

January 6, 2023

Subject: Request for Proposal - Assessing Pioneering Enterprises (PEs) through  
Screening, Business Profiling and Conducting Diagnostic Assessments – Amendment 1

Reference: Vietnam Improving Private Sector Competitiveness Project (IPSC)

Dear Potential Offerors:

Please find below the amended schedule for the referenced Request for Proposal for the Vietnam Improving Private Sector Competitiveness Project (IPSC). Please note that the submission of question and closing submission dates have been extended.

Vietnam Improving Private Sector Competitiveness Project (IPSC) (“Deloitte”) in support of the USAID Improving Private Sector Competitiveness (IPSC) invites your organization to submit a Technical and Cost Proposal in support of the “Assessing Pioneering Enterprises (PEs) through Screening, Business Profiling and Conducting Diagnostic Assessment” activity. The detailed description of services required is included in Enclosure 2 – Scope of Work (SOW). Proposal procedures and instructions are enclosed and made a part of this request.

Thank you for your interest in this future procurement. We look forward to working with your organization on this opportunity.

Sincerely,

Amanda Mays  
Lead Subcontracts Administrator  
[ammays@deloitte.com](mailto:ammays@deloitte.com)  
Government and Public Services Contracts  
Subcontracts and Purchasing

## Proposal Procedures and Instructions

### Section 1: General Instructions for Proposal Submission

Throughout this Request for Proposal, reference to Deloitte has the same meaning as Vietnam Improving Private Sector Competitiveness Project (IPSC).

#### Planned Schedule of RFP Events

The planned schedule for this Request for Proposal include the following items:

##### ***Submission of Question***

Questions must be submitted in writing to the email provided below by January 11, 2023 by 5:00 pm Hanoi time

##### ***Release of Answers***

IPSC anticipates release of answers no later than January 12, 2023

##### ***Closing Submission Date***

Proposals must be submitted not later than January 18, 2023 by 5:00 pm Hanoi time

##### ***Anticipated Award***

The anticipated award date for this subcontract agreement is February 2023.

#### Proposal Submission

Submit the proposal by the closing date by email to:

##### **Amanda Mays**

Lead Subcontracts Administrator  
Deloitte Services  
Government & Public Services Contracts  
Subcontracts and Purchasing

#### Inquiries

Direct all inquiries in writing to [ammays@deloitte.com](mailto:ammays@deloitte.com) with a copy to [lannguyen@ipsc.vn](mailto:lannguyen@ipsc.vn) and [danielee@deloitte.com](mailto:danielee@deloitte.com)

#### Notice of Intent

The Offerors are requested to notify Deloitte of their interest to submit a response. A response is necessary so that Offerors may receive Questions and Answers (Q&A) and any amendments that may be released. Deloitte is not responsible for bids that are non-compliant as a result of failure to submit a Notice of Intent.



### Personnel Nepotism Check

Are any personnel proposed or personnel that may be proposed in support of this engagement related to, or living in the same household as, a partner, principal, employee and/or contractor of any Deloitte U.S. Firm?

[ ] Yes [ ] No

If “yes” provide the following information in your proposal/response:

**Personnel Nepotism Response:**

Name of Personnel:

Name(s) of Deloitte partner, principal, employee, and/or contractor:

Deloitte U.S. Firm office:

Relationship to individual:

### Proposal Conditions

All costs incurred in the preparation of a proposal responding to this Request for Proposal will be the sole responsibility of the offeror and will not be reimbursed by Deloitte. Unless otherwise stated, all materials submitted by the offeror in response to this request for proposal shall become the property of Deloitte.

### Late Proposals

Late proposals may not be considered. Confirmation of receipt is the sole responsibility of the offeror.

### Responsibility for Compliance with Legal Requirements

The offeror’s products, services, and facilities shall be in full compliance with all applicable federal, state, and local laws, regulation, codes, standards, and ordinances, regardless of whether or not they are referred to by Deloitte.

### Anti-Kickback Act of 1986

Anti-Kickback Act of 1986 as referenced in FAR 52.203-7 is hereby incorporated into this request as a condition of acceptance. If you have reasonable grounds to believe that a violation, as described in paragraph (b) of FAR 52.203-7 may have occurred, you should report this suspected violation to the Deloitte integrity helpline at 1-866-850-1485 or 1-503-748-0570, outside of the US, or [www.integrityhelp.com](http://www.integrityhelp.com). You may report a suspected violation anonymously.

### Reservation of Rights

In no event shall there be a right to protest or seek a claim based on Deloitte’s exercise of its discretion or judgment in evaluating or awarding an agreement arising from or relating to your offer. Deloitte reserves the right to reject any and all proposals received in response to this Request for Proposal. An award made for an accepted offer will be in accordance to this request for proposal and associated negotiations. Deloitte reserves the right to cancel this procurement at any time without prior notice. This request does not commit Deloitte to award an agreement, to pay any costs incurred in the preparation of a proposal to this request, or to procure for services or supplies. Deloitte may require the offeror to participate in discussions, solely at Deloitte’s discretion, and to submit such monetary, technical, or other revisions of their proposals that may result from such discussions. The offeror expressly waives any and all rights and remedies under any civil action arising from or related to the submittal of a proposal.



