



INVITATION TO SUBMIT A PROPOSAL

for

Provision of

*Building the capacities of women's cooperatives/associations in food
processing, quality assurance, packaging and marketing*

Project: Support economic growth through optimized agricultural value chains in
the West Bank (OSRO/GAZ/406/CAN)

Proposal No. OSRO/GAZ/406/CAN – 21/17

FAO Coordination office:

*FAO Coordination Office for the West Bank and Gaza strip
26 Mount of Olives Street, Sheikh Jarrah,
P.O.Box 22246, Jerusalem 91513*



Food and Agriculture Organization of the United Nations FAO Representation WBGS

Invitation to submit a Proposal

The Food and Agriculture Organization of the United Nations (“FAO” or “Organization”) is an intergovernmental organization with more than 191 member nations. Since its inception, FAO has worked to alleviate poverty and hunger by promoting agricultural development, improved nutrition and the pursuit of food security - defined as the access of all people at all times to the food they need for an active and healthy life.

To achieve its goals, FAO cooperates with thousands of partners worldwide, from farmers’ groups to traders, from non-governmental organizations to other UN agencies, from development banks to agribusiness firms (further and more detailed information on FAO can be found on the internet site: <http://www.fao.org>).

Being a knowledge driven organization, with strong technical capacities in all fields of agriculture, FAO has globally showed a strong experience in delivery of capacities and development within the agriculture sector. FAO has the ability to deliver the best technical solutions and to pilot new approaches.

FAO’s coordination office for the West Bank and Gaza Strip (WBGS) was established in 2002 and currently operates through its three offices: the main office situated in Jerusalem and two sub-offices located in Ramallah (West Bank) and Gaza City (Gaza Strip). Backstopped by a wide array of technical and operational expertise in designing and implementing agricultural development, resilience and emergency projects at the global and regional level, FAO WBGS has accumulated a long history of achievements and lessons learned in project facilitation and management under the complicated political and socio-economical context of the WBGS.

Over the years, FAO has developed strong partnerships with virtually all stakeholders in the agriculture sector through emergency and development programming implementation. Notably, FAO supported the Ministry of Agriculture and other sector partners, i.e. non-governmental organizations (NGOs), private sector, UN agencies and farmers’ associations in the development of the National Agriculture Sector Strategy “Resilience and Development” for the period 2014–2016, where national priorities were defined building on the findings of an agriculture sector review. In addition, the Food Security Sector is co-led by FAO and the WFP, with guidance from the Palestinian government and strong involvement of local and international NGOs.

I. Background Information

FAO is currently implementing the project “Support Economic Growth through Optimized Agricultural Value Chains in the West Bank (OSRO/GAZ/406/CAN)”, funded by the Canadian Government through the Global Affairs Canada (GAC). The project’s overall objective is to increase the competitiveness of Palestinian farmers in the West Bank, while the main outcome of the project is “Increased value and profitability of land and crops as well as improved effectiveness of farmer cooperatives associations to provide quality services to their members”. The services requested through this Agreement will contribute to the below project output expected to lead to the achievement of the outcome and ultimately contribute to the impact:

- Output 3: Improved access to and use of energy efficient post-harvest infrastructure.

Within its commitment and responsibility to ensure efficient and timely implementation of project activities and achievement of planned outputs, FAO seeks to contract the services of a competent local NGO to complement FAO’s role and implement project activities specifically under output 3 mentioned above, in the targeted farming communities in the West Bank governorates. This will



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require the NGO to work closely with the project beneficiaries and other related stakeholders to achieve the intended project outputs. The specific activities to be assigned to the NGO are described in detail in section II of this document.

