

Request for Proposal (RFP)

RFP No. Resonance-GDA-RFP-2024-001

For the Provision of

Agricultural Scoping Study and Gender Analyses Services in Northern Vietnam

Funded By:

PepsiCo, Master Services Agreement

Contracted By:

**SSG-Advisors, LLC (d/b/a Resonance)
1 Mill Street #301, Burlington, VT 05401**

Hereinafter referred to as "Contractor" or "Resonance"

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I. Introduction

Resonance (“Buyer”) acting on behalf of the **United States Agency for International Development (USAID)/PepsiCo Global Development Alliance (GDA) “Investing in Women to Strengthen Supply Chains”** under its **PepsiCo Master Services Agreement (MSA)** is seeking proposals from qualified companies and organizations to **advise PepsiCo Vietnam on the opportunities, risks, and priorities for implementing sustainable agricultural practices, including regenerative agriculture practices in potato production, with particular attention to gender considerations** in Vietnam.

Resonance anticipates awarding a Firm Fixed Price subcontract with a period of performance of o/a November 25, 2024 to o/a January 24, 2025 (approximately two months). The proposal will be evaluated based on the Trade Off Methodology. More information on the Trade Off Methodology can be found in Section IV. Evaluation and Basis for Award.

Offerors are invited to submit proposals in response to this RFP in accordance with the instructions set forth in Section III.

This RFP in no way obligates Resonance to award a contract. Resonance will not pay any cost incurred in the preparation and submission of a proposal.

Resonance does not tolerate fraud, collusion, bribery or kickbacks amongst Offerors. Any firm or individual violating these standards will be disqualified from this procurement, barred from future opportunities. Resonance employees are also strictly prohibited from asking for or accepting any money, fee, commission, credit, gift, gratuity, object of value or compensation from current or potential vendors or suppliers in exchange for or as a reward for business. Employees engaging in this conduct are subject to termination.

The Offeror must disclose/certify the following in **Annex A** of this RFP:

- Any real or perceived conflicts of interest.
- Prices have been arrived at independently.
- All information submitted is authentic.
- An understanding of Resonance’s prohibitions against fraud, collusion, bribery and kickbacks.

Please contact pepsicogda@resonanceglobal.com with any questions or concerns about the above information or to report any violations. Potential violations may be reported to resonance@integritycounts.ca or by calling 1-866-921-6714. A copy of Resonance Business Partner Code of Ethics and Conduct found is found in Attachment H.

II. Background, Scope of Work and Reports/Deliverables

Project Background

Investing in Women to Strengthen Supply Chains is a five-year (2020 – 2025) GDA between PepsiCo and USAID through the Women’s Global Development and Prosperity (W-GDP) Fund to make the business case for women’s economic empowerment (WEE) through engaging

farming communities. The project is currently operating in four countries including India, Pakistan, Peru, and Vietnam.

The project has been operating in Vietnam's Central Highlands since 2022, collaborating with dozens of women-led farms to trial and adopt agricultural best practices. These efforts aim to meet PepsiCo's sustainable farming requirements while improving agricultural efficiency and promoting fair employment practices. To date, the project has provided training to over 500 farmers in the Central Highlands, resulting in improved yields and quality on several of these farms. To build on the success and lessons learned from its works in the Central Highlands, the project is assessing the grower profile in northern Vietnam to identify new opportunities for its follow-up initiative.

Local Context

Vietnam's agricultural sector, particularly potato farming, is an important contributor to the economy and a critical livelihood for many rural communities. Ninety-five percent of the country's potato production is centered in the Red River Delta, where farmers have optimized the use of land and water resources by growing potatoes in the dry season following rice harvests (Van Rensen, 2015). This system allows for efficient use of the region's arable land and provides an additional source of income for farming families.

Women play a vital role in Vietnam's agricultural workforce, making up a significant portion of smallholder farmers. They often take on important tasks, from planting to harvesting, and increasingly contribute to farm management, especially in regions where male outmigration has increased their responsibilities (UN Women, 2016). However, women farmers often face unique challenges that limit their ability to fully participate in agricultural decision-making and access critical resources such as agricultural machines, technology, and financing.

Agricultural extension services in Vietnam tend to be more accessible to men, particularly those managing the largest and most productive farms (FAO, 2019). As a result, women farmers may rely on male family members to access new farming techniques or technology. This limits their ability to independently make decisions that could improve their farms' productivity and resilience, especially in the context of climate change. This is compounded by the disproportionate share of unpaid domestic work that women carry, leading to time poverty and limiting their access to information and training.