### Confidential Information

Notwithstanding any agreements, including any separate nondisclosure agreements, already in place between the parties, Deloitte assumes no obligation regarding confidentiality of all or any portion of a proposal or any other material except that Deloitte may not disclose any portion which the prospective supplier clearly designates as containing proprietary information by affixing the legend in the title page:

*“This proposal includes data that shall not be disclosed outside of Deloitte and shall not be duplicated, used, or disclosed—in whole or in part—for any purpose other than to evaluate this proposal. If, however, a subcontract is awarded to this offeror as a result of—or in connection with—the submission of this proposal, Deloitte shall have the right to duplicate, use, or disclose the data to the extent provided in the resulting subcontract. This restriction does not limit the Deloitte's right to use information contained in this data if it is obtained from another source without restriction.”*

Additionally, mark each sheet of data to restrict with the following legend:

*“Use or disclosure of data contained on this sheet is subject to the restriction on the title page of this proposal.”*

Your proposal is subject to the Freedom of Information Act in accordance with US Federal law.

### Authorized Geographic Code

The authorized geographic code for procurement of goods and services under this request is 937.

### Currency

This request is for services outside the United States with payment through the Vietnam Improving Private Sector Competitiveness Project (IPSC) imprest fund. Local firms will be paid in Vietnamese Dong.

## **Section 2: Deloitte Vendor Portal Required Documentation**

The following items are required to be completed within and / or noted in your offer as current in the Deloitte Vendor Portal in order to be considered responsive to this Request for Proposal.

### Deloitte Representations and Certifications

Participation as a vendor, consultant, or subcontractor in Deloitte's Government & Public Services (GPS) Practice requires registration on Deloitte's vendor portal. Registration is completed with an individual user account at: <https://vendorportal.gps.deloitte.com>

Complete the Prospective Vendor Questionnaire (PVQ) located on the vendor portal. This questionnaire is completed only once for each supplier legal entity. Upon registration, an email notification confirming that an account has been established will be issued. Additionally, login credentials to gain access to the e-Invoice system will be provided via email notification.

Once registered, complete the Deloitte Representations and Certifications to include:

- “Deloitte Representations and Certifications” for either Federal or Foreign companies.
- “Deloitte Project Specific Representations and Certifications”

## Certificate of Insurance

Prior to the commencement of services, the Offeror shall furnish Vietnam Improving Private Sector Competitiveness Project (IPSC) with Certificates of Insurance (or evidence of self-insurance) for all insurance required herein. A summary of the required insurance is outlined below:

| Country | Workers Compensation (WC) | Employers Liability (EL) | Personal Accident (PA)                  | General Third Party Liabl | Professional Liabil | Auto Liability (BI = Third Party Bodily Injur., PD = Third Party Property Damage) |
|---------|---------------------------|--------------------------|-----------------------------------------|---------------------------|---------------------|-----------------------------------------------------------------------------------|
| Vietnam | 1,000,000                 | not required             | Minimum Death Benefit 3 x Annual Salary | 50,000                    | 25,000              | PD/BI 25,000                                                                      |

All requests for waivers or changes to these requirements must be in writing with an explanation why the change is warranted.

### Section 3: Technical and or Business Proposal

**Technical Capabilities Statement** – Offerors must provide a detailed description of their technical capabilities to manage, implement, and deliver the expected/quality results of the SOW provided in Enclosure 2 and their technical approach and methodology of implementing the activities in order to achieve quality deliverables. This section should be no more than three pages.

**Methodology** – Offerors must submit their methodology and anticipated timeline for completion of each of the three tasks. This should be no more than two pages.

**Management Overview and Expert Qualifications** – Offerors shall submit an overview of their company's management structure, as well as a summary of qualifications for proposed staff to complete the Scope of Work. This section should be no more than five pages.

**Past Performance References** – Offerors should submit at least three (3) past performance references completing similar work of size and scope.

### Section 4: Price Proposal

Your proposal is considered valid for 90 days after submission unless stated otherwise in your offer.

The price of the subcontract to be awarded will be an all-inclusive fixed price. No profit, fees, taxes, or additional costs can be added after award. Nevertheless, for the purpose of the proposal, offerors must provide a detailed budget showing major line items, e.g. positions, level of effort and fully burdened daily rates for each item included in the deliverables table. A summary of the total cost for each deliverable is included in the attached budget template.

All cost/price information must be expressed in VND.

## Format

See **Enclosure 3** for a sample budget template.

## Taxes

All costs must be inclusive of VAT. VAT will not be authorized after award.

