel approval for participants from USAID as needed. The AVC-HVC Director of Operations Team is responsible for coordinating the travel logistics and bookings.
- Partner participation in or organization of stakeholder workshops will be organized by the AVC-HVC Intervention Lead in partnership with the Procurement Team. The AVC-HVC Intervention Lead will develop the Terms of Reference, participant list, number of participants, required A/V equipment, food, etc. in partnership with the partner, and the TOR included in the Deal Note. The AVC-HVC Procurement Team is responsible for coordinating the venue and logistics bookings. When required, a third-party event coordinator can be engaged through a competitive procurement process.

PARTNERSHIP CLOSE OUT

AVC-HVC can choose to close out a partner's Market Actor Partnership Agreement (MAPA) at any time based on poor performance due to a lack of partner commitment, the partner no longer needing project support, or the end of the project's period of performance.

When a partnership is closed out, the Value Chain Director will be responsible for reviewing the partner's Master File which will include:

- Original Expression of Interest and evaluation documents
- Signed MAPA and any MAPA amendments
- Due Diligence form
- USAID concurrence
- Signed Deal Notes
- Completed Deal Note Reflection and Adaptation Reviews
- Procurement documents (including requisitions, signed contracts, and purchase orders for services or goods provided in kind to the partner)
- Recruitment documents (including requisitions and signed consultant or employment agreements)
- Post-award monitoring and evaluation documentation

The Value Chain Director will prepare a formal letter to the partner, documenting the close out of the MAPA and documenting any feedback as needed.