Furthermore, women often have more limited access to credit and financing than their male counterparts. This financial gap can make it difficult for women farmers to invest in technologies or farming inputs that could improve yields and promote sustainability (FAO, 2019).

Recognizing these challenges, there is great potential for GDA and its follow up project to strengthen women's roles in agriculture, particularly in potato farming.

Objective

The primary objective of this RFP is to conduct research on the opportunities, risks, and priorities for implementing productive and sustainable agricultural practices, including **regenerative agriculture** practices in potato production, with particular attention to **gender considerations**.

The research will help PepsiCo Vietnam understand how to engage women farmers in adopting Good Agricultural Practices (GAP) and regenerative agriculture practices that improve potato production. This research must also enhance GDA's understanding of women's roles in agriculture and the social norms that influence their responsibilities within the value chain, as outlined in the background section, which will help identify opportunities to create supportive environments for women farmers that align with PepsiCo's business mandates.

Scope of Work

1. **Assessment of Current Agricultural Practices**
 - **Identify the agricultural practices, including basic agronomic and regenerative agriculture practices, currently being employed by potato farmers** in the selected regions of Northern Vietnam.
 - Focus on methods, inputs, and techniques used by smallholder farmers, cooperative members, and mid- to large-size farmers (defined as farmers who grow on lands equal to and bigger than 5 Ha).
2. **Opportunities for Good Agricultural Practices (GAP) and Regenerative Agriculture**
 - 2.1 **Identify GAP and Regenerative Agriculture Opportunities**
 - Evaluate the potential for implementing GAP, focusing on areas such as agronomic practices, and record-keeping.
 - Evaluate the potential for implementing regenerative agriculture, focusing on areas including soil health, watershed health, and biodiversity.
 - 2.2 **Prioritization of Agricultural Practices**
 - Make **detailed and specific agronomic recommendations** for prioritizing GAP and regenerative agriculture practices that is appropriate to the local context in Northern Vietnam. This must consider the **feasibility** of implementation and the **impact** on farm productivity, environmental sustainability, and livelihoods.
3. **Understand Women's Roles & Responsibilities, Social Norms about Women's Roles in Farm Management, and Identify Areas for Engagement**
 - **Women's Access to Resources & Role in Decision-Making:** Assess women's access to financial resources, such as bank accounts and credit; understand women's involvement in decisions related to adopting Good Agricultural Practices (GAP) and regenerative agriculture, as well as in labor and resource management.
 - **Access to Information and Training:** Evaluate the extent to which women farmers have access to information and training, including topics on traditional agronomy and regenerative practices; explore differences in how male and female farmers learn, apply, and benefit from training in GAP and regenerative agriculture.
 - **Social Norms Regarding Women's Roles:** Examine prevailing social norms that influence women's roles in farm management and family decision-making.

Methodology

The Offeror is expected to propose a detailed methodology, outlining approaches for data collection and analysis. Direct research, including interviews with growers supplying to PepsiCo Vietnam, is required. The Offeror must demonstrate robust expertise in agronomic best practices and regenerative agriculture. The Offeror should work with Resonance to incorporate GDA's gender analysis tools and methodologies into this research. **Resonance will provide guidance on incorporating GDA's gender study guidelines and interview questions into**

the research. Resonance will also provide the selected Offeror with training on how to conduct interviews with farmers.

Interviewee Sample and Requirements

PepsiCo Vietnam will advise on the selection of districts and growers and facilitate introductions to the growers. The selected Offeror will conduct interviews with selected growers, clean the raw data, and analyze the information for agronomic recommendations as mentioned above. Key details on the interviewees and analysis include:

- The research will cover **5 provinces**, focusing on one district per province.
- In each district, interviews must be conducted with **10 growers on average**. Interviews can be with individual farmers and/or small groups of farmers. PepsiCo will select interviewees who are a mix of existing and potential growers for PepsiCo, and ensure representation of the following types of growers:
 - Men vs women growers
 - Farmers vs co-farmers
 - Cooperative members, smallholder farmers, vs mid- to large-size farmers (defined as planting on lands of 5 hectares or more)
- Note any differences in agricultural and regenerative practices among these groups.

