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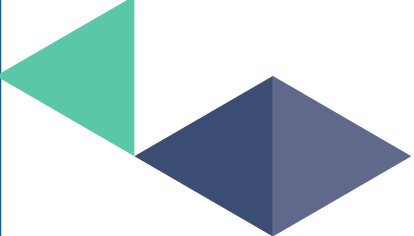


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UNIDO - West Africa Competitiveness Programme (WACOMP)

Sub-contracting matching scheme CALL V



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Presentation Outline

1. Programme overview
2. Summary of Calls I - IV
3. Objectives and priority issues
4. Rules for RFP
5. Call IV Process
6. Summary - Key Lessons from Earlier Calls
7. Q & A



Programme Overview



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WACOMP'S OVERALL OBJECTIVES

Specific Objective 1



Improve the performance, growth and contribution to industry, regional trade and exports of selected Value Chains

Country level

- Competitiveness at firms level is improved, especially through the Cluster's approach.
- Intermediate organisations of the selected VC's are strengthened and service delivery to SMEs is improved and expanded (quality standards, new green solutions, market access, etc.).

Regional level

- Better regional linkages among selected VCs actors are promoted and key regional intermediary organisations are supported.
- Regional quality infrastructure system is strengthened, with a view to promote environmental issue.

Specific Objective 2



Improve the climate for business at national and regional levels

Country level

- Regional policies in favour of competitiveness are mainstreamed in the country and help enable a business-friendly environment.

Regional level

- The regional policy and framework to improve competitiveness are harmonised, formulated and monitored.
- The capacity of the ECOWAS and UEMOA Commissions and Member States to successfully manage, coordinate and monitor the programme is strengthened.



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Objective of WACOMP

Strengthen the export competitiveness of the Ghanaian economy through enhanced value-added, sustainable production and processing and an increased access to regional and international markets.



- i. Cassava
- ii. Fruits (mango & pineapple)
- iii. Cosmetics and personal care products

By improving the quality of their products, exports and its integration into regional and global value chains.

The 5 C's of competitiveness



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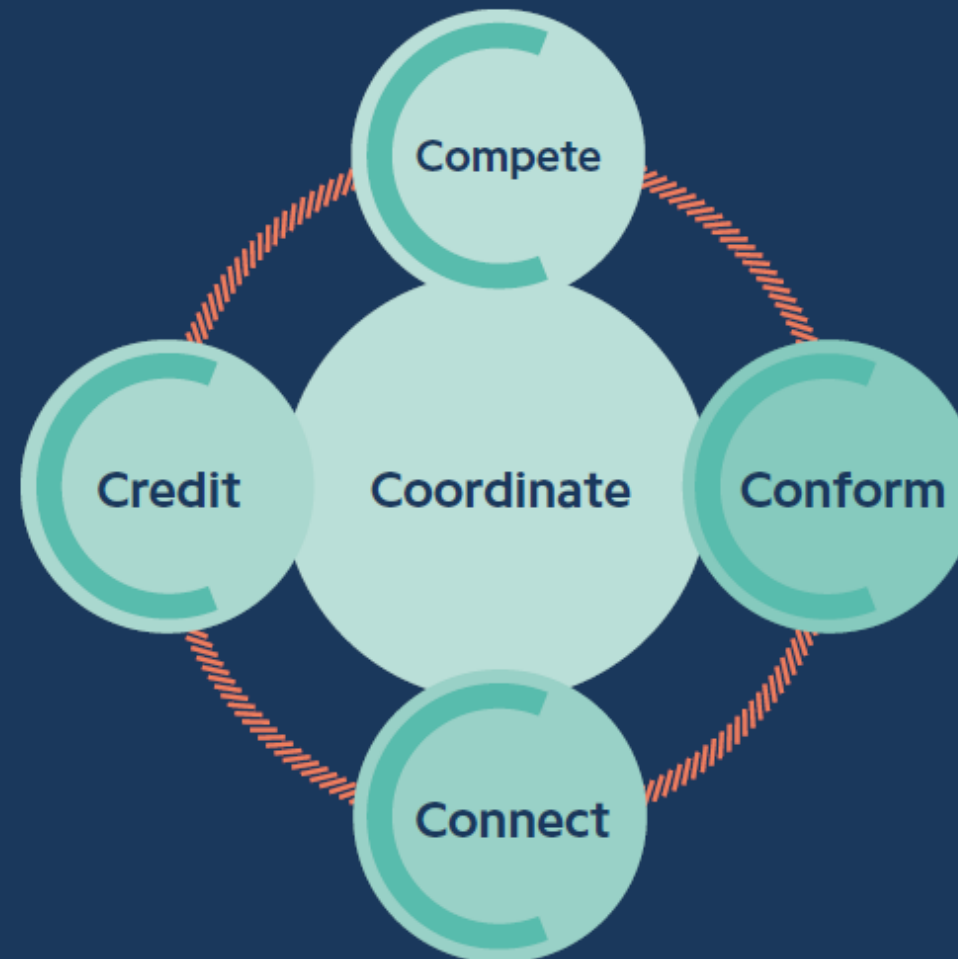