II. Services required:

The NGO will work under the direct supervision of the FAO programme team to implement assigned project activities and ensure the delivery of project support to the selected beneficiaries. The NGO shall engage a qualified and experienced team for efficient and successful implementation of the entrusted activities. The roles and responsibilities of the implementing NGO will mainly focus on:

- 1- **Identifying and prioritizing the in-kind and technical capacity development needs of 15 women's cooperatives/associations in the West Bank.** This will include conducting a tailored consultative needs assessment for the targeted women's cooperatives/associations which will result in identifying the in-kind and capacity development needs for these cooperatives to improve and upgrade their institutional capacities in delivering services to their members and communities and running an economic, viable and sustainable business. The needs assessment shall be followed by developing the related bills of quantities, technical specifications and capacity development programmes for the identified needs. The Service Provider will work under the supervision of the FAO and in close consultation with the Ministry of Agriculture (MoA) to ensure the delivery and distribution of the in-kind support to the selected cooperatives/associations, and ensure that this support is properly and efficiently utilized by the beneficiaries to achieve the intended aims. This includes conducting regular supervision, follow-up field visits and providing continuous support and technical advice to the beneficiaries.
- 2- **Providing capacity development to women's cooperatives and their members through regular coaching and mentoring field visits.** The Service Provider shall provide technical support, supervision and follow-up, and coaching to the beneficiaries through:
 - Generating tailored learning and development plans for each participating cooperative indicating the top three expected improvements expected during the following year, through a training, coaching and mentoring approach.
 - Delivering 300 coaching and mentoring field visits to the targeted women's cooperatives/associations and their members aiming to support them in utilizing and applying improved and innovative practices and technologies in upgrading their agri-food processing businesses and strengthening their administrative and financial management capacities and performance. The field coaching and mentoring visits shall build on and complement the training and other capacity development activities delivered by the Service Provider and other involved partners (FAO, Pal Trade, PACU). The ultimate aim of the field visits is to provide day-to-day supervision and on-the-job coaching to ensure actual and feasible adoption and application of improved and innovative practices and technologies in the daily operational and management practices of the women's cooperatives.
 - Organizing 15 knowledge transfer and experience exchange visits to food processing factories and marketing companies, as well as other technology transfer events inside the West Bank (exhibitions, field days, etc.). This also includes the organization of experience and knowledge exchange visits among the women's cooperatives/associations themselves.
 - Delivering 120 trainings to the selected cooperatives and their members, to improve their capacities for the adoption and efficient application of improved food processing



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systems and quality control and assurance systems, as well as in enhancing their marketing and communication capacities. This will also include trainings on tailoring their food processing systems to accommodate the demand of local and international markets, based on the market analysis that will be conducted by Pal-Trade.

- Adapt the available training material to create a tailored country project-training curriculum covering the different levels of capability.

3- Delivering continuous facilitation, guidance and supervision services to the 15 targeted women's cooperatives/associations and their members to promote their access to necessary services and feasible/ sustainable business development opportunities/partnerships and networks. To this end, the service provider shall provide continuous support through facilitation, supervision, guidance and follow up to these women's cooperatives/associations to enable them to efficiently and sustainably access and link to services of the cooperatives owned Umbrella Company, including services of marketing and promotion, capacity development and technology transfer, access to quality and cost efficient inputs, access to financial services, quality certification and branding and advocacy. This includes supporting the women's cooperatives in adapting and upgrading their businesses to meet the market demands identified by the Umbrella Company, enabling them in identifying and assessing several scenarios for their engagement in/integration with the Umbrella Company, supporting them in the respective communications, negotiations, legal arrangements, resource mobilization and facilitating their access to the required capital.

4- Delivering continuous facilitation, guidance and supervision services to the 15 targeted women's cooperatives/associations and their members to enable them to efficiently and sustainably access and link to the services of other agribusiness actors, most importantly the marketing facilitation and promotion activities and services of Palestine Trade Centre (Pal Trade), the capacity building and coaching services of the Palestinian Agricultural Cooperatives Union (PACU), as well as to efficiently explore and access funding and business development support opportunities of other donors and implementing organizations, including 2 anticipated and highly relevant projects funded by the Global Affairs Canada (GAC). The Service Provider shall complement the roles and activities of Pal Trade and PACU through supporting the women's cooperatives engagement in the activities to be implemented by both organizations under the framework of the mentioned FAO project and ensure that the interests and needs of the women's cooperatives are fully addressed and considered in the capacity building, promotion, market studies activities of Pal Trade and PACU.

Additionally, the NGO will be a member of the Joint Technical Committee (JTC) of the overall project, whose main function is to inform and coordinate technical and operational aspects of project implementation.