The selected Offeror’s report must highlight any significant patterns or differences between these categories and provide actionable recommendations to PepsiCo Vietnam on how to better support the adoption of GAP and regenerative agriculture practices with a focus on unlocking barriers for women.

Reports/Deliverables.

Deliverables under this award are expected to be as follows. PepsiCo Vietnam may adjust the timelines depending on grower availability and sample size and may adjust descriptions based on the GDA’s needs and implementation focus.

#	Deliverable Name	Delivery Timeline	Deliverable Description & Requirements
1	Kick-off meeting	o/a Nov. 29, 2024	Kick-off meeting between the GDA and the Subcontractor will be scheduled within one week after the Subcontract is signed. The meeting will take place virtually and will be scheduled by the GDA. The Subcontractor will send via email to the GDA point of contact (POC) a draft meeting agenda no later than three business days before the scheduled meeting and will seek GDA’s input on the agenda.
2	Draft work plan	o/a Dec. 4, 2024	The Subcontractor will present: <ul style="list-style-type: none"> • A detailed work plan in Word of no more than 10 pages (Arial 11 font, single spaced) including detailed methodology covering the 5 provinces outlining approaches for data collection and analysis, field mobilization plan, interviewing approach/process, the research plan for the tasks listed in the Subcontract Scope of Work and

			<p>potential obstacles and solutions to timely delivery of contracted work.</p> <ul style="list-style-type: none"> Detailed timeline for the implementation of the work plan in the form of a Gantt chart or a format of the Offeror's chosen. The first draft of interview questions for GDA's input in Word format, including incorporating the gender analysis questions developed by GDA. The interview questions should address the different types of interviewees, and differentiate depending on the location, as appropriate.
3	Final work plan	o/a Dec. 12, 2024	<p>The Subcontractor will present:</p> <ul style="list-style-type: none"> The updated interview questions incorporating GDA's feedback and any updated gender analysis questions as appropriate. <p>Final work plan including updated data collection and analysis plan and updated timeline incorporating the feedback from the GDA.</p>
4	Raw data and status report	o/a Dec. 27, 2024	<p>The Subcontractor will present:</p> <ul style="list-style-type: none"> A report of no more than 10 pages (Arial 11 font, single spaced) on the status of the implementation of the scope of work including number of interviews completed per province, locations covered to date, Interviewee tracker with the following information: family name, first name, gender, location (village/district/city/province), interview time, phone number. Interview transcripts for at least 50 growers (10 per province). The transcripts should be cleaned and organized in word document. The original Vietnamese version and English version need to be separated and numbered. Photos of the crop field, farmer's current agronomic practice, division of labor, rotating crops, and other objects helpful to contextualize this study.
5	Interim report that includes data analyses	o/a Jan. 10, 2025	<ul style="list-style-type: none"> An interim report of no more than 15 pages (Arial 11 font, single spaced) that includes the initial analysis based on the interview transcripts by employing appropriate analysis methods. The interim report should include agricultural context in the five provinces, growers' current practice, and opportunities and challenges in relation to GAP and regenerative agriculture. Incorporate GDA's gender analysis result in the GAP and regenerative agriculture feasibility assessment to prioritize interventions for women and men farmers.
6	Final report	o/a Jan. 24, 2025	<p>The Subcontractor will present:</p>

			<ul style="list-style-type: none"> • A final report of no more than 20 pages (Arial 11 font, single spaced) summarizing the results of the completed work. • The report should include an overview of growers' existing practices, men and women's roles and responsibilities in potato farming, and opportunities for scale up/introduction of new practices in both the good agricultural practices and regenerative agriculture realms. • The report should include a feasibility analysis of identified options considering the cost, complexity, access to information, social norms, and other key factors that impact men and women farmers' practice adoption, and final set of recommendations and accompanying justification.
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III. Instructions to Offerors

A. Key Deadlines

The following summarizes key dates in the solicitation process. Offerors must strictly follow these deadlines:

- **RFP published:** October 29, 2024
- **Deadline for written questions:** November 1, 2024
- **Answers provided to questions:** November 5, 2024
- **Proposal due date:** November 15, 2024

The dates above may be modified at the sole discretion of Resonance. Any changes will be published in an amendment to this RFP.

