

To: Offerors

Date: July 8, 2021

From: Procurement and Partnerships Team, INVEST Project; Implemented by DAI Global LLC

Subject: Request for Proposals (RFP) INVEST-090: VCCI Online and In-Person PPP Infrastructure Bootcamp Training Program Design and Delivery

Due: 1:00 PM Eastern Daylight Time (EDT) on **August 12, 2021**

Dear Offerors:

Enclosed is a Request for Proposals (RFP) to support the implementation of DAI's INVEST project funded by the United States Agency for International Development (USAID). DAI invites firms to submit a proposal to support work under USAID/Vietnam's Municipal Clean Energy Development Facility in support of the Vietnam Chamber of Commerce and Industry.

- I. RFP Process and deadlines:** This solicitation will result in the award of a firm fixed price subcontract. We anticipate issuing a single subcontract award expected to be in a range of US\$200,000—US\$250,000 resulting from the implementation of this agreement.
- a. Submission of Questions – Questions must be submitted no later than **9:00 AM EDT on July 16, 2021** via email to INVEST_Procurement@dai.com.
 - b. Submission of Proposal – Proposal must be submitted no later than **1:00 PM EDT on August 12, 2021** via email to INVEST_Procurement@dai.com, copying Leah_Day@dai.com and Katherine_Tilahun@dai.com. The subject line of the email should be your organization name, followed by “Submission under RFP INVEST-090: VCCI Bootcamp.” Please certify in your submission email a validity period of 60 days for the price(s) provided and include your organization's DUNS number. Please limit file submissions to 10 megabytes or less.
- II. Composition of Proposal:** The proposal should comprise the following submission documents. The Technical Proposal and Cost Proposal should be prepared as separate files for independent evaluation, as follows below. Technical proposals should be submitted as a ten (10) slide presentation, using 12-point standard font size. Graphics may be included, so long as text is clearly legible. If text or graphics are of poor resolution, the information provided may be excluded from consideration. Submissions in PowerPoint or PDF are acceptable, although PDF is preferred along with an accompanying PowerPoint document. Please provide a copy of your cost proposal in Excel format; offerors should use the attached cost/budget template.

Part 1 – Technical Proposal

The technical proposal is composed of the following three (3) sections:

1. **Technical Approach** – Offerors will detail their approach to fulfilling the accompanying Statement of Objectives (SOO). The approach will clearly indicate how the proposed activities will result in the successful completion of all deliverables and milestones.
2. **Institutional Capacity** – Offerors should provide details about the experience, expertise, and capacity of their firm (or firms if partners are proposed) to implement the proposed approach and complete the work as described. This should also include past performance information for similar activities.
3. **Management Plan/Staffing Structure** – Offerors should include details of personnel who will be assigned to activities as proposed in the technical approach, as well as a clear management plan in narrative form for the development, review, and submission of all associated deliverables, including a milestone schedule. Offerors are permitted to engage in partnering arrangements if it will aid in providing best value to USAID. If a partnering arrangement is being proposed, please describe the nature of the arrangement, the specific technical value being contributed by each member of the team, and the appropriate management controls to ensure successful delivery.

In addition to the above, please include the following inputs, which will not be counted as part of the 10-slide limit and format may be PDF or Word:

- Two (2) examples of past performance (i.e., case studies) relevant to this activity (limited to two (2) pages per example)
- CV(s) of any individuals proposed in the staffing plan to conduct this activity (limited to two (2) pages per individual).

A cover page will be considered a non-counting page, should offerors choose to include one. No additional annexes or documentation are requested nor should be submitted.

Part 2 – Cost Proposal

The contract type for the presumptive work will be Fixed Price, awarded as a subcontract by DAI Global, LLC.

Please include your total proposed fixed price along with details for specific deliverable pricing. Offerors must also include a cost breakdown of the hourly rates for proposed personnel, any other direct costs, indirect costs, and fees if applicable, with a build-up to their total proposed price or include substantiating price reasonableness documentation/justification. Cost breakdowns included will be utilized to determine price reasonableness. Offerors may use the attached cost/budget template, but are not required to as long as the cost criteria is met; please limit file submissions to 10 megabytes or less.

