

**Minutes of the Pre-bid meeting held on June 27, 2019**  
**RFP for Hiring Firm to Research on Digital Transformation of FMCG Supply Chain Operations and Payments in Bangladesh Challenges, Opportunities and Way Forward-UNCDF**

Date: June 30, 2019

**Members attended the meeting:**

Name	Designation
Shamsun Nahar Airin	Procurement Associate, UNDP
Galib Ibn Anwarul Azim	Project Officer, UNCDF
Irfan Mohammed Abir	National Consultant: Monitoring and Data Analysis, UNCDF

With reference to the subject RFP issued on June 23, 2019, please find below the queries raised by Invitees and answers thereto from UNDP Bangladesh:

SL	Queries	Answers
1	Is there any possibility to extend submission deadline?	No extension of deadline
2	Is it required to meet minimum eligibility criteria?	Yes
3	<p>Annexure 1: Brief description of required services. 04 organizations to be studied across 4 categories.</p> <p>Would we need to identify an organization in each category that focuses only on that category? How do we classify organizations who are in more than one category?</p>	<p>Selected bidder has to propose tentative names of companies under each category which will participate in the research. One FMCG company may have products in multiple categories, in that case that particular company should be considered for one single category as proposed by the bidder. Though during the research the investigation may look into the company's overall supply chain operations across multiple categories wherever required to appropriately capture the business case.</p> <p>In total, 04 separate companies corresponding to categories outlined in the TOR are required to be assessed for the study.</p>
4	<p>Annexure 1: Page 3 Measure the level of investment required in digital platform development, integration...</p> <p>The focus is within the organization and across the actors in the supply chain. How would we cover aspects relating to the overall infrastructure for digital (e.g. connectivity)? Assume that is not in scope /coverage.</p>	<p>The study will explore the investment requirement for development and integration of internal platform for the company. Strategies and associated costs to integrate platforms with payment partners based on modalities can be also assessed.</p> <p>Aspects related to overall ecosystem infrastructure development can be highlighted in the study, but no specific modelling/ investment level estimation in the macro level is required.</p>
5	Final Deliverables: page 4	Bidders are encouraged to prior engage with interested FMCG companies and preferably reach on

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	<p>Measure the levels of efficiency gains for the selected 4 FMCG companies.</p> <p>As the aspect around cost needs to be addressed, we would need to obtain the cost data from the 04 companies. We assume the same will be enabled by UNCDF. The same applies to other aspects like operational processes, market penetration and expansion.</p>	<p>high level consensus for participating in this study. If strong commitment of interested FMCGs is reflected in the technical proposal in forms of formal consent/ expression of interest, it will be considered as point of merit for that particular proposal. Considering the short time of the assignment given, reaching in agreement quickly with participating FMCGs is essential.</p> <p>Once the bidder is selected through competitive procurement process, tri-party Non-Disclosure Agreement (NDA) will be signed between selected bidder, each participating company and UNCDF regarding confidentiality of all data and information. Three parties will jointly outline which data and information will be disclosed in the synthesized report for stakeholders. Information disclosure may vary from company to company, it will be responsibility of the assigned bidder to discuss and agree with each company to outline which data is required for the assessment and what will be disclosed in the public version of the reports as per research methodology. UNCDF will be involved in the discussion and guide the overall research process.</p> <p>Partnership arrangement and engagement with participating FMCGs will be sole responsibility of the selected bidder. Assigned bidder must not expect that UNCDF will support them in finding participating FMCGs and arranging those agreements.</p>
<b>6</b>	<p>Research methodology: Page 5 In depth interviews and focus group discussions with the 4 FMCG companies</p> <p>Participation of the 4 FMCG companies especially at the CEO levels – would that be guaranteed / enabled by UNCDF? Or, is it the responsibility of the consultant?</p>	<p>Arranging all interviews/ data collection and any associated communication related to conducting the research is sole responsibility of the selected bidder.</p>
<b>7</b>	<p>Is there any requirement to conduct field interviews in 04 project districts i.e. Sherpur, Jamalpur, Sirajganj &amp; Tangail?</p>	<p>No. Interviews can be conducted in nationwide locations where the participating company's operational presence is visible. The methodology and</p>

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		geographic location should follow minimum numbers and urban-rural mix as outlined in the TOR
<b>8</b>	Is there any requirement regarding implementation of the proposed digitization strategy for each company later?	No. This is a research assignment to showcase the business case of FMCG supply chain operations and payments digitization. Responsibilities and deliverables are outlined in the TOR. No pilot/implementation engagement of the selected bidder is required. UNCDF will utilize the insights in advocacy for promoting FMCG supply chain digitization and the research firm can voluntarily contribute to the process later if interested. It is not a deliverable for this assignment.

**Note: Above Clarifications in response to queries raised during the Pre-bid meeting and amendments shall be an integral part of the RFP document and supersede the all provisions as applicable.**