Questions and Clarifications. All questions must be received in writing and submitted to pepsicogda@resonanceglobal.com no later than the date/time specified above. Responses will be in writing and circulated to all RFP recipients who have indicated an interest in this RFP. Only written answers from Resonance will be considered official and considered in the RFP process and subsequent evaluation.

Proposal Due Date. Proposals must be submitted to pepsicogda@resonanceglobal.com no later than the date/time specified above, in accordance with the Submission instructions in Section B.

B. Eligibility Requirements

In order to be eligible for this award, the Offeror must comply with all instructions as outlined in this RFP.

Resonance anticipates issuing a subcontract to an international entity, provided it is legally registered and recognized under the laws of Vietnam and in the country where the entity is Headquartered. These entities could include private firms, non-profit organizations, civil society organizations, or universities.

Companies/organizations must meet the following requirements:

- Must have a local presence in Vietnam.
- Must be legally registered under the laws of Vietnam and **submit proof of company registration, tax registration, and a valid business license or equivalent as an annex to their proposal.**
- Firms operated as commercial companies or other organizations or enterprises (including nonprofit organizations) in which foreign governments or their agents or agencies have a controlling interest are not eligible as suppliers of commodities and services.
- Comply with U.S. Government prohibition on Chinese Technology companies (Huawei Technology Company, ZTE Corporation, Hytera Communications Corporation, Hangzhou Hikvision Digital Technology Company, Dahua Technology Company) will not be accepted. If proposals include items from these entities, please note that they will be deemed not technically responsive and excluded from competition.

C. Submission Requirements

1. General Instructions

Proposals must be submitted in English, on A4 sized paper, single spaced, using 11-point Arial Font.

All proposals submitted must consist of two volumes:

Volume 1: Technical Proposal

Volume 2: Cost Proposal

The Technical Proposal and Cost Proposal must be kept separate from each other. Technical Proposals must not make reference to pricing data in order that the technical evaluation may be made strictly on the basis of technical merit.

Attachments must be submitted compatible with Microsoft Word, Excel or Adobe PDF, not to exceed 5MB. Offerors must not submit zipped files. Pages requiring signatures must be sent in Adobe PDF format.

Proposals must be received electronically via email by the date and time specified in Section A. Late offers will only be considered at the discretion of Resonance.

Proposals must remain valid for **60** days after the proposal deadline.

2. Volume 1: Technical Proposal

The technical volume should include the following:

1. **Signed Cover Letter (Annex A** of this RFP). This Cover letter confirms organizational/company information and consents to the validity of this proposal.
2. **Technical Proposal.** The Technical Proposal will consist of the following sections and evaluated against the criteria covered in Section IV.
 - a. **Part 1. Technical Approach**
 - i. Based on the information provided in Section II., the Offeror shall describe its approach for implementing this Scope of Work. The approach should be technically sound and realistic to achieving the objectives and goals outlined in the Scope of Work. The technical approach should demonstrate the Offeror's understanding of the activity description and how they will achieve results within the timeframe specified. In particular, the Offeror should focus on its proposed approach in identifying feasible agronomic best practices and regenerative agriculture practices.
 - ii. Offerors shall submit a detailed work plan/implementation schedule outlining their proposed activities under the Scope of Work with realistic timelines for completion, in alignment with the Deliverable schedule included in Section II.
 - iii. This Part must be between **five (5) to ten (10)** pages. The workplan must be included as an Annex and will not be counted against the page limit.
 - b. **Part 2. Management Approach**
 - i. Offerors shall outline their approach to managing this activity. This section should include roles and responsibilities of Subcontract employees involved (including those operating from Headquarters) and include a discussion of internal financial and management controls to assure Resonance that the Offeror will manage funds with accountability. This section should also include an appropriate reference to any parent companies and subsidiaries.
 - ii. Offerors shall propose the following key personnel positions necessary for the implementation of the scope of work. CVs must be submitted for each position. Required key personnel position are:
 1. Lead Agronomist Researcher
 - a. At least ten years of experience in agricultural production, research, plant protection, regenerative agriculture, or a relevant field.
 - b. Experience in horticulture, specifically in potato, is highly desired.
 - c. Experience working with women farmers is highly desired.
 - d. Experience in social science studies or research is preferred.
 - iii. This Part must be between **two (2) to four (4)** pages. CVs for each of these key personnel must be included as an Annex and will not be counted against the page limit. CVs must not exceed **two (2)** pages.
 - c. **Part 3. Corporate Capabilities**

- i. Offerors shall submit a description of their company/organization that demonstrates their experience and technical ability in implementing the technical approach.
- ii. This Part must not exceed **three (3)** pages.

d. Part 4. Past Performance

- i. Offerors shall submit three past performance references of similar work (under contracts or subcontracts) previously implemented using the format in **Annex B** of this RFP. Resonance reserves the right to check additional references not provided by an Offeror.