III. Evaluation of Proposal: DAI will use best value determination for the award of this Request for Proposals. A best value determination means that, in DAI's estimation, the selected offer will provide the greatest overall benefit to USAID in response to the requirements stated in this RFP. DAI may also exclude an offer from consideration if it determines that an Offeror is "not responsible," i.e., that it does not have the management and financial capabilities required to perform the work required. DAI reserves the right to check the past performance, references, and other pertinent offeror information in making award decisions. Proposals will be evaluated against a stated number of factors including: the overall proposed approach, past performance, specific qualifications in the identified approach and sectors, and other evidence substantiating the bidder's ability to deliver, including budget and time frame considerations.

1. Technical Proposal: The Technical Proposal will be scored and evaluated separately from the cost proposal. Technical panel reviewers will evaluate offerors on the following factors, consistent with the offerors' technical proposal. The Technical Proposal will be evaluated against the following criteria:

- a. Technical Approach (35 Points):** Points for this section will be awarded based on the information presented in the technical approach. The offeror will be scored based on its presentation of a clear and thoughtful approach which reflects the requirements of the Statement of Objectives (SOO) and incorporates the offeror's competencies. The technical approach should clearly set forth *how* offerors will design and facilitate the infrastructure bootcamp and develop online course modules.
- b. Institutional Capacity (35 Points):** Points for this section will be awarded based on information presented in the corresponding section and any submitted case studies (i.e., examples of past performance). Preference will be given to firms and/or consortia that have past performance in timely and successful delivery of similar services and/or relevant experience with facilitating trainings for the Government of Vietnam and/or private sector, familiarity with PPP transactions in Vietnam and other countries, and understanding of Vietnam's PPP regulation. Demonstrated competencies in adult learning, and design and delivery of training in-person and online is preferred. The offer should clearly demonstrate an understanding of the policy, law and practice required for the bootcamp.
- c. Management Plan/Staffing Structure (30 Points):** Points for this section will be awarded based on the qualifications of proposed staff, clear delineation of the roles and responsibilities of each proposed staff and each proposed firm (if firms are partnering), and the demonstrated efficacy and clarity of the management plan. Proposals should provide a clear management plan in narrative form for the development, review, and submission of all associated deliverables, including a proposed milestone schedule. If the offeror is submitting a proposal with partners, the proposal should describe the nature of the arrangement (i.e. added technical value), the division of labor among the partners, and the

appropriate management controls to ensure successful delivery. Offerors should clearly demonstrate that they can work in Vietnam physically, with a preference for Hanoi or ability to collaborate closely with VCCI. Offerors should demonstrate an established physical presence in Vietnam, or propose at least one partner of their consortium with a physical presence in Vietnam (if partnering), and include proposed staff already located in Vietnam.

2. **Cost Proposal:** Cost and associated cost build-up will be evaluated separately from the technical approach, with due consideration for realism, price reasonableness, and allowability consistent with U.S. government cost principles. Evaluation for this section will be dependent upon all information presented by the Offeror in their deliverable table and supporting cost information, as well as its alignment with the proposed technical approach.
- IV. Offeror's Agreement with Terms and Conditions:** The completion of all RFP requirements in accordance with the instructions in this RFP and submission to DAI of the technical and price proposals will constitute an offer and indicate the Offeror's agreement to the terms and conditions in this RFP and any attachments hereto. DAI is not required to accept and/or evaluate proposals that do not conform to the instructions of the RFP, and additionally, DAI may reject all proposals and not award a subcontract for this RFP. DAI reserves the right to award a subcontract without discussion and/or negotiation; however, DAI also reserves the right to conduct discussions and/or negotiations, which among other things may require an Offeror(s) to revise its proposal (technical and/or price). By submitting an offer, Offerors agree to comply with the general terms and conditions for an award, including [Representations and Certifications](#) compliance. Offerors must provide full, accurate, and complete information in response to this solicitation. By submitting an offer, Offerors certify that they have not/will not attempt to bribe or make any payment to DAI employees in return for preference. Issuance of this RFP in no way obligates DAI to award a subcontract, nor does it commit DAI to pay any costs incurred by the Offeror in preparing and submitting the proposal. DAI reserves the right to award a subcontract to one organization or to issue multiple awards to different organizations based on the results of our evaluation.