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- Coordinate** Promote dialogue and synergies within the VCs through Value Chain Strategic Committees.
- Compete** Develop competitive manufacturing capabilities by upgrading SMEs through clusters.
- Conform** Support Quality Infrastructure and SMEs to comply with market requirements.
- Connect** Promote efficient connectivity to markets by strengthening marketing capacities.
- Credit** Link SMEs to financial institutions to access appropriate and affordable credit schemes.





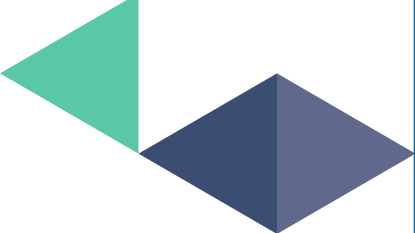
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Stakeholders

Stakeholders of Cassava, Fruits (mango & pineapple) and Cosmetics products value chains (i.e. producers, producers associations, cooperatives, enterprises, etc)

Association of Ghana Industries
(AGI)

Ministry of Trade & Industry
(MoTI)

Ghana Standards Authority
(GSA)

Federation of Associations of
Ghanaian Exporters (FAGE)

MoFA-
PPRSD Crops Directorate

Soil Research Institute (SRI)

Ghana National Chamber of
Commerce and Industry (GNCCI)

Food and Drugs Authority (FDA)

Ghana Export Promotion
Authority (GEPA)

National Board for Small Scale
Industries (NBSSI)

Food Research Institute (FRI)

Crops Research Institute (CRI)