## Lower-tier Subcontractors and Consultants

Any work outsourced must be identified with cost and any additional allowable burdening identified. Include a fair and reasonable price determination for these costs. Note that any lower-tier subcontracts and consultants must be cleared by Deloitte Government & Public Services Practice's Third-Party Relationship Management (TPRM) staff.

## **Section 5: Evaluation Criteria**

This RFP will use the tradeoff process to determine best value. That means that each proposal will be evaluated and scored against the evaluation criteria and evaluation sub-criteria, which are stated in the table below. Cost/Price Proposals are not assigned points, but for overall evaluation purposes of this RFP, technical evaluation factors other than cost, when combined, are considered nearly equal to cost factors. If technical scores are determined to be equal or nearly equal, cost will become the determining factor.

In evaluating proposals, Deloitte will use the following evaluation criteria and sub-criteria:

| <b>Evaluation Criteria</b>                     | <b>Evaluation Sub-criteria</b>                                                                                                                                                                                        | <b>Maximum Points</b> |
|------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| <b>Technical Capabilities Statement</b>        |                                                                                                                                                                                                                       | <b>30</b>             |
|                                                | Quality and feasibility of the proposal and how it can reasonably be expected to produce the intended outcomes, appropriateness of the proposed technical approach and methodology, and innovative solutions offered. | 20 points             |
|                                                | Clear demonstration of understanding and elaborating on the required scope of work, how progress and impact will be tracked, measured and reported.                                                                   | 10 points             |
| <b>Total Points – Corporate Qualifications</b> |                                                                                                                                                                                                                       | <b>30 points</b>      |
|                                                |                                                                                                                                                                                                                       |                       |
| <b>Methodology</b>                             |                                                                                                                                                                                                                       | <b>40</b>             |
|                                                | A proposed methodology and anticipated timeline which describes how the offeror intends to carry the attached SOW.                                                                                                    | 40 points             |

|                                                      |                                                                                                                                                                                                |                   |
|------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
|                                                      |                                                                                                                                                                                                |                   |
| <b>Total Points – Methodology</b>                    |                                                                                                                                                                                                | <b>40 points</b>  |
|                                                      |                                                                                                                                                                                                |                   |
| <b>Management Overview and Expert Qualifications</b> |                                                                                                                                                                                                | <b>30</b>         |
|                                                      | Demonstrated relevant long-term experience of key staff and experts with proven background, experience, and capabilities to deliver the required technical services as evidenced in their CVs. | 25 points         |
|                                                      | Administrative structure, technical, and logistical capacity to accomplish the scope of work, and the company possess a valid business license and registration verified by legal documents.   | 5 points          |
| <b>Total Points – Management</b>                     |                                                                                                                                                                                                | <b>30 points</b>  |
| <b>Total Points</b>                                  |                                                                                                                                                                                                | <b>100 points</b> |

Evaluation points will not be awarded for cost. Cost will primarily be evaluated for realism and reasonableness. If technical scores are determined to be nearly equal, cost will become the determining factor.

This RFP utilizes the tradeoff process set forth in FAR 15.101-1. Deloitte will award a subcontract to the offeror whose proposal represents the best value to Deloitte and the IPSC project. Deloitte may award to a higher priced offeror if a determination is made that the higher technical evaluation of that offeror merits the additional cost/price.

## Section 6: Required Additional Documentation

The following items are required to be completed and submitted with your offer to be deemed responsive.

### Commercial Item Determination

This form is required to capture whether or not your offer is to provide goods and services offered in quantity to the general public. A response of commerciality must include substantiating documentation.

### Organizational and Consultant Conflicts of Interest Certification (OCI)

Based on review of the enclosed Statement of Work, the OCI certificate is to be completed and submitted along with an “Organizational Mitigation Plan” when warranted to mitigate a conflict or appearance of a conflict.

## Agreement

Vietnam Improving Private Sector Competitiveness Project (IPSC) anticipates that Vietnam Improving Private Sector Competitiveness Project (IPSC) and the selected offeror will execute separate agreements substantially in the form or similar to the terms contained in the enclosed agreement which when fully executed will obligate the selected offeror to all commitments contained in the selected offer's proposal.

In accordance with the enclosed agreement, should this offer result in award the anticipated agreement type is as listed below.

In the event you desire to make any additions, deletions, or changes in the agreement, you must set forth the specific proposed contractual language in detail in your proposal submission. If you do not set forth specific proposed contractual language in your proposal, you will be expected to execute the agreements in the form attached hereto if you are the selected offeror. Your setting forth specific proposed contractual language may be subject to negotiation prior to the selection of an offeror.

Deloitte reserves the right to include additional customer required clauses in any final agreement.