Thank you,
DAI INVEST Procurement and Partnerships Team
INVEST_Procurement@dai.com

Statement of Objectives under RFP INVEST-090:

USAID/Vietnam Municipal Clean Energy Development Facility

VCCI Online and In-Person PPP Infrastructure Bootcamp Training Program Design and Delivery

Introduction

USAID seeks to unlock the potential of private capital to drive inclusive growth. Increasingly, private investors and businesses are looking to emerging markets for better returns and new market opportunities. Specifically, USAID can leverage its resources – grants, technical assistance, guarantees, and convening power – to help raise awareness of investment opportunities, lower transaction costs, and mitigate the risk of investments that generate positive social, economic, and environmental impact.

Through INVEST’s flexible buy-in mechanism, USAID Missions and Operating Units can access an unprecedented network of firms and individuals that have the range of technical expertise needed to identify opportunities and effectively mobilize private capital toward development priorities. Using a lean approach tailored to high potential opportunities, relevant parts of the network will come together to research, develop, and build specific solutions that align private capital with development needs.

Background

USAID/Vietnam engaged INVEST to explore and facilitate private investments in the energy, health care, education, and infrastructure sectors in the economy. In November 2019, INVEST conducted a rapid scoping mission to Vietnam to help USAID prioritize activities based on a pre-defined set of transaction opportunities provided by the Mission. From the scoping mission, INVEST identified an opportunity to help build the capacity of the Government of Vietnam (GVN) to engage the private sector in clean energy projects under the new GVN Public Private Partnership Law¹².

Public Private Partnerships (PPPs) play an important role in mobilizing additional sources of funding and financing for infrastructure, enhancing project selection, and aligning the incentives of the private sector with the interests of the contracting authority to support development objectives. According to the World Bank, Vietnam needs approximately \$25 billion per year in investment to meet its sustainable infrastructure needs. Given GVN’s current budget constraints and a self-imposed public debt cap, securing private capital through PPPs is critical for creating fiscal space to adequately address Vietnam’s public infrastructure needs.

Private participation in infrastructure is active in Vietnam, though despite promising efforts, the majority of PPPs have struggled. This is due to an inefficient legal framework and a lack of capacity among state agencies to prepare, procure and manage PPP projects. To address PPP governance challenges and facilitate investments, the GVN Ministry of Planning and Investment developed and published a new draft PPP Law in October 2019. The draft was widely discussed in the National Assembly and was

¹ Law in Vietnamese:

http://vanban.chinhphu.vn/portal/page/portal/chinhphu/hethongvanban?class_id=1&mode=detail&document_id=200452

² Law in English: <http://amc.edu.vn/xem-van-ban/vsndoc/39/law-no-642020qh14-dated-june-18-2020-on-public-private-partnership-investment.aspx>

approved in June 2020. USAID/Vietnam, through the LEAP III project³, provided support to the National Assembly on the draft PPP Law through an interactive questions-and-answers platform and regional consultative workshops.

USAID seeks to strengthen PPP understanding and implementation at the municipal level and build capacity to procure, manage, and implement feasible PPP investments. The theory of change is that if municipal governments receive the legal and technical assistance needed to establish, structure, and implement PPPs through a transparent and rigorous process, then they can drive innovative, clean, and renewable energy solutions to meet demand, attract more investments, and serve as an example to other municipalities.

INVEST conducted a feasibility study to determine the interest in and likelihood of success of a Municipal Clean Energy Development Facility (MCEDF) that builds the capacity of municipal governments to engage the private sector in clean energy projects under the GVN's new PPP Law. As a result of this study, a set of recommended activities was proposed to build capacity in Vietnam to implement PPPs. This includes advisory support to ongoing projects in need of assistance as well as training and ongoing support to key stakeholders. As part of this training and capacity building support, INVEST will provide technical assistance to the Vietnam Chamber of Commerce and Industry (VCCI) to strengthen its Public Private Partnership Platform.