3. Volume 2: Cost Proposal

The cost proposal will assist in Resonance's best value determination as outlined in more detail in Section IV and will serve as a basis of negotiation prior to award.

The price of the subcontract to be awarded will be all-inclusive fixed price.

For purposes of this RFP, Offerors must provide a detailed budget showing major cost line items accompanied by a cost narrative. Please refer to **Annex C and Annex C1** for a detailed budget and cost narrative template.

D. Other Clauses

1. Terms of Subcontract

The Offeror understands that this is a request for proposal only, and in no way obligates Resonance to award a Subcontract. In the event of subcontract negotiations resulting from this RFP, the resulting subcontract will be subject to the terms and clauses detailed in **Annex D**. The Offeror understands that **PepsiCo** is not a party to this solicitation.

2. Insurance

The Subcontractor, at its own expense, shall procure and maintain in force, on all its operations, insurance as outlined below for the full period of performance of this Subcontract. The policies of insurance shall be in such form and shall be issued by such company or companies as may be satisfactory to Resonance.

The Subcontractor must provide evidence that it has the following insurance within two weeks of award. The Subcontractor must provide certificates of insurance from the insuring companies which shall specify the effective dates of the policies, the limits of liabilities there under, and contain a provision that the said insurance will not be canceled except upon thirty (30) days' notice in writing to Resonance.

- 1. Commercial General Liability.** Coverage for third party bodily injury and property damage, personal injury, products liability, and completed operations, and contractual liability, with limits not less than \$1,000,000 per occurrence. Resonance shall be included as additional insured on policy. Policy shall be endorsed to waive the insurer's rights of subrogation in favor of Resonance.

2. **Professional Liability.** Coverage for the services provided under this Subcontract in an amount no less than \$1,000,000 per occurrence and \$1,000,000 in the aggregate. If such coverage is written on a Claims-Made basis, a comparable coverage shall remain in full force and effect for a period of no less than 3 years after the termination of this Subcontract.
3. **Automobile Insurance.** Coverage for use of all owned, leased or operated vehicles with limits of not less than \$1,000,000 combined single limit per occurrence. Resonance shall be included as additional insured on the policy.
4. **Worker’s Compensation/Employer’s Liability.** Coverage for Workers Compensation and/or Employer’s Liability in accordance with the laws of the governing jurisdiction.

IV. Evaluation and Basis for Award

This RFP will utilize the **tradeoff process** to determine which proposal presents the best value to GDA. Under the tradeoff method, points are assigned based on an assessment of the technical volume. Points will not be awarded for the cost volume, but for overall evaluation purposes of this RFP, technical evaluation factors are considered of equal importance to cost. The cost volume will still be evaluated for realism and reasonableness.

The evaluation criteria and sub-criteria that Resonance will use to evaluate the Technical Volume are:

Criteria	Sub Criteria	Maximum Points
Part 1: Technical Approach	Does the Technical Approach respond to the objectives and goals stated in the scope of work, demonstrating the Offeror’s technical know-how?	25
	Does the Technical Approach provide detailed information as to how the Offeror will achieve results/deliverables within the timeframe specified?	25
	Total Points, Technical:	50
	Part 2: Management Approach	Does the Management Approach explain the roles & responsibilities of the different offices/employees involved in completing this scope of work and effectively manage this activity?
Does the Management Approach detail the Offeror’s internal financial and management controls to assure Resonance that the Offeror will manage funds with accountability?		5
Do the Key Personnel identified meet the requested qualifications? It is strongly preferred that the field surveyor(s) have a solid background and extensive experience in agronomic best practices, with specific expertise in regenerative agriculture, particularly in potato cultivation.		15
Total Points, Management:		30

Part 3: Corporate Capabilities	Do the corporate capabilities presented demonstrate experience relevant to the Scope of Work?	10
Part 4: Past Performance	Resonance will assess the applicability of the past performance references provided, as well as the quality of work performed, by contacting the references provided.	10
Grand Total:		100

Negotiations. Resonance reserves the right to conduct discussions, negotiations and/or request clarifications prior to awarding a subcontract. A Competitive Range might be issued (to a limited number of Offerors) amongst the highest rated proposals. During the Competitive Range, the highest-rated offerors, as determined by the technical evaluation, may be asked to submit responses to questions or their best and final offer.