## **Section 6: List of Enclosures**

- Enclosure 1: Proposal Procedures and Instructions
- Enclosure 2: Statement of Work/Scope of Work
- Enclosure 3: Budget Template
- Enclosure 4: Commercial Item Determination Checklist
- Enclosure 5: Organizational Conflict of Interest
- Enclosure 6: Sample Subcontract

## ENCLOSURE 2

### ASSESSING PIONEERING ENTERPRISES THROUGH SCREENING, BUSINESS PROFILES, AND CONDUCTING DIAGNOSTIC ASSESSMENTS

#### SCOPE OF WORK

##### 1. Background - Improving Private Sector Competitiveness (IPSC)

USAID's Improving Private Sector Competitiveness Activity (hereafter referred to as "IPSC" or the "Activity") supports Vietnam's private sector development, consistent with the direction and objectives of the Government of Vietnam (GVN), to improve the capacity and number of private businesses, enhance the policy environment where there are barriers to private sector development, and strengthen Vietnam's competitiveness. Vietnam has taken significant strides towards sustainable economic growth, however small and growing businesses (SGBs) face numerous challenges in accessing knowledge, capital, and markets. IPSC seeks to remove policy, market, and firm-level constraints inhibiting the growth of SGBs, including those owned or led by women and vulnerable populations. The goal of IPSC is to foster an innovative and dynamic private sector that expands economic opportunities domestically and is competitive regionally and globally. IPSC is comprised of four interrelated Objectives:

- **Objective 1.** Building business management capacity of SGBs, including those led by vulnerable populations.
- **Objective 2.** Improving efficiency and productivity by promoting innovation, technology adoption, and sustainable business models.
- **Objective 3.** Enhancing the business enabling environment (BEE) for a broad-based inclusive economy.
- **Objective 4.** Strengthening business-to-business (B2B) and cross-sectoral linkages.

##### 2. Purpose

One of IPSC's main objectives is supporting 60 PEs to receive customized technical assistance under the overall support package "Vietnamese Value – Reach out to the World" to create products with added value and Vietnamese intellectual property, nurturing them to become sustainable models for other SGBs to emulate and scale up proven examples. A PE is a growing Vietnamese enterprise with Vietnamese-branded products, sufficient competitiveness, the ability to lead and expand in the industry, sector, and locality, strong management capacity and willingness to innovate and produce products with high added value, with the vision and objective to build a Vietnamese brand in international markets. Positioning the "Made by Vietnam" product brand successfully in regional and international markets is a priority for PEs.

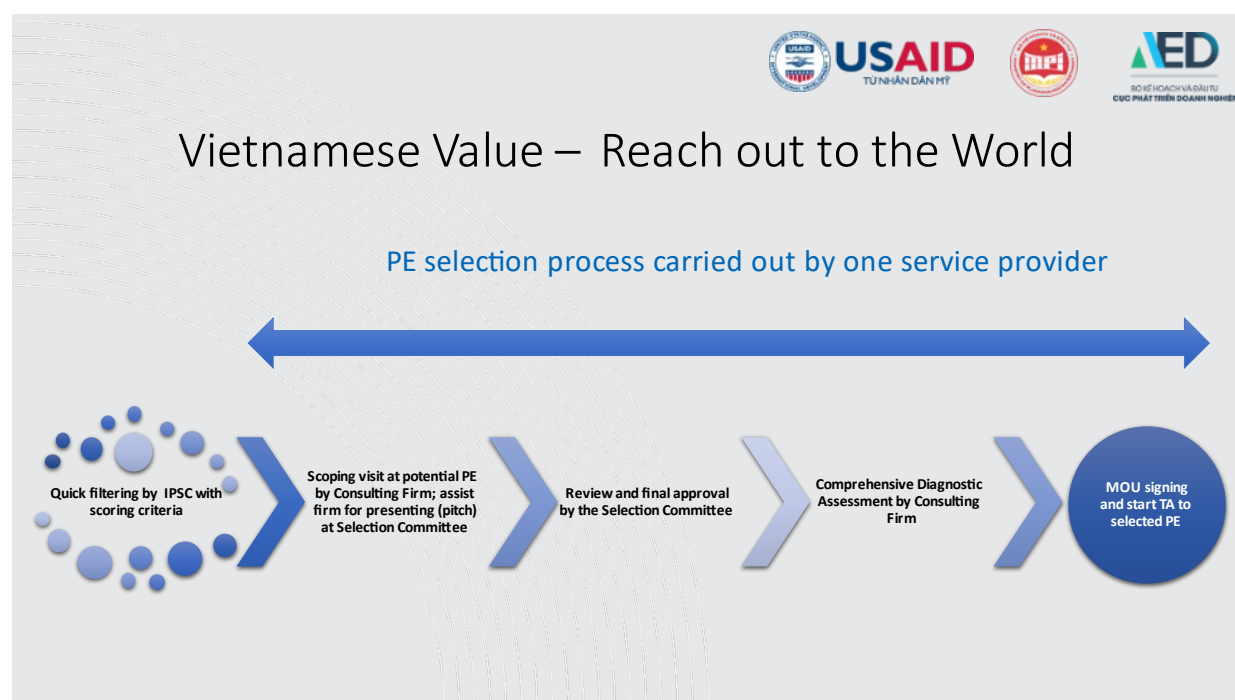
Each support package will be customized for the individual PE, depending on their situation, needs, development capacity, commitment to participate, and willingness to co-invest. The support packages will

focus on facilitating BDSPs and technical experts to deliver consulting services and specialized training to help enterprises strengthen their governance, management capability, and strategies (including strategy development, business model refinement, brand positioning, marketing, innovation, communications, and human resource development). IPSC will develop Key Performance Indicators (KPIs) for each supporting package so PEs can quantify results achieved and evaluate the effectiveness of the results.