COCOBOD Shea Unit - Cosmetics

GRATIS Foundation

Other private sector players
structured in clusters/networks



Summary of CALLS I - IV



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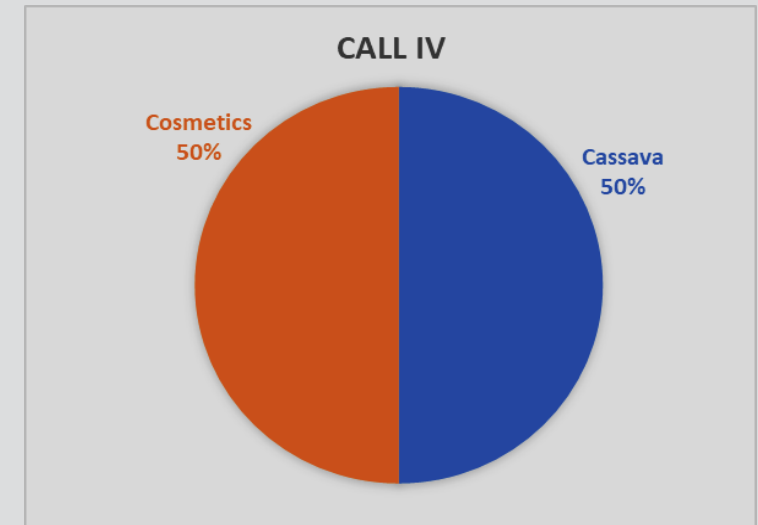
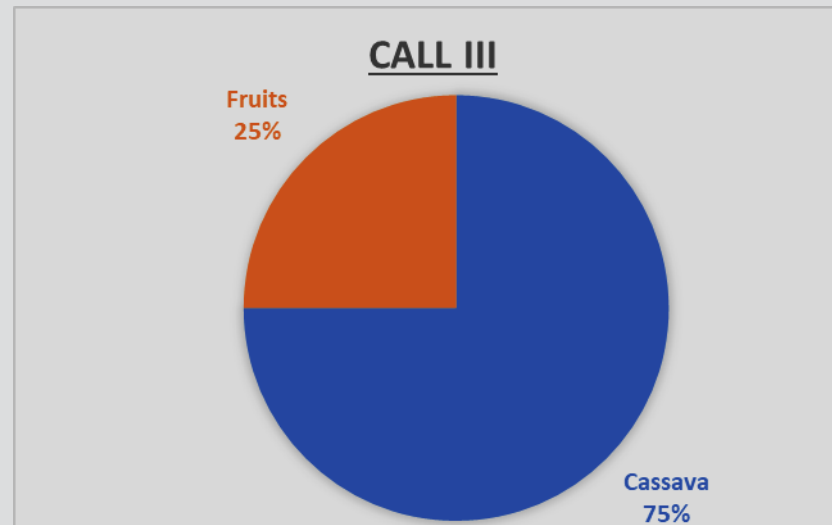
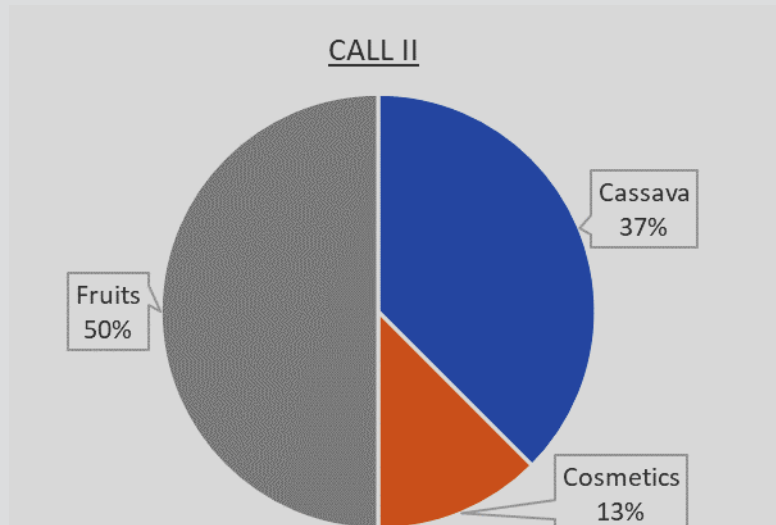
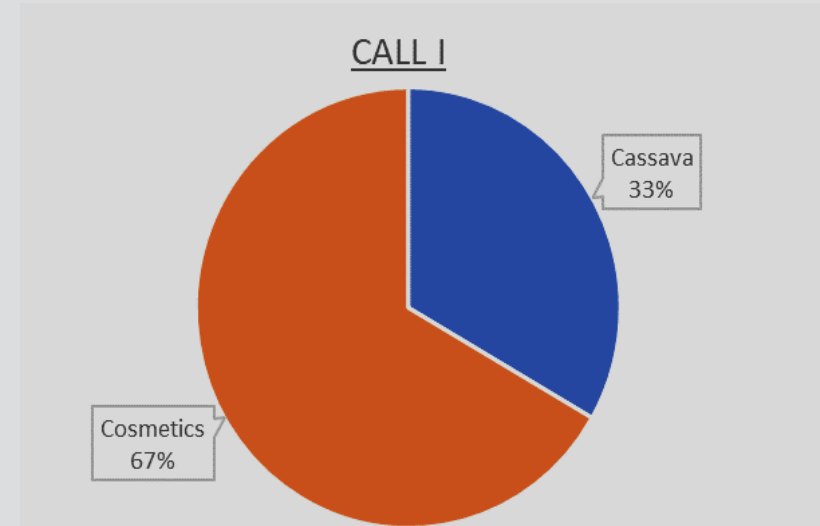
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Overview of Previous Calls

- 3 bids were approved for contracting from Call I
- 8 bids were approved for contracting from Call II
- 4 bids were approved for contracting from Call III
- 4 bids were approved for contracting from Call IV