FAO will directly follow up and supervise activities of the implementing NGO; procure inputs which will be delivered to selected beneficiaries; supervise and monitor field activities as well as provide technical, operational, financial and managerial services to the women's cooperatives based on the needs identified by the NGO and within the framework of the project.

Desired deliverables:

1. A detailed list of in-kind and capacity development needs for the 15 targeted women's cooperatives/associations is developed following a consultative needs assessment process. Additionally, detailed and well formulated bills of quantities and technical specifications



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for priority in-kind needs and a proposed capacity building program for the capacity development needs are developed. 120 training days are delivered to 15 women's cooperatives/associations, including 500 members, to improve their operational and administrative/financial management capacities and enable them running and sustaining feasible and viable food processing businesses that include competent and efficient quality control and assurance systems, as well as to enable them tailoring their businesses to meet the demand of local and international markets.

2. 300 coaching and mentoring field visits are conducted to 15 women's cooperatives/associations, including 500 members, to support them efficiently applying good and market demand tailored agri-food processing practices, efficient quality control, assurance and certification system as well as improved packaging, labelling, branding and marketing practices. Adapt the available training material to create a tailored country project-training curriculum covering the different levels of capability.
3. 15 knowledge exchange and transfer visits were organized for 15 women's cooperatives/associations to support them in obtaining and transferring updated knowledge and experience in running and sustaining feasible, competitive and viable agri-food processing businesses.
4. Develop a Monitoring and Evaluation System to track business performance of the cooperatives with respect to the knowledge acquired and/or operational plans proposed to achieve the proposed outputs. Generate a tailored learning and development plans for each participating cooperative indicating the top three expected improvements expected during the following year, through a training, coaching and mentoring approach.
5. The 15 targeted women's cooperatives/associations are enabled to explore and access business investment opportunities through continued facilitation, supervision and technical support services. This includes enabling the targeted women's cooperatives accessing the services, and possibly be part of, the recently established cooperatives owned Umbrella Company (UC). This includes supporting the women's cooperatives adapting and upgrading their businesses to meet the market demands identified by the UC, enabling them identifying and assessing several scenarios for their engagement in/integration with the UC, supporting them in the respective communications, negotiations, legal arrangements, resource mobilization and facilitating their access to the required capital.
6. The 15 targeted women's cooperatives are support to efficiently and sustainably access and link services provided by other actors in the agricultural sector. This includes linking them with the marketing facilitation and promotion activities and services of Palestine Trade Centre (Pal Trade), the capacity building and coaching services of the Palestinian Agricultural Cooperatives Union (PACU) and the funding and business development support opportunities of other donors and implementing organizations, including 2 anticipated, and highly relevant, projects funded by the Global Affairs Canada (GAC).
7. Develop the main lessons learned, and compile for future learning.

III. Procedures:

FAO herewith invites you to submit a Proposal in connection with the above described services.

In preparing your Proposal, you should take into account the international status and activities of FAO and should be aware that FAO enjoys certain privileges and immunities which include exemption from payment of Value Added Tax ("VAT" or "IVA"), customs duties and importation restrictions.

Your Proposal shall be based on the requirements included in this invitation for Proposal including:

- **Appendix 1:** Draft Letter of Agreement (attached) comprising:



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- the Agreement, and
- Annex I [Terms of Agreement] including the work plan of the required services

The invitation is subject to the following procedures and must include/address the conditions specified below:

Your proposal should be submitted in two sealed envelopes consisting respectively of a Technical Proposal and Financial Proposal which should be prepared as follows:

A. Technical Part (2 copies):

- a. Full name, address, fax and/or email address and telephone numbers of your organization (association, institute, etc.) and contact persons;
- b. Registration number of your organization (e.g. Farmer Association/NGO/ Foundation/ Research Institution/ University, Civil Society Organisation, or other not-for-profit entity) and documents, including the registration certificate, proving the status of your organization in the country;
- c. **If your organization is not yet registered, you are kindly requested to register directly through the United Nations Global Marketplace (UNGGM), www.ungm.org. Registration with UNGGM is a prerequisite to being awarded a contract with FAO;**
- d. CVs of all direct staff (managerial and technical) who will work on the implementation of the required services. The CVs shall clearly indicate, for each staff member, their job title in the implementation of this Agreement (e.g. field staff, project coordinator, etc.), the academic background and employment history highlighting the relevant experience in implementing/coordinating projects of similar nature i.e. training for women's cooperatives, providing extension services, etc. A minimum of 5 years proven similar experience is required for the project coordinator, and a minimum of 3 years proven similar experience is required for technical and/or field staff.
- e. Description of the geographical outreach capacities and facilities that demonstrate the NGO's presence in the different main agricultural areas of the West Bank;
- f. Description of experience in the field of the required services especially experience through joint implementation with a UN agency, international financing institution or bilateral resource partner. This includes a list of projects of similar nature, and similar or higher value, implemented/co-implemented by the organization in the past 10 years, mainly in relation to supporting and empowering women's cooperatives to efficiently and actively engage in the agricultural value chain. The list shall state the project name (title), main planned/achieved objectives, main planned/achieved outcomes, target groups, start/conclusion dates, overall value, targeted location/s, role of organization in the implementation (sole implementer, lead implementer in a consortium, implementing partner in a consortium) and list of implementing partners.
- g. A detailed work plan including a breakdown and detailing of all activities required for the delivery of the required services/ implementation of the Agreement within its duration following the template in the draft LoA Agreement, Annex 1, Point 3;
- h. Acceptance of the "General Conditions" applicable to FAO Letters of Agreement including FAO payment terms (see Articles 3 and 6 of the attached Standard Agreement Template) or other proposed payment terms (see Article 9).

B. Financial Part (2 copies): A detailed cost estimate (i.e. a budget) based on a work plan including all the activities required for the delivery of the required services / implementation of the Agreement. The following budget categories may be included:



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- a. A list of technical staff (regular/temporary) required to provide/deliver these services/ implement the Agreement and the related cost of each;
- b. Cost of local essential supplies/ material and/or facilities/equipment;
- c. Costs related to rental of facilities (e.g. storage/training/workshop venue/office space);
- d. Travel and transport costs (fees and fuel for vehicles);
- e. Daily subsistence allowances/ daily expenses which should not in any case exceed the UN rates established for the country;
- f. Other operational costs.

Each budget category must be budgeted accurately and in detail, and costs must be reasonable. Cost estimates for all the above items should be calculated by multiplying the quantity (i.e. the number of units) by the unit cost (i.e. the estimated cost per unit) rather than adding a series of lump sums. Budgets must be accurate and all assumptions should be explicit and documented. The financial proposal should be indicated in USD clearly specifying the currency used.

The Organization will make payment to a bank account provided by the selected which should be registered in the name of Service provider and located in the country where the Service Provider is legally registered or in the beneficiary country. Any request for payment to a bank account other than that of the service provider or to a bank other than one located in the country where the Service Provider is legally registered or in the beneficiary country must be specified in the proposal with appropriate justification for such deviation.

Proposals will only be considered if they contain all of the above information and documents and observe the provisions of the enclosed agreement as otherwise it will not be possible to evaluate them on an equal basis.

IV. Evaluation Criteria

Mandatory minimum requirements:

- Provide evidence of the legal status of your organisation to demonstrate the eligibility to sign Letters of Agreement with FAO, including the registration certificate with the relevant country authorities.
- Capacity requirements of the NGO: Demonstrated previous experience (at least five years) and performance in implementing major agricultural value chain development projects in the different governorates of the West Bank and Gaza Strip - the cumulative value of these projects over the period of 5 years must not be less than USD 1 million;
- Established presence in the main agricultural areas of the West Bank (at least 2 field offices);
- Detailed work plan as per the template in the draft LoA Agreement, Annex 1, Point 3;
- Established technical human resource capacities with proven expertise in the development of women led agribusinesses particularly in the production, post-harvest and marketing phase of the value chain, with focus on quality control and assurance systems. This should include expertise in good agricultural and hygiene practices (G.A.P, GHP), promoting of food quality and safety standards in agri-food business, quality control and assurance practices, businesses, agricultural, cooperatives' capacity development, efficient handling, packing, storage, logistics and transformation processes for value addition and other relevant fields of experience. A minimum of 5 years proven similar experience is required for the project coordinator, and a minimum of 3 years proven similar experience is required for field technical staff.