Eventually, IPSC anticipates creating a substantial network of mentors and experts within selected PEs to provide sustainable guidance and support for other SGBs. A key point of emphasis is working with PEs on product development to reach regional and international markets through innovation, improved business strategies, while fostering linkages and established networks. Through leveraging existing relationships with buyers, traders, and customers, as well as new trading partners, IPSC can continue the incredible growth of high value products and exports that Vietnam has consistently produced, emphasizing technology, e-commerce, and digital solutions.

In this context, IPSC launched an intake of potential PEs and closed the application period in March 2022 for the first batch. For the second batch, the project ended the application phase on November 15, 2022 and received 110 submissions with 51 eligible firms.

The following graphic describes the overall selection process:



This assignment seeks service providers to carry out and complete the assessment, and analysis of qualified PEs from the scoping visits to signing the MOU with the individual firm. In addition, the service provider will assist the potential PE to prepare a summarized presentation of the Business Profile as a “pitch” to the PE Selection Committee, conduct a diagnostic assessment of qualified firms, and facilitate signing an MOU between the firm, AED, and IPSC.

### 3. Objectives

- a. Conduct Scoping Missions and assist short-listed candidates to prepare presentations for the PE Selection Committee.
- b. Conduct a comprehensive Diagnostic Assessment for the approved PEs.
- c. Draft an MOU between IPSC, each PE, and AED.

### 4. Tasks and Responsibilities/Implementation Plan

To implement this assignment, IPSC will mobilize a consultancy firm to conduct the tasks described below.

**Task 1:** *Prepare and conduct on-site Scoping Missions at short-listed candidates facilities or offices, compose Business Profiles and assist the candidates to complete PE Business Profiles for IPSC's PE Selection Committee consideration*

To start during the week of February 13, 2023 *[Estimated timeframe: three (3) weeks for completion]*

- Propose a Concept Note that describes the methodology, selection mechanism with a tentative timeline and resource plan, and questionnaire for the field visit.
- Prepare and conduct on-site Scoping Missions that include an outline of the Business Profiles, an introduction about IPSC, the purpose and expected outcome, interview plan, overall selection process, and next steps.
- Compile data to compose Business Profiles for each of the selected PE candidates for IPSC's PE Selection Committee consideration. The Business Profiles shall include recommendations from the service provider if the PE candidate should be considered for further IPSC support.
- Submit a summary report of PE candidate Business Profiles and propose selection criteria for the Selection Committee to determine a list of PEs for diagnostic assessments.

**Task 2:** *Organize and assist during PE Selection Committee meetings to review and approve final PEs for further IPSC support.*

To be completed by week March 3, 2023 *[Estimated timeframe: Two (2) weeks for completion]*

- Prepare the scoring list and guidelines for the evaluators.
- Arrange the PE Selection Committee meetings, including informing participants about the Business Profiles
- The service provider will attend the Steering Committee meetings as representative of the PE and present the business profile, and answer questions if needed.
- Propose suitable PEs (a list of 10 firms) for the next intake.

**Task 3:** *Carry out a comprehensive Diagnostic Assessment for the approved final PE candidates.*

To begin during week March 13, 2023 *[Estimated timeframe: 14 weeks for completion]*

- Propose methods to conduct the PE diagnostic assessment, including assessment framework, assessment methods, forms, questionnaires, and supporting tools (if any) to analyze the strengths and weaknesses of each PE.

- Conduct a status assessment for the selected PEs and prioritize solutions for improving the PE's competitiveness in existing regional and international markets.
- Develop a 3-5-year business strategy or update an existing business strategy for PEs, including strategic directions on products/services, and target markets, if the PE owner requests IPSC support and commits required leadership and staff engagement.
- Support PE to identify initiatives and develop an Implementation Roadmap for improving business performance and competitiveness.
- Recommend technical assistance interventions for IPSC as part of an Implementation Roadmap, including cost-sharing commitments from selected PEs.
- Draft an MOU between IPSC, each PE, and AED.
- Compose the final Diagnostic Assessment report.

## 5. Key Performance Indicators and Results

Implementing this activity will contribute to the following IPSC monitoring and evaluation indicators:

The key indicator is the number of PEs provided with technical support packages, according to their needs, to bring Vietnamese-branded products to regional and international market. Therefore, IPSC will apply the following monitoring and evaluation indicators:

- Indicator PMU-1f: Number of PEs conducted diagnostic assessments. The target is 30.
- Indicator PMU-1g: Number of PEs signed MOU with IPSC. The target is up to 30.
- Indicator PMU-1a: Number of woman led PEs. The target is at least 20% of the total number of PEs selected and assessed.