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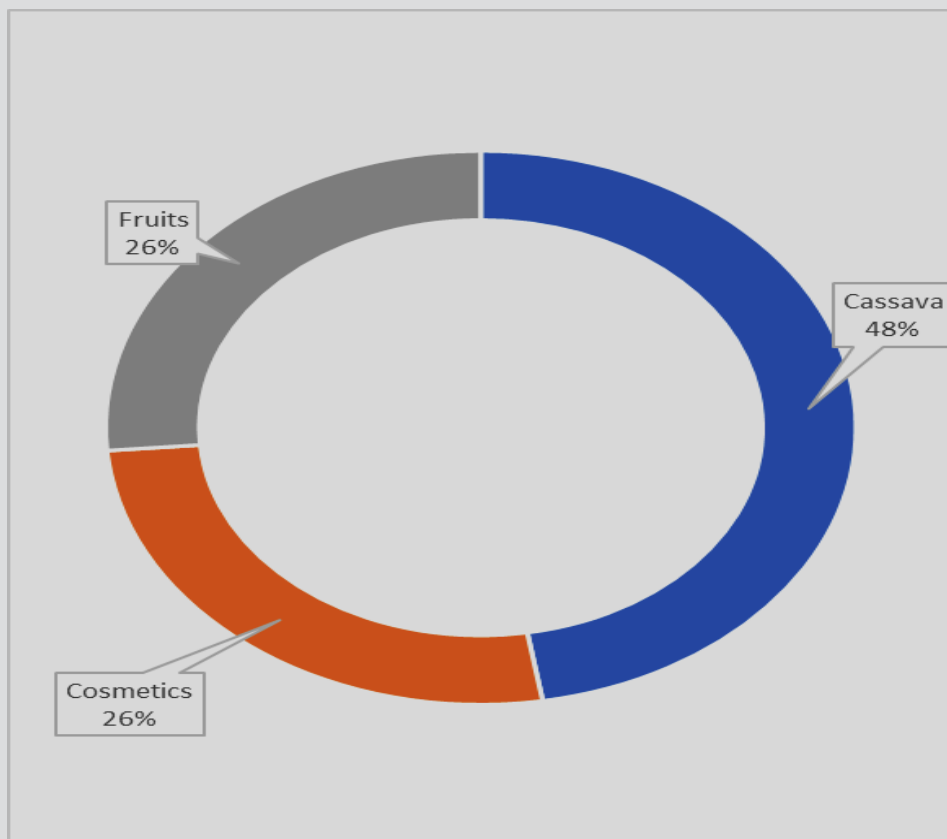
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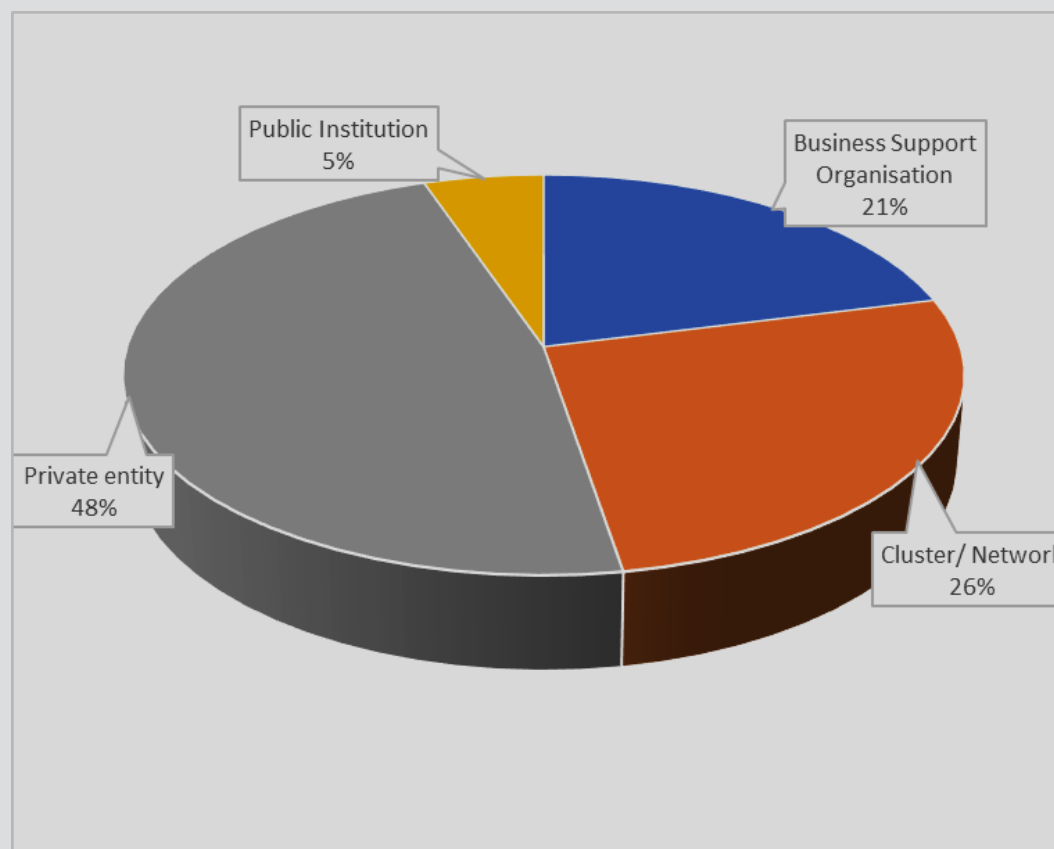
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Overview of Previous Calls