Objectives and Activities

Under this scope of work, the successful offeror will work closely with INVEST and the Vietnam Chamber of Commerce and Industry (VCCI)⁴, including its PPP Committee⁵, throughout the activity. The successful offeror will design and facilitate a replicable, multi-day, in-person PPP infrastructure bootcamp training program as well as develop modules for an online self-guided PPP training course that will be hosted on the VCCI PPP website.

The bootcamp training program will target public and private sector stakeholders to acquire a clear understanding of the PPP Law's fundamentals, PPP processes, and related technical and commercial areas associated with infrastructure projects. The in-person bootcamp should also leverage the opportunity to bring public and private sector stakeholders closer together and develop a better understanding of their respective goals and abilities in carrying out PPPs.

Bootcamp Preparation and Design

The successful offeror will design an in-person infrastructure bootcamp training program that will provide an opportunity for public sector employees (e.g., subnational government employees) and private sector infrastructure industry participants (e.g., project developers, investors, etc.) to obtain hands-on training and to interface with each other, helping to build working relationships and strengthen the PPP project pipeline.

The successful offeror will develop the content of the bootcamp, in collaboration with VCCI and INVEST, that (1) includes key topics such as the new PPP framework, PPP finance, project development,

³ [USAID Learning, Evaluation, and Analysis Project III \(LEAP III\): the buy-in supported the development and implementation of Vietnam's new Public Private Partnership law.](#)

⁴ <https://www.vcci.com.vn/>

⁵ The PPP Committee is charged with 1) developing policies and PPP projects/programs for sustainable development and long-term national competitiveness enhancement; 2) mobilizing both domestic and foreign resources; and 3) encouraging businesses to present ideas and build PPP models/projects in a sustainable way.

feasibility studies, and screening tools, among other topics to be determined; (2) draws from international best practices and includes related case studies; and (3) uses and builds on materials from the USAID LEAP III Project, VCCI, and other sources.

The successful offeror will assess training needs of stakeholders and, based on the results, develop the bootcamp training program that may include the following sessions: introduction to the PPP Law, infrastructure commerciality, cost benefit analyses, financing options, financial modeling, risk management, developing an infrastructure business case, the subnational government perspective, advanced legal tools, case studies on foreign investors/lenders/the private sector as well as other legal and contractual aspects, and networking sessions, among others.

In-Person Bootcamp Implementation and Facilitation

The successful offeror will actively collaborate with and involve VCCI throughout the engagement in order to promote VCCI's understanding and ownership of the PPP bootcamp training program. The successful offeror will prepare and deliver an in-person bootcamp training program and propose improvements to the curriculum based on lessons learned and feedback from participants and stakeholders.

The delivery of the in-person bootcamp training will be in Vietnamese, with simultaneous interpretation, and final bootcamp materials submitted by the successful offeror will be in Vietnamese and English.

The successful offeror will develop a transition plan to ensure a seamless handover of the PPP bootcamp to VCCI, thereby ensuring the bootcamp's long-term sustainability beyond the offeror's period of performance. VCCI may engage the selected offeror for additional adaptation and delivery of the bootcamp following the completion of this scope of work under separate engagement.

The in-person bootcamp training will be scheduled, if possible, by November 2021, depending on various factors, such as the accessibility of existing materials and availability of key stakeholders, particularly in Government. It is anticipated the in-person bootcamp will be held in Danang. INVEST will arrange the facility meeting space for the in-person bootcamp training and will cover the associated expenses with renting the space.

The successful offeror will provide the following services:

- Assess training needs of stakeholders to help determine the content that should be included in the bootcamp training program
- Design in-person infrastructure bootcamp training program curriculum and materials
- Support VCCI in marketing and outreach to promote the in-person bootcamp training program, and register participants. In support, VCCI will upload information to the VCCI website and send information to their networks (members, partners, and relevant Government bodies), as appropriate.
- Organize and manage onsite logistics of the in-person bootcamp with in-person support and coordination. Tasks include preparing the room and physical materials for the bootcamp, such as arranging seating and tables; displaying resources in the room; greeting and signing in participants; providing logistical guides, name tags, and worksheets; collecting photos/videos and participant feedback; answering basic questions about the facility (e.g. where to park, where to get water), etc.
- Deliver one in-person bootcamp training program

- Conduct participant surveys on the bootcamp experience and improve/adapt content and delivery methods based on the feedback and lessons learned.