## 6. Deliverables

The selected firm are expected to submit the following required deliverables for each phase of the Scope of Work:

| #          | Deliverable                                                                                                                                                                                | Due Date | Deliverables Required                                                                                                                                                                                                                             |
|------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>1</b>   | <b>Task 1: Prepare and conduct on-site Scoping Missions at short-listed candidates facilities or offices and compose Business Profiles for IPSC's PE Selection Committee consideration</b> |          |                                                                                                                                                                                                                                                   |
| <b>1</b>   | Concept Note                                                                                                                                                                               |          | Concept Note should include proposed methodology, timeline and resources needed that outlines how the offeror intends to carry out the assignment for completion of the tasks outlined in the Scope of Work. This should be no more than 5 pages. |
|            | Meeting Minutes                                                                                                                                                                            |          | Write up of all meeting minutes for each meeting completed during Task 1                                                                                                                                                                          |
| <b>1.1</b> | PE Business Profiles for each visited firm including recommendation for each PE on proceeding to Diagnostic Survey                                                                         |          | The Business Profile should cover the following four sections: Leadership, Products & Services, Markets & Competition,                                                                                                                            |

| #   | Deliverable                                                                                                                                                                                                                                                                                 | Due Date          | Deliverables Required                                                                                                                                                                                                                                                                       |
|-----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|     |                                                                                                                                                                                                                                                                                             | February 16, 2023 | Governance & Corporate Culture. This should be not more than 5 pages per Profile.<br><br>The recommendations of the offeror should be based on selection criteria provided by ISPC (template to be provided).                                                                               |
| 1.2 | Summary report of all on-site visited PEs                                                                                                                                                                                                                                                   |                   | The summary report should include at minimum the following contents: Executive Summary (background, selection criteria, approach and methodology, overview on visited PEs) and include all business profiles.                                                                               |
| 2   | Task 2: Organize and assist during PE Selection Committee meetings to review and approve final PEs for further IPSC support.                                                                                                                                                                |                   |                                                                                                                                                                                                                                                                                             |
| 2.1 | PE Selection Committee Meeting Minutes                                                                                                                                                                                                                                                      | March 1, 2023     | Meeting minutes for selection committee meetings                                                                                                                                                                                                                                            |
| 2.2 | Final list of PEs for Diagnostic Assessments                                                                                                                                                                                                                                                |                   | Final list of agreed PEs for Diagnostic Assessments                                                                                                                                                                                                                                         |
| 3   | Task 3: Carry out a comprehensive Diagnostic Assessment for the approved final PE candidates.                                                                                                                                                                                               |                   |                                                                                                                                                                                                                                                                                             |
| 3.1 | Assessment tool and methodology                                                                                                                                                                                                                                                             | March 27, 2023    | Assessment tool and methodology for completion of assessment, including forms, questionnaires and other materials to be used                                                                                                                                                                |
| 3.2 | Preliminary Status assessment report                                                                                                                                                                                                                                                        |                   | The report should cover the following sections (not exhaustive): main activities during reporting period, challenges/difficulties encountered and planned measures to mitigate, main activities planned for the upcoming period, pending issues, other remarks (if needed)                  |
| 3.3 | Strategy Framework                                                                                                                                                                                                                                                                          | April 10, 2023    | Methodological framework for business strategy development and the forms (if needed) for preliminary financial planning                                                                                                                                                                     |
| 3.4 | Analytical documents supporting the development and completion of business strategies, including studies and analysis of the external environment (PESTEL, 5 Forces, Value chain analysis, supply chain assessments) for products/ PE's core services and target markets; and SWOT analysis |                   | Analytical documents supporting the development and completion of business strategies, including studies and analysis of the external environment (PESTEL, 5 Forces, Value chain analysis, supply chain assessments) for products/ PE's core services and target markets; and SWOT analysis |
| 3.5 | Discussions and meetings with PE leaders on the results of the preliminary strategic and financial plan review.                                                                                                                                                                             |                   | Meeting minutes of discussions (at least two meetings per PE)                                                                                                                                                                                                                               |