Total per Value Chain



Total per Applicant Type





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Reasons for unsuccessful bids



Majority of bids
did **NOT meet**
mandatory
financial
qualification
requirement



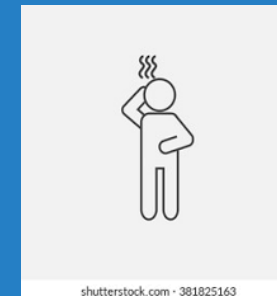
Focus: mostly on
benefit to bidder
than to clusters.



Absence of clear
linkage with and
benefit to
clusters.



Outside the
scope and
objectives of
WACOMP.



Not well
structured to
clearly show
outcomes,
outputs and
benefits



CVs and project
personnel in
some cases did
not show
adequate
competence.



Objectives and Priority



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Objectives and Target

Project objectives: related, but not limited, to:

- Opening new markets - increasing exports to regional and International Markets;
- Increasing the quality of products;
- Increasing productivity through training and personnel development;
- Fostering intra-regional coop. to enhance productivity and capitalise on economies of scale;
- Encouraging cluster development and upgrade of Small and Medium Enterprise (SME) capacity;
- Promoting programmes which will impact on underdeveloped areas or disadvantage sectors within the region (e.g. rural area development and gender).

Target: institutions/business support organizations (BSO), professional associations, clusters and networks, private entities



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Scope of Proposed Services

Competitiveness

- Support SMEs to improve service delivery and **upgrading schemes**
- **Strengthen linkages** among producers and processors
- Capacity building on **technical and managerial** arrangements of clusters and networks
- **Strengthen technological capacity** to collectively **upgrade their processing expertise** and **improve processing techniques** for better market access.

Compliance

- **Assess quality needs** and **implement interventions** for enterprises and conformity assessment bodies (certification, calibration);
- **Disseminate standards** through workshops, direct training and technology transfer;
- Assist processors to **implement the right standards**, i.e. GMP and primary producers for GAPs
- Support to comply with regional and international standards (e.g. relevant quality, market, sustainability, etc.).



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Scope of Proposed Services

Connectivity

- **Link SMEs to processors** to high-end domestic markets;
- **Link SMEs to processors** to international markets;
- Analyse national and international market opportunities (e.g. **market studies, benchmarking analysis**);
- Support the **development of promotional and marketing tools** for better accessing the international market.



