

22 March 2019

Request for quotation (RFQ) – goods or services

RFQ Title:	Support to the SPRING-MUVA-ACT Pilot Accelerator
RFQ Issue Date:	22 March 2019
Terms of Reference / Specifications:	The Goods and/or Services to be delivered are detailed in the attached Schedule
Project	SPRING: A business Incubator for Driving Product Innovation to Improve the lives of girls in poverty
The Company	Palladium International Ltd.
Closing Date and Time	12 April 2019, 5pm BST
Contact Person	Robert Haynie, CEO SPRING Accelerator
Details for Submission	See specifications below

Thank you for your interest in the above procurement. As managing contractor for the Project [delete this part if not associated with a project], the Company invites you to submit a quote for the Goods or Services listed below. Your quote will be valid for the Validity Period.

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

I look forward to your response. If you have any queries, please do not hesitate to contact me on +44 (0) 7470 936 380 or by e-mail rob@springaccelerator.org.

Yours sincerely,

Robert Haynie

CEO, SPRING Accelerator

Terms and conditions

1. Quote Conditions

By submitting a quote, potential suppliers are bound by these terms and conditions. Potential suppliers must submit offers with all details provided in English and with prices quoted in a single currency.

2. Quote Lodgement

The Company may grant extensions to the Closing Time at its discretion. The Company will not consider any quotes received after the Closing Time specified in the RFQ unless the Company determines to do so otherwise at its sole discretion.

3. Evaluation

The Company may review all quotes to confirm compliance with this RFQ and to determine the best quote in the circumstances.

4. Alterations

The Company may decline to consider a quote in which there are alterations, erasures, illegibility, ambiguity or incomplete details.

5. The Company's Rights

The Company may, at its discretion, discontinue the RFQ; decline to accept any quote; terminate, extend or vary its selection process; decline to issue any contract; seek information or negotiate with any potential supplier that has not been invited to submit a Quote; satisfy its requirement separately from the RFQ process; terminate negotiations at any time and commence negotiations with any other potential supplier; evaluate quotes as the Company sees appropriate (including with reference to information provided by the prospective supplier or from a third party); and negotiate with any one or more potential suppliers.

6. Amendments and Queries

The Company may amend, or clarify any aspect of the RFQ prior to the RFQ Closing Time by issuing an amendment to the RFQ in the same manner as the original RFQ was distributed. Such amendments or clarifications will, as far as is practicable be issued simultaneously to all parties.

Any queries regarding this RFQ should be directed to the Contact Person identified on the cover page of this RFQ.

7. Clarification

The Company may, at any time prior to execution of a contract, seek clarification or additional information from, and enter into discussions and negotiations with, any or all potential suppliers in relation to their quotes. In doing so, the Company will not allow any potential supplier to substantially tailor or amend their quote.

8. Confidentiality

In their quote, potential suppliers must identify any aspects of their quote that they consider should be kept confidential, with reasons. Potential suppliers should note that the Company will only agree to treat information as confidential in cases that it considers appropriate. In the absence of such an agreement, potential suppliers acknowledge that the Company has the right to disclose the information contained in their quote.

The potential supplier acknowledges that in the course of this RFQ, it may become acquainted with or have access to the Company's Confidential Information (including the existence and terms of this RFQ and the TOR). It agrees to maintain the confidence of the Confidential Information and to prevent its unauthorised disclosure to any other person. If the potential supplier is required to disclose Confidential Information due to a relevant law or legal proceedings, it will provide reasonable notice of such disclosure to the Company. The parties agree that this obligation applies during the RFQ and after the completion of the process.

9. Alternatives

Potential suppliers may submit quotes for alternative methods of addressing the Company's requirement described in the RFQ where the option to do so was stated in the RFQ or agreed in writing with the Company prior to the RFQ Closing Time. Potential suppliers are responsible for providing a sufficient level of detail about the alternative solution to enable its evaluation.

10. Reference Material

If the RFQ references any other materials including, but not limited to, reports, plans, drawings, samples or other reference material, the potential supplier is responsible for obtaining the referenced material and considering it in framing their quote. And provide it to the Company upon request.

11. Price Basis

Prices quoted must be provided as a fixed maximum price and show the tax exclusive price, the tax component and the tax inclusive price.

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

12. Financial information

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

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

13. Referees

The Company reserves the right to contact the potential supplier's referees, or any other person, directly and without notifying the potential supplier.

14. Conflict of interest

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

15. Inconsistencies

If there is inconsistency between any of the parts of the RFQ the following order of precedence shall apply:

- (a) these Terms and Conditions;
- (b) the first page of this RFQ; and
- (c) the Schedule

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

16. Collusion and Unlawful Inducements

Potential suppliers and their officers, employees, agents and advisors must not engage in any collusive, anti-competitive conduct or any other similar conduct with any other potential supplier or person or quote any unlawful inducements in relation to their quote or the RFQ process.