Online Self-Guided PPP Training Course

INVEST and VCCI are working with a separate partner/web developer to improve the VCCI PPP website (<http://vcci-ppp.vn/>), establish a virtual PPP help desk platform, and set up a system/platform for the online self-guided PPP training course on the VCCI PPP website.

The successful offeror of this bootcamp activity will provide support to those parallel activities as follows:

- Outline and fully develop virtual delivery modules/lessons for the online self-guided PPP training course
- Provide and adapt content and resources from the infrastructure bootcamp training program materials for online reference and use in support of the PPP website improvement activity and online training course activity
- Coordinate with INVEST, VCCI, and the separate partner/web developer to finalize online PPP training modules after the web developer has uploaded/integrated content into an online format.
- Test virtual modules with VCCI and test audience and adjust content as appropriate.

Deliverables

The successful offeror will propose deliverables based on their technical approach that will result in the successful delivery of the above described services. The successful offeror will submit final deliverables in English and Vietnamese. The resulting deliverables will likely include:

- Work Plan
- Infrastructure bootcamp training program curriculum, facilitation guides, and associated templates/materials
- Infrastructure bootcamp agenda, curriculum, worksheets, and other relevant materials for in-person bootcamp
- Bootcamp Summary Report documenting the process, content, and outputs of the in-person bootcamp with survey data, and recommendations for improvements for potential subsequent bootcamps
- Infrastructure Bootcamp refined materials
- PPP training modules/lessons for online self-guided PPP training course
- Transition Plan

Period and Place of Performance

The period of performance is expected to commence in September 2021 and is anticipated to take place over approximately 9-12 months.

The work is expected to take place primarily in Vietnam, with a preference for Hanoi in order to work closely with VCCI, with remote work supplementing the on the ground implementation if necessary. Given the global Covid-19 pandemic and impacts on travel, offerors should propose at least one partner of their consortium with a physical presence in Vietnam and include proposed staff already located in Vietnam. The successful offeror will demonstrate that they can work in Vietnam physically and will demonstrate how any remote portions of work will supplement the on the ground implementation. The USAID, INVEST, and VCCI team members are primarily based in Vietnam and Washington, DC.

Role of INVEST

INVEST will work closely with the selected offeror(s) during all stages of this work. DAI will subcontract the selected offeror directly and provide review and oversight throughout the life of the activity. The INVEST team will administer periodic check-ins, reporting, deliverable review prior to client presentation and approval, and manage an ongoing monitoring, evaluation, and learning (MEL) framework.

- *Subcontractor Onboarding:* INVEST will provide the successful offeror(s) with all necessary context, and work with the successful offeror(s) to develop the work plan.
- *Project Implementation:* The successful offeror(s) will implement the work as prescribed by the work plan(s). INVEST will provide management support and ensure periodic check-ins/reporting.
- *Ongoing Monitoring, Evaluation, and Learning:* INVEST will define indicators during the subcontracting process, collect and review M&E data from subcontractors for requisite reporting to USAID and will conduct data quality assessments as necessary.

Q&A
**RFP INVEST – 090: VCCI Online and In-Person PPP Infrastructure Bootcamp
Training Program Design and Delivery**

NOTE REGARDING PARASTATAL ORGANIZATIONS: Under U.S. Government regulations USAID and INVEST are not able to fund parastatal organizations, even as second-tier subcontractors (partners). The USAID definition of parastatal is “*Foreign government-owned parastatal organizations are firms operated as commercial companies or other organizations -- including nonprofits-- or enterprises in which foreign governments or the foreign agencies have a controlling interest*” (ADS Chapter 302). A controlling interest could include organizations where the largest single shareholder is a government entity.

Technical:

- 1. With regards to the in-person bootcamp training, it is mentioned that “*the delivery of the in-person bootcamp training will be in Vietnamese, with simultaneous interpretation [...]*”, could the training be delivered in English with simultaneous translation in Vietnamese ?**

Answer: Offerors may propose to deliver the training in English with simultaneous interpretation in Vietnamese, or the reverse, i.e., to deliver the training in Vietnamese with simultaneous interpretation in English.