Rules and Guiding Principles



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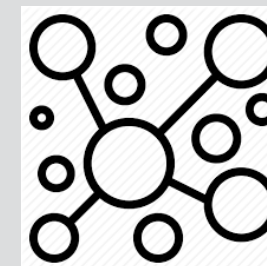
Guiding Principles



Best Value for Money



**Sustainability of proposed
projects**



**Collective benefits for cluster
development**

Maximum threshold /application:	EUR 40 000 (@ UN FX rate)
Matching component:	up to 80% of the total proposal
Co-contribution:	at least 20% (<i>co-contribution, or any part thereof, should not be funded by a development project or another EU-funded programme</i>)
Project duration:	one calendar year



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Key Qualification Criteria

1. Operational



company registration



2. Contractual



3. Experience

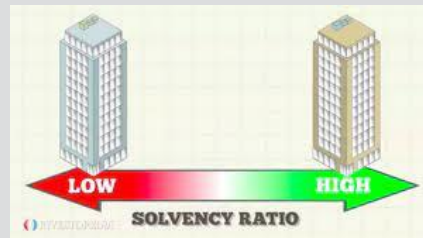


4. Financial Qualification Requirements



Profitability

Profit Margin Ratio > 1%



Solvency ratio

current assets : current liabilities > 1



Turnover

2x contract value
 $1\frac{1}{2}$ x for clusters



Litigation

in progress



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Eligible Cost

- cost of staff assigned to the Action (*actual gross salaries including social security charges and other remuneration-related costs*)
- local travel and subsistence costs for staff/other persons taking part in the Action (*as per UN and DP guidelines*)
- purchase costs for equipment (new or used) and supplies specifically dedicated to the purposes of the Action, provided that ownership is transferred at the end of the Action (*should NOT exceed 50% of the funding amount requested*)
- depreciation, rental or leasing costs for equipment (new or used) and supplies dedicated to the purposes of the Action
- costs of consumables
- costs deriving directly from the requirements of the Contract (dissemination of information, evaluation specific to the Action, audits, translation, reproduction, insurance, etc.) including financial service costs (in particular the cost of transfers and financial guarantees where required)



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Ineligible Cost

- Costs related to development of proposal and costs incurred prior to signing formal contract
- debts and debt service charges (interest)
- provisions for losses, debts or potential future liabilities
- costs declared by the Beneficiary(ies) and financed by another action or work programme receiving a EU grant
- purchases of land or buildings
- currency exchange losses
- salary costs of the personnel of national administrations
- typical overhead cost elements
- payment of sitting allowances to attend workshops, trainings and meetings;
- payment of honorarium or internal consulting fees



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Ineligible Cost

- payment of allowances from other sources for costs covered by Developing Partners (no “double dipping”)
- payment in cash or in-kind benefits over the approved rates stated in the agreement document
- management training
- taxes and duties (The UN is not subject to any taxes)
- charge for use of facility owned by applicant
- international travel



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Evaluation Process

- Opening of the bids is witnessed by EU/MoTI.
- Submission of applications will be in hard copy and pen drive.
- Evaluation is done by an Evaluation Sub-Committee, comprising UNIDO, EU, MoTI, NIU, VC Experts.
- Evaluation comprises
 1. Qualification requirements
 2. Technical and Commercial Evaluation
 3. Risk assessments, based on due diligence



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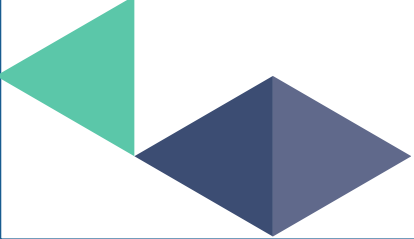
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Scoring template & key evaluation criteria

	Weight [W]	Rating [R]	Score [W] x [R]
1. PRICE - <i>Cost breakdown, Co-contribution and Threshold, Mandatory requirements related to DSA</i>	20%		
2. TECHNICAL			
a) Alignment of the proposed intervention with WACOMP project objectives and outcome:	15%		
b) Target beneficiaries:	20%		
c) Execution:	20%		
3. MANAGEMENT AND HUMAN RESOURCES - <i>Contractor's organization and facilities, CVs of experts</i>	25%		
	Total (sum of scores):		