Potential suppliers must disclose where quotes have been compiled with the assistance of current or former the Company employees (within the previous 9 months and who was substantially involved in the design, preparation, appraisal, review, and or daily management of this activity) and should note that this may exclude their quote from consideration.

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

17. Jurisdiction

This Agreement shall be subject to the laws of the Jurisdiction.

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

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

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

PILOT CONTEXT

Starting in May 2019, ACT in Africa and MUVA will run simultaneous accelerator programmes based on the SPRING Accelerator model. The programmes will launch a few weeks apart in Maputo and Harare following a similar format, but allowing for location-specific variations. While both organizations have run programmes in the past, this marks the first time that they will run a multi-month accelerator using in-depth human centered design.

After four rounds of running its global accelerator, SPRING has many lessons learnt and tools to share with other programmes interested in running similar models. ACT and MUVA have a shared vision for inculcating entrepreneurial mindsets and supporting the development of entrepreneurial ecosystems in Sub-Saharan Africa (SSA). SPRING has been providing frameworks and advice on how to adapt its model for implementation in a more streamlined, localized, and self-sustaining approach. These three organisations have joined together to share best practices, resources and delivery models in order to develop a model that can be scaled to new markets.

As they embark on this journey, SPRING-MUVA-ACT plan to engage a partner to help codify their programme model, evaluate the success of this model, and define their joint value proposition with clear messaging to reach new partners for scale.

APPROACH

The three organizations have been in discussions for months co-designing the concept and aligning interests. Each entity brings a unique perspective and expertise that have been key in the collaboration to date as follows:

- SPRING is a pioneering accelerator working with growth-oriented businesses on innovations that can transform the lives of adolescent girls aged 10-19 living across East Africa and South Asia. After accelerating 75 businesses through 4 cohorts through in-depth human centred design (HCD), SPRING has refined a theory of change (TOC) to better understand social impact and the surrounding business opportunities. SPRING has also developed several frameworks and tools that it continues to document, disseminate, and encourage uptake for others to continue building on its work.
- MUVA is a social incubator that designs and tests innovative approaches for Female Economic Empowerment. The programme works across many areas, including gender lens in private sector development, soft skills, technical and vocation training, facilitating transition of students to the labor market and reducing social norms barriers that hinder women's participation in the economy. MUVA is DFID's largest Female Economic Empowerment programme in Mozambique and has this year started to implement some of its successful approaches in other countries of Sub-Saharan Africa and Brazil. MUVA has a strong monitoring, evaluation, and learning (MEL) team that will be bring best practices into this accelerator pilot and help hone the process for scale.
- ACT in Africa is a holistic entrepreneurship development program that encompasses entrepreneurial training, mentorship, acceleration, and access to seed capital. The ACT Entrepreneurship Program was launched in 2014 and the curriculum developed over a 4-year period in collaboration with MBA students from the Haas School of Business at the University of California, Berkeley, the University of Zimbabwe, and Africa University. It integrates global best practices in entrepreneurship training and local experience to provide a unique Entrepreneurship Program relevant to aspiring entrepreneurs in Zimbabwe.

OBJECTIVES

The degree of alignment between ACT and MUVA and the extent to which the programmes build on lessons learnt will largely determine how the model will be successful in scaling and adapting in new locations. The initial timeframe to assess the pilots' true impact on business fundamentals or surrounding communities will likely not be long enough to draw definitive conclusions. However, given the strong TOC and programme design to date, the collaboration can provide helpful anecdotes and pieces of evidence to a) demonstrate progress externally and b) generate internal lessons for programme improvement. The partners have developed a set of MEL indicators to

measure the impact of their work on the communities they serve, but further refinement, validation, and documentation is required to complement that work, in particular to assess the joint programme model and interim 'signals of progress' that will shape the emergent impact story for potential new partners and donors.

For these reasons noted above, the accelerators hope to engage a coordinating partner to align the various parties on outcomes, capture evidence of initial progress, and develop a clear learning agenda to validate and enrich the collaboration with a view to producing a polished external document useful to the broader ecosystem. The objectives of this engagement are to:

1. Help SPRING / ACT / MUVA codify its joint programmatic model with reference to the broader accelerator ecosystem in SSA and understand 'signals of progress'
2. Assess the cross-learnings of the pilots once underway to generate insights and recommendations on internal lessons for improvement and externally shareable evidence on initial success of the impact on the businesses, communities, and economies served
3. Articulate the unique value proposition of the scalable model resulting from the pilots and generate leads for potential partners interested in helping reach new markets through this approach

The selected provider will work closely with members of the SPRING Accelerator team who will be responsible for quality assurance and final acceptance of the deliverables outlined below.