- a. If yes to the previous question, who will bear the costs? The Consultant or the Client?**

Answer: The successful offeror will bear the cost of the simultaneous interpretation.

- 2. It is requested to confirm if the lessons for online self-guided PPP training course are anticipated to be in English language or English and Vietnamese both?**

Answer: The online self-guided PPP training course will be in English and Vietnamese.

- 3. Page 2 of the SOO mentions that “*the successful offeror will design and facilitate a replicable, multi-day, in-person PPP infrastructure bootcamp training program*”. We would like to clarify what that means by 'replicable' and 'multi-day'. Does 'replicable' mean that the successful offeror will deliver the in-person training once but then after the transition from the successful offeror to VCCI, VCCI may replicate the training on its own, ie. the successful offeror is not required to replicate the in-person training? How many days do you expect the in-person training will last? Two days, five days? Depending on the length of the training course, the design of the program can be different.**

Answer: ‘Replicable’ means that the successful offeror will design the in-person PPP infrastructure bootcamp training program in a way in which it could be delivered subsequently by VCCI, if desired.

We anticipate the training will likely be 2-3 days, but ask that offerors include in their proposals the recommended length (i.e., number of days) of the PPP infrastructure bootcamp training program.

- 4. The Statement of Objectives refers to delivery of a ‘multi-day’ in-person PPP infrastructure bootcamp training program. Kindly advise how many days is anticipated for the in-person training, or even an indicative range for its duration.**

Answer: We anticipate the training will likely be 2-3 days, but ask that offerors include in their proposals the recommended length (i.e., number of days) of the PPP infrastructure bootcamp training program.

- 5. In order to estimate the efforts suitably and uniform reference point for all bidders, please clarify the approximate number of participants expected for the bootcamp training program.**

Answer: It is anticipated that approximately 30-50 participants will attend the in-person bootcamp training program, although the number may change should any COVID-19 restrictions remain that might limit travel across provinces.

- 6. (a.) Can you advise on the expected number of audience for in-person bootcamp training? (b.) Would we have the option of running more than one bootcamp (to be priced as an option)?**

Answer: (a.) It is anticipated that approximately 30-50 participants will attend the in-person bootcamp training program. (b.) Offerors should only plan to deliver one in-person bootcamp training under this award.

- 7. Referencing page 3, In-Person Bootcamp Implementation and Facilitation, “*The delivery of the in-person bootcamp training will be in Vietnamese, with simultaneous interpretation, and final bootcamp materials submitted by the successful offeror will be in Vietnamese and English.*”**

- a. It is our understanding that the hiring of interpreters and associated costs will be dealt and borne by USAID/INVEST. Please confirm.**

Answer: The successful offeror will be responsible for hiring and bearing the cost of interpreters and/or translators.

- b. We assume “delivery ...will be in Vietnamese” means that the speaker can use English, with simultaneous translation to Vietnamese. Please confirm.**

Answer: Offerors may propose to deliver the training in English with simultaneous interpretation in Vietnamese, or the reverse, i.e., to deliver the training in Vietnamese with simultaneous interpretation in English.

- c. **Given the current travel restrictions both within Vietnam and into Vietnam, we propose to allow flexibility for both virtual/online and in-person training arrangements. Requesting views on this.**

Answer: The in-person training could be delayed until travel restrictions are lifted. Virtual delivery of the “in-person” training is not of interest.

- 8. Referencing page 3, “*The in-person bootcamp training will be scheduled, if possible, by November 2021,*” We understand from the SOO that the overall period for execution of this engagement is envisaged to be between 9 months to 12 months. If the services are to commence in September 2021, we believe the organization of the bootcamp training program within a couple of months from the start of the engagement is a very aggressive timeline. What flexibility USAID/INVEST is available in terms of delivery timing, and are there any commitments to counterparties such as VCCI/GoV that bidders should be aware of? Please clarify.**

Answer: While there is an initial timeline noted in the SOO that is desired, we understand that offerors may wish to propose an alternate that is more aligned with their proposed approach and that takes into account the changing nature of the COVID-19 situation. Offerors should propose a timeline that they think is feasible keeping in mind the current COVID-19 situation and also being mindful potential scheduling conflicts, such as holidays (e.g., Tet will be celebrated from approximately February 10th to 16th, 2022).