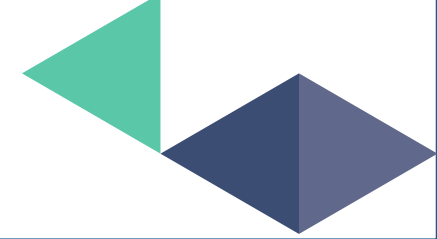
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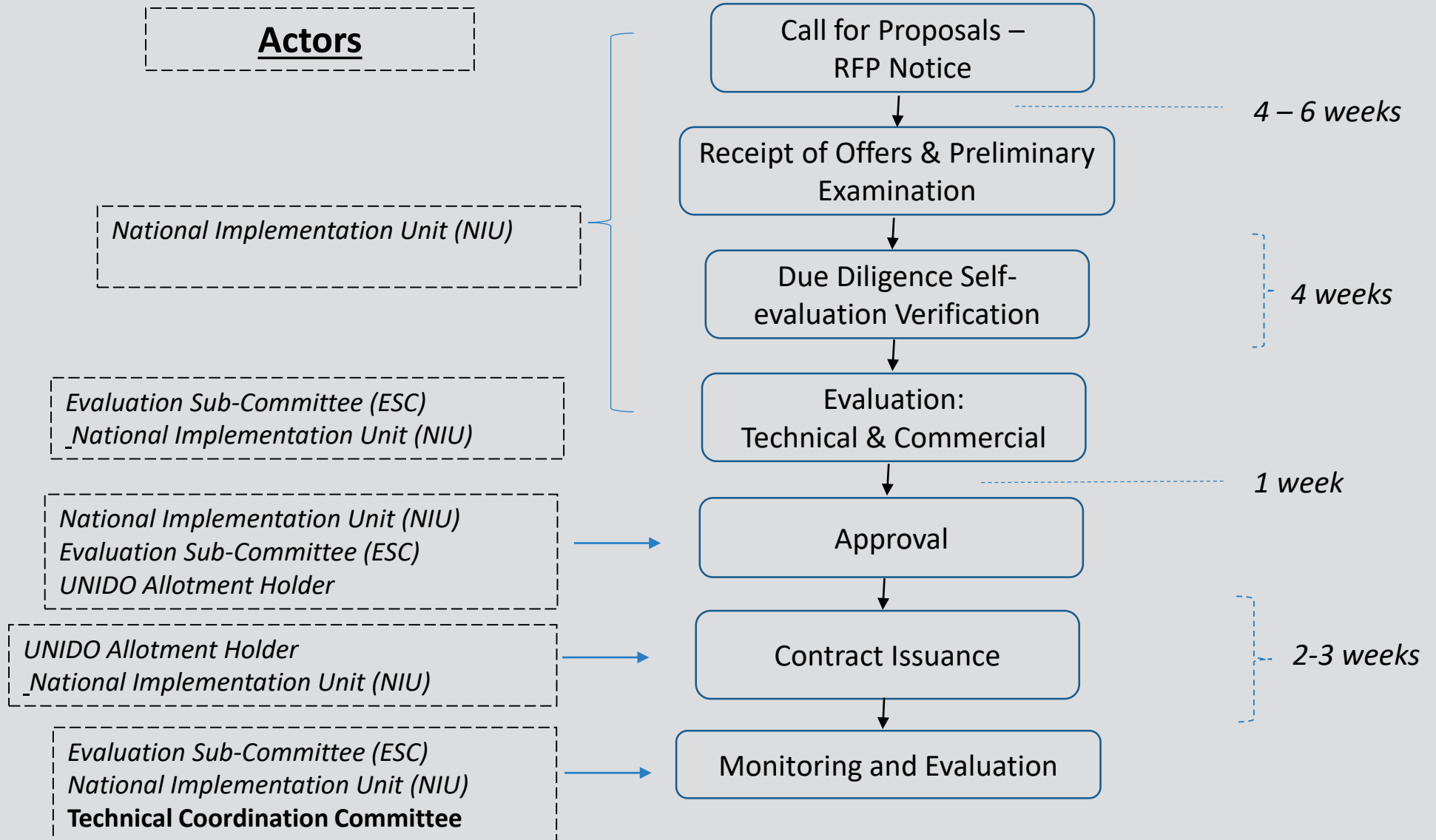
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Sub-Contracting Process and Time Guide





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Components of Complete Application