Resonance reserves the right to make separate awards or to make no award at all.

Annex A. Cover Letter

Date: [Insert Date]

Reference: RFP No. Resonance-GDA-RFP-2024-001

Subject: [Offeror's Name] Technical & Cost Proposal

Dear Resonance Procurement Team,

[Offeror's Name] is pleased to submit its proposal in regard to the above-referenced Request for Proposals. Please find additional information about our company/organization below:

Offeror's Name: [Insert]

Type of Company/Organization: [Insert]

Taxpayer Identification Number: [Insert]

Address: [Insert]

Name of Organization's Authorized Representative: [Insert]

Telephone: [Insert]

Email Address: [Insert]

As required in this RFP, we confirm that our technical and cost proposal will remain valid for **60** calendar days after the proposal deadline.

The following annexes are included as supplements to our Technical and Cost Proposals

1. Business Registration Document in Cooperating Country
2. Tax Registration Document in Cooperating Country
3. Business License, or equivalent in Cooperating Country
4. Workplan/Implementation Plan as required under the Technical Approach
5. CVs of Key Personnel as required under the Management Approach
6. Offeror's Evidence of Responsibility Statement
7. Prohibition on Byte Dance Covered Applications

The Offeror certifies the following:

The Offeror [does] [does not] have any close, familial or financial relationships with Resonance or Resonance staff on this project.

If "Does" is selected, please disclose the relationship: _____

The Offeror [does] [does not] have any familial or financial relationships with other Offerors submitting proposals.

If "Does" is selected, please disclose the relationship: _____

The Offeror certifies that prices have been arrived at independently, without any consultation or agreement with other Offerors for the purpose of restricting competition.



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The Offeror certifies that all information included in their proposals are authentic and accurate.

The Offeror certifies understanding and agreement that Resonance does not tolerate fraud, collusion, bribery or kickbacks amongst Offerors, and any firm or individual violating these standards will be disqualified from this procurement, barred from future opportunities.

Sincerely,

[Insert Signature]

[Insert Name of Organization's Authorized Representative]

[Insert Title of Organization's Authorized Representative]

Annex B. Past Performance Information Form

[Insert Name of Offeror] Past Performance Reference 1	
Organization/Company Name:	[insert here]
Organization/Company Address:	[insert here]
Funding Entity (if applicable):	[insert here]
Contract Type:	[insert here]
Contract Value:	[insert here]
Description of Scope of Work performed for this Organization/Company (include relevancy to this RFP Scope):	[insert here]
Contact Name (who can speak to performance):	[insert here]
Contract Title:	[insert here]
Contact Phone Number:	[insert here]
Contact Email Address:	[insert here]

[Insert Name of Offeror] Past Performance Reference 2	
Organization/Company Name:	[insert here]
Organization/Company Address:	[insert here]
Funding Entity (if applicable):	[insert here]
Contract Type:	[insert here]
Contract Value:	[insert here]
Description of Scope of Work performed for this Organization/Company (include relevancy to this RFP Scope):	[insert here]
Contact Name (who can speak to performance):	[insert here]
Contract Title:	[insert here]
Contact Phone Number:	[insert here]
Contact Email Address:	[insert here]

[Insert Name of Offeror] Past Performance Reference 3	
Organization/Company Name:	[insert here]
Organization/Company Address:	[insert here]
Funding Entity (if applicable):	[insert here]
Contract Type:	[insert here]
Contract Value:	[insert here]
Description of Scope of Work performed for this Organization/Company (include relevancy to this RFP Scope):	[insert here]
Contact Name (who can speak to performance):	[insert here]
Contract Title:	[insert here]
Contact Phone Number:	[insert here]
Contact Email Address:	[insert here]

Annex C. Guide to Creating a Financial Proposal Firm Fixed Price (FFP, Word Document)

Annex C.1. Budget Template (FFP, Excel Document)

Annex D. Firm Fixed Price (FFP) Subcontract Template (Terms & Conditions)

Annex E. Resonance Business Partner Code of Ethics and Conduct