Indicative financial requirements:



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- Up to 50% will contribute to the full time deployment of field coordinators by the NGO in the West Bank, for the duration of the project, to mobilize communities and create awareness about the aims of the project, provide technical support to beneficiaries in the formulation of investment support applications and provide continuous technical assistance and follow-up (extension, training, coaching) to agribusinesses to support them in actualising/realising/ implementing their investment proposals;
- Up to 10% will be used by the NGO to subcontract technical and/or administrative expertise not available within its existing structure;
- Up to 5% may be used by the NGO to procure the equipment and/or materials necessary to carry out the services laid out in the agreement (including equipment such as computers and demonstration equipment or materials such as consumables, office supplies, items to be used in training or for demonstrations, small quantities of agricultural inputs for training/demonstration purposes);
- Up to 15% will cover the travel and communications-related expenses incurred by NGO 's field staff, project (admin.) personnel and sub-contractors;
- Up to 20% will cover other operational/administrative expenses incurred by the NGO to ensure that (i) records and data are maintained carefully and accurately, (ii) the agreement is monitored and managed for results, (iii) reports are drafted and submitted on time, and (iv) requests for payment are prepared and submitted in compliance with the requirements of the agreement.
- Indirect cost (i.e. overheads) are not eligible.

| Evaluation Criteria | | |
|---|----------------|----------------|
| Technical Proposal | Minimum Points | Maximum Points |
| Demonstrated previous relevant experience and performance in implementing major agricultural value chain development projects in the WBGS | 15 | 30 |
| Established presence in the main agricultural areas of the West Bank | 2 | 10 |
| Previous experience with FAO or UN agencies or International Institutions | 0 | 5 |
| Established technical human resource capacities with proven expertise in agribusiness development | 8 | 15 |
| Achievability of the proposed work plan within the proposed time-frame | 5 | 20 |
| Financial proposal (20 points) | 20 | |

Pass score: Bidders should score at least 30 points in their technical proposal in order to be considered for the next stage of the evaluation. Bidders with a score below the minimum required for any criteria category will be disqualified

Technical proposals will be evaluated first and ranked accordingly to the above criteria. Please note that the Technical Proposal will comprise 80 percentage weights/points of the overall evaluation.

Points for the financial proposals will be calculated according to the following formula: Points = (A/B)*20



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Example: Bidder A's price is the lowest at [\$10.00]. Bidder A receives [20] points
Bidder B's price is [\$20.00]. Offer B receives $[(\$10.00/\$20.00) * 20 = 10 \text{ points}]$
Bidder C's price is [\$25.00]. Offer C receives $[(\$10.00/\$25.00) * 20 = 8 \text{ points}]$

V. Form of Submission and Closing Date

Your **Technical Proposal** and **Financial Proposal** should be submitted as follows:

- a) **By fax**, to the following fax number: 02-5400766
- b) **By email**, to the following email address: FAO-WBGS-Procurement@fao.org
- c) **By post**, in a sealed envelope marked as follows:

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| CONFIDENTIAL |
| Not to be opened by Registry! |
| SEALED PROPOSAL OSRO/GAZ/406/CAN – 21/17 |
| Attention Ciro Fiorillo, Head of Office |
| CLOSING DATE: <i>10 January 2018- 15:00 hours</i> |
| NAME OF INSTITUTION: [_____] |

To the following address:

Food and Agriculture Organization of the United Nations
Jerusalem Office
26 Mount of Olives Street, Sheikh Jarrah,
P.O. Box 22246, Jerusalem 915 13

Your proposal should reach FAO no later than [15:00] on:

10 January 2018

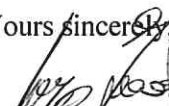
We would appreciate your acknowledging receipt of this invitation and indicating your intention as to whether or not you will submit a Proposal, sending an email to [FAO-WBGS-procurement@FAO.org] or by fax to number: [02-540-0766].

VI. Communications Concerning this Proposal

All communications concerning this Proposal should clearly reference the Proposal number mentioned above by fax to the number: [02-540-0766] no later than **03 January 2018**.

I take this opportunity to express my appreciation of your interest in assisting FAO in its implementation of this undertaking.

Yours sincerely,


Ciro Fiorillo
Head of Office

FAO West Bank and Gaza Strip