DELIVERABLES

In line with the above, the engagement will include the following deliverables that will need to be delivered subsequently over a period of 6 months between May to November 2019 with varying degrees of effort across the timelines as needed.

1. An initial report that leverages pre-existing studies on the incubator and accelerator landscape across SSA and worldwide that:
 - o Establishes the unique value proposition of the SPRING-MUVA-ACT operating model;
 - o Proposes various ecosystem actors as potential partners and competitors;
 - o Identifies opportunities and threats for scaling the pilot programmes.
2. A summary of insights and recommendations on program effectiveness and operational efficiency based on the aforementioned signals of progress. This document will help inform adaptive programme management as the pilots continuously seek to improve the accelerator model until close out.
3. A "roadmap" or external document that defines a pathway for the pilot model to impact the accelerator ecosystem, including a clearly defined TOC, learning agenda, and an overview of available evidence on its model and best practices. This polished report will include the business case of the model and focus on the aforementioned unique value proposition and signals of progress, including a growth strategy and/or investment model for engaging prospective partners to reach new markets. A priority list of funders should be developed in parallel, while the selected partner will test and refine the messages (i.e. what is the most resonant value proposition for the model, delivered through what channels) for ongoing use of the external report to engage priority targets.
4. A final report released after the pilots end that assesses initial outputs / results of the programmes and analyzes projected growth / impact of the participating businesses. This report will leverage the metrics captured by MUVA and ACT as part of the aforementioned MEL framework for the pilot.

INDICATIVE BREAKDOWN OF ACTIVITIES:

Activity	Description	Timing
1	Conduct market research	May – June 2019
2	Attend Boot Camps in Mozambique and Zimbabwe	May – August 2019
3	Submit initial assessment report	June 2019
4	Provide recommendations on pilot model	July 2019
5	Produce roadmap for scale with value prop and signals of progress	August 2019
6	Develop list and engage potential partners to reach new markets	Ongoing
7	Deliver final report gauging pilot results	November 2019

REQUIRED SKILLS AND EXPERIENCE

- In-depth knowledge of the entrepreneurial ecosystem, impact investing, and the global development industry, especially in the context of SSA
- An understanding of female economic empowerment, gender lens investing, and strategies that empower adolescent girls and young women
- Experience working with accelerators and supporting the growth of social enterprises
- Expertise in launching new products or services and securing investment capital to scale business models
- Knowledge of in design thinking and research, including participatory approaches and research methodologies/activities
- A track record generating insights from qualitative research and developing full-scale reports

Team member(s) with fluency in English and Portuguese

PROPOSALS

Proposals must comprise of a Technical proposal and a Financial proposal and these must be submitted in separate files.

The Technical proposal should contain the following elements:

- Overall approach and methodology;
- Proposed team for the assignment including including a brief CV (2 pages max) per team member;
- Description of proposed activities with workplan listing the timelines for delivery and the Level of Effort (days/hours) allocated to individual team members per activity;

The Financial proposal should contain the following elements:

- Personnel inputs and fee rates split out per deliverable (see above);
- Reimbursable expenses per deliverable;
- Proposed payment schedule.

CONTRACT AWARD

The initial contract for this assignment will be with Palladium International Ltd., the company that is contracted to manage the SPRING Accelerator on behalf of DFID. The selected provider will not be contracted for the entire assignment but in stages in accordance with the timeframe and resources required to produce the deliverables outlined above.

Since the SPRING Accelerator will come to an end in September 2019, the contracting for the deliverables due after 15 July 2019 might be taken on by one of the other partners of the pilot accelerator (MUVA or ACT).

Palladium reserves the right to amend, add to or withdraw all or any part of this RFQ at any time during the Procurement Process. Potential Suppliers will remain responsible for all costs and expenses incurred by them, their staff, and their advisors or by any third party acting under their instructions in connection with this RFQ. This will be regardless of whether such costs arise as a result of any direct or indirect amendments made to this RFQ at any time. In the event that none of the Proposals submitted in response to this RFQ are considered satisfactory, Palladium reserves the right to consider alternative procurement options or not to award

If your quote is successful, you will be required to enter into the Company's standard contract for the types of goods or services being provided. In the provision of the Goods and Services, you will be required to comply with the Company's policies, including (without limitation) its Business Partner Code of Conduct and any relevant Project Manual. Potential suppliers must also comply with the Company's Business Partner Code of Conduct in the submission of any quotes pursuant to this RFQ.

If you are bidding as part of a joint venture, partnership or similar, please make this clear in your submission. Likewise, if you propose to subcontract any part of the goods or services provision, then disclose this fact within your submission. The Company may require additional information from you and approval for subcontracting will not be automatic as subcontractors will be subject to Palladium's Due Diligence process.