| #          | Deliverable                                                                                                                                                                                                                                                            | Due Date      | Deliverables Required                                                                                                                                                                                                                                                                 |
|------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 3.6        | Implementation Roadmap and Meeting Minutes                                                                                                                                                                                                                             | May 08, 2023  | The implementation roadmap should cover the following contents (not exhaustive): Executive summary, methodology, list of recommended interventions that lays out IPSC and PE coverage, and its rationale why they have been proposed, cost estimate with timeline for implementation. |
| 3.7        | Recommendations for IPSC funded initiatives from Implementation Roadmap of each PE                                                                                                                                                                                     | May 22, 2023  | List of proposed activities for IPSC to provide support for each PE                                                                                                                                                                                                                   |
| 3.8        | Propose suitable PEs (a list of 10 firms) for the next intake                                                                                                                                                                                                          |               | List of 10 PEs that meet the IPSC selection criteria                                                                                                                                                                                                                                  |
| 3.9        | The draft MOU between the PE and IPSC for agreed technical assistance activities, including a coordination mechanism between the PE and IPSC: resources of both sides in terms of human and financial resources; division of responsibilities; and implementation plan |               | Signed MOU on template provided by IPSC                                                                                                                                                                                                                                               |
| 3.10       | Final Diagnostic Report                                                                                                                                                                                                                                                | June 18, 2023 | Final Diagnostic Report on template provided by IPSC                                                                                                                                                                                                                                  |
| Total time |                                                                                                                                                                                                                                                                        | 19 weeks      |                                                                                                                                                                                                                                                                                       |

## 7. Timeframe and Place of Performance:

This activity is expected to start from February 06 until June 18, 2023 and will be implemented in Vietnam, depending on the nature of the locations of each activity mentioned above.

## 8. Budget and Conditions

The budget ceiling for this SOW is \$40,000 - \$50,000 per PE.

For the purposes of this SOW, the subcontractor is requested to price one complete cycle – scoping, selection, and diagnostic assessment. The offeror shall provide a detailed budget for fulfilling each above-required tasks using the template provided. The offeror should also provide a breakdown of the costs proposed by labor (showing number of days and daily rate). The subcontractor should not include any travel or other direct costs (ODC) at this time. Cost per line item must be in VND and must include VAT. Please use the provided budget template.

The anticipated subcontract type is an Indefinite Delivery Indefinite Quantity (IDIQ) Subcontract with Fixed Price Task Orders. Task Orders will be issued to authorize work for phases of the PE cycle. Detailed Task Order budgets will be negotiated prior to the start of work which outline the number of PEs to be completed per phase ordered. The total cost will be based on the price per phase multiplied by the number of PEs supported.

## 9. Crosscutting Approaches: Gender and Social Inclusion Initiatives

Gender and Social Inclusion (GESI) in IPSC provides priority to women-owned and disadvantaged SGBs. Gender and Social Inclusion (GESI) initiatives should be integrated directly into the activities above<sup>1</sup>.

USAID Improving Private Sector Competitiveness Key Concepts and Definitions:

- **Small and Growing Business (SGB):** An organization/economic unit of Vietnam, including enterprises, under the provisions of the Law on Enterprises, cooperatives operating under the provisions of the Law on Cooperatives, and business households registered in accordance with Vietnamese law, which employs no more than 500 full-time employees, has growth potential but lacks the resources of knowledge, finance, human resources, and technology to realize its goals and growth potential.
- **Pioneering SGBs or Pioneering Enterprises (PEs):** A growing Vietnamese enterprise with Vietnamese-branded products, good competitiveness, the ability to lead and expand in the industry, sector, and locality, good management capacity and willingness to innovate and produce products with high added value, with the vision/objective to build a Vietnamese brand in the international market.
- **Business Development Service Provider (BDSP):** Agencies, organizations and enterprises in both the public and private sector with functions, duties/business lines providing non-financial services to support enterprises to improve operational efficiency and business development.
- **Business Support Organization (BSO):** An organization with the function and mission to connect and support business development, often including business associations/clubs, industries, etc.

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<sup>1</sup> Offerors should collaborate with IPSC gender expert to design the training courses that have more gender sensitiveness and assure the full participation of women-owned and disadvantaged SGBs. In addition, during the implementation of the training/coaching session, gender sensitiveness services that consider the gender difference such as ages, geography, ethnicity, disabilities and others should be consulted according to GESI guideline and reported timely to IPSC. For the evaluation of training/coaching quality, insights from women-owned and disadvantaged SGBs should be analyzed to assist those groups better. All kinds of data will assist IPSC to figure out more effective interventions that help SGBs to practically apply what they learn on reality. A GESI guideline and instructions will be provided to consultants as needed.

## ENCLOSURE 4

### Commercial Item Determination

Proposal Evaluation

|                                             |                |
|---------------------------------------------|----------------|
| <b>Vendor Name</b>                          |                |
| <b>Prime Solicitation / Contract Number</b> | 72044021C00001 |

FAR Part 2.101 defines “commercial item” using the criteria outlined in the table below. If any criteria below are marked with an X, the procurement is for a “commercial item”. A detailed explanation and supporting documentation will be required in the space at the bottom of this form for any criteria marked with a X. If no sections are marked, then this procurement is not for a commercial item.

#### Procurement of Goods

☐ **Section 1** | Any item, other than real property, that is of a type customarily used by the general public or by non-governmental entities for purposes other than governmental purposes, and (i) Has been sold, leased, or licensed to the general public; or (ii) Has been offered for sale, lease, or license to the general public.