1. Duly signed Bid Submission Form on Letterhead of the Bidder (Section 1)

<https://bit.ly/2Akfo6y>

2. Bidder Information Form (Section 2) <https://bit.ly/2ZuqNcn>

3. Technical Proposal Form (Section 3) incl. project schedule (eg. in Gantt chart format) and CVs of personnel <https://bit.ly/2Vx9ExG> <https://bit.ly/2YNej0o>

4. Financial Proposal Form (Section 4) <https://bit.ly/3dL068t>

5. Due Diligence Self-Evaluation <https://bit.ly/2ZvCLTr>



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Technical Proposal should be accompanied by work plan that incorporate:

1. Commence
assignment (**NOT** later
than 1 after signing
contract)

2. Interim report (2
months after
commencement)

3. Progress report (3
months after interim
report)

4. Final report (upon
completion, **12 months**
after commencement)

Intervention should be **demand-driven**.



CALL V

(Process, documents and deadlines)



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Activity	Tentative Calendar
Request for proposal notice	Jan 18 – Feb 26
Opening of Bids and preliminary evaluation	Mar 2
Due Diligence Self-evaluation Verification	Mar 17
Technical & Commercial Evaluation	Mar 31
Approval	Apr 15
Contract Issuance	End April
Start of implementation by Bidder	May



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Requests for Clarification from Potential Bidders

- Requests for clarification from potential bidders which may arise during the bidding process should be entertained **only if they are in writing**
- Requests that are oral or addressed to a UNIDO staff member, ISA holder or an individual other than the responsible Authorized Official are **forbidden**.
- Written requests for clarification should be addressed to :

The Chief Technical Advisor

West Africa Competitiveness Programme (WACOMP)

Sub-Contracting Matching Scheme

sent by email to: c.sackey@unido.org

copy National Procurement Officer: k.adjekum@unido.org



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Summary of Process

1. Notice on Requests for Proposal sent
2. Interested bidders (applicants) can download COMPLETE application pack under technical section by visiting <https://wacompghana.org>

Document pack will comprise:

- a) Request for Proposal Notice
- b) Terms of reference
- c) Qualification requirements and evaluation criteria
- d) Bid submission form
- e) Bidder information form
- f) Technical proposal form
- g) Financial proposal form
- h) Due diligence Self-evaluation form



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Complete Application Set

1. A complete application pack for submission should include **print hard copy** and **soft copy on pen drive**.
2. The complete set of applications should include
 - a) Bid submission form
 - b) Bidder information form
 - c) Technical proposal form
 - d) Financial proposal form
 - e) Due diligence Self-evaluation form
3. The soft versions should include
 - pdf version of all documents, plus
 - word version of documents (a), (b), (c), (e), and
 - excel version of document (d)





Summary - Key Lessons from Earlier Calls



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Reasons for unsuccessful bids

- Majority of bids did **NOT meet mandatory financial qualification requirement.**
- Some proposals from single entity organisations focused mostly on benefit to themselves than to clusters.
- Proposals from some single entity organisation did not show clear linkage with and benefit to clusters.
- Some proposals were outside the scope and objectives of WACOMP.
- Some proposals were not well structured to clearly show outcomes, outputs and benefits.
- CVs and project personnel in some cases did not show adequate competence.



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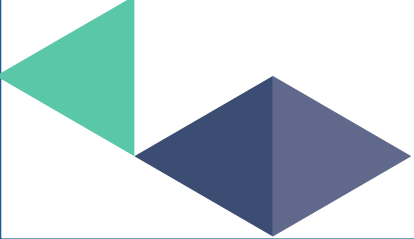
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Important Clauses in Implementation

- Contractual clause: (iii) *confirms the validity of the bid for 120 days and that the prices quoted are fixed and firm for the duration of the validity period and will not be subject to revision or variation.*
- *If successful, the bidder shall commence the assignment not later than one week after signing the contract.*



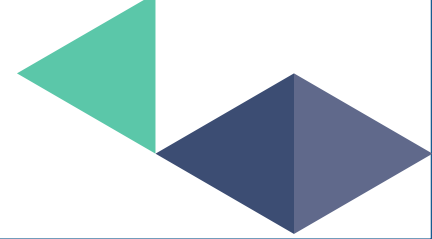
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Thank you!

Q&A