☐ **Section 2** | Any item that evolved from an item described in item 1 through advances in technology or performance and that is not yet available in the commercial marketplace, but will be available in the commercial marketplace in time to satisfy the delivery requirements under a Government solicitation.

☐ **Section 3** | Any item that would satisfy a criterion expressed in item 1 or 2, but for (i) Modifications of a type customarily available in the commercial marketplace; or (ii) Minor modifications of a type not customarily available in the commercial marketplace made to meet Federal Government requirements. Minor modifications mean modifications that do not significantly alter the nongovernmental function or essential physical characteristics of an item or component or change the purpose of a process. Factors to be considered in determining whether a modification is minor include the value and size of the modification and the comparative value and size of the final product. Dollar values and percentages may be used as guideposts but are not conclusive evidence that a modification is minor.

☐ **Section 4** | Any combination of items meeting the requirements of items 1, 2, 3, or 5. that are of a type customarily combined and sold in combination to the general public.

☐ **Section 5** | Installation services, maintenance services, repair services, training services, and other services if (i) Such services are procured for support of an item referred to in items 1, 2, 3, or 4 regardless of whether such services are provided by the same source or at the same time as the item; and (ii) The source of such services provides similar services contemporaneously to the general public under terms and conditions similar to those offered to the Federal Government

☐ **Section 6** | Products offered on Federal Supply Schedules (GSA Schedule Contracts, etc.)

#### Procurement of Services

☐ **Section 7** | Services of a type offered and sold competitively in substantial quantities in the commercial marketplace based on established catalog or market prices for specific tasks performed or specific

outcomes to be achieved and under standard commercial terms and conditions. For purposes of these services (i) “Catalog price” means a price included in a catalog, price list, schedule, or other form that is regularly maintained by the manufacturer or vendor, is either published or otherwise available for inspection by customers, and states prices at which sales are currently, or were last, made to a significant number of buyers constituting the general public; and (ii) “Market prices” means current prices that are established in the course of ordinary trade between buyers and sellers free to bargain and that can be substantiated through competition or from sources independent of the offerors.

☐ **Section 8** | Any item, combination of items, or service referred to in item 1 through 7, notwithstanding the fact that the item, combination of items, or service is transferred between or among separate divisions, subsidiaries, or affiliates of a contractor.

☐ **Section 9** | A non-developmental item, if the procuring agency determines the item was developed exclusively at private expense and sold in substantial quantities, on a competitive basis, to multiple State and local governments.

☐ **Section 10** | Services offered on Federal Supply Schedules (GSA Schedule Contracts).

## Supporting Documentation

Provide detailed descriptions, supporting documentation, or rationale for any box checked above.

[Click or tap here to enter text.](#)

*Attached documentation includes*

- ☐ Screen Shot of Web Page Displaying the Commercial Item for Sale to the General Public
- ☐ Copy of Marketing Material, Brochures, etc. from the Supplier
- ☐ Catalog Price List (with Expiration Date) and/or Third-Party Substantiation of Market Prices
- ☐ Other (Please describe):

## ENCLOSURE 5

# Organizational Conflicts of Interest Certification

Proposal Evaluation

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**Vendor Name**

**Prime Solicitation / Contract Number** 72044021C00001

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The Offeror, by signing this document, certifies that, to the best of its knowledge and belief, there are no relevant facts or circumstances that could give rise to an organizational or personal conflict of interest as described in the above referenced Solicitation, for the Offeror or any of its intended subcontractors, employees, or consultants or its affiliates; and that the Offeror has disclosed all such relevant information if such a conflict of interest appears to exist to a reasonable person with knowledge of the relevant facts.

## General Rules

FAR 9.505 defines the general rules for when conflicts may arise, such as in the following situations:

**Unequal access to information** | A contractor has access to non-public information that is not available to all competitors, and such information would assist the Offeror in obtaining the contract.

**Biased ground rules** | A contractor has worked in one contract, or program, on the basic structure or ground rules of another solicitation or contract.

**Impaired objectivity** | A contractor or member of their immediate family (spouse, parent, or child) has financial or other interests that would impair, or give the appearance of impairing, impartial judgment in the evaluation of government programs or contractors' offers, in offering advice or recommendations to the government, or in providing technical assistance or other services as part of its contractual responsibility.

## Certification

An organizational conflict of interest may result when factors create an actual or potential conflict of interest with recent or active contracts, or when the nature of the work to be performed creates an actual or potential conflict of interest on a future acquisition. Please certify below:

- ☐ There is not an actual, perceived, or potential conflict of interest.
- ☐ There is an actual, perceived, or potential conflict. A mitigation plan has been prepared and is attached for consideration and presentation to the Contracting Officer.

The Offeror hereby certifies that to the best of its knowledge the information provided above is true and accurate.

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*Name of Authorized Representative*

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*Signature of Authorized Representative*

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*Date of Signature*