- 9. Referencing page 3, “*The in-person bootcamp training will be scheduled, if possible, November 2021...*” May we check if you mean that the bootcamp will be “held” in-person in Danang in November 2021 or does it just have to be “scheduled” by November 2021 to be held at a later date?**

Answer: Correct, ideally the in-person bootcamp training will be held, if possible, by November 2021. However, Offerors should propose a timeline that they think is feasible keeping in mind the current COVID-19 situation and also being mindful potential scheduling conflicts, such as holidays (e.g., Tet will be celebrated from approximately February 10th to 16th, 2022).

- 10. Please clarify if the PPP bootcamp/training needs to be delivered from the perspective of clean energy/renewables, or should the course be sector agnostic?**

Answer: The training should be delivered from the perspective of the new PPP law that frames and defines PPPs and can draw from all applicable sectors

- a. **Furthermore, should the training be sector specific, please clarify if there will be separate training sessions for different sectors?**

Answer: The training should span the sectors of the new PPP law (transportation, clean water supply and wastewater treatment, healthcare, power plans, public service, etc.). The case studies should also focus on these sectors.

- 11. Given that the scope of the trainings needs is subject to the needs of the stakeholders, for the purpose of submission and pricing, we will assume that the training needs may vary across the entire lifecycle of PPP procurement; we request you to kindly confirm our understanding.**

Answer: Yes, you can assume the training needs may vary across the entire lifecycle of PPP procurement.

- 12. The SOO mentions that the successful offeror will assess training needs of stakeholders, and based on the results, develop the bootcamp training program. Are we correct to expect that any assessment of training needs of stakeholders will be done in collaboration with VCCI? We believe the VCCI would have the data and understanding of the needs of the stakeholders, especially those from the public sector.**

Answer: Yes, this will be in collaboration with VCCI. In addition to collaboration with VCCI, offerors should propose the means and methods they intend to use to assess training needs of stakeholders.

- 13. Referencing page 3, “Support VCCI in marketing and outreach to promote the in-person bootcamp training program, and register participants.”**

- a. It is our understanding that the marketing and outreach support from the consultants will be limited to providing written content about the course, including the benefits of it, but that preparation and dissemination of any marketing collaterals would be carried out by USAID/INVEST or an appointed PR agency.**

Answer: The successful offeror will support VCCI in marketing and outreach by providing written input about the training program as needed. The successful offeror may also brainstorm with VCCI on how to promote the in-person bootcamp and possibly help VCCI with setting up and managing the registration system for participants.

- b. We also understand that the invitation extension and online registration of participants will be through VCCI website handled through existing arrangements/back-end technical support that VCCI already has. Extending participation invites and their registration should not form part of direct responsibility of the consultants especially as the invitees indicated include public sector employees and infrastructure industry private sector enterprises with whom USAID/INVEST/VCCI will respectively have better connect, outreach and point of reference to invite participants. Please clarify if this is amenable.**

Answer: VCCI will manage the invitations and registration of participants for the in-person training.

- 14. Referencing page 3 “Organize and manage onsite logistics of the in-person bootcamp with in-person support and coordination. Tasks include preparing the room and physical materials for the bootcamp, such as arranging seating and tables; displaying resources in the room; greeting and signing in participants; providing logistical guides, name tags, and worksheets; collecting photos/videos and participant feedback; answering basic questions about the facility (e.g. where to park, where to get water), etc.” It is proposed that this specific activity in the scope of work should be kept outside the purview of the prospective technical consultants for PPP capacity building and instead be outsourced/handled by 3rd party event management companies. To that effect, we propose this to be handled by USAID/INVEST/VCCI directly and the budget for such appointment should also be outside of the current budget limits given the already elaborate scope of work. Please clarify.**

Answer: The successful offeror, or consortium, will take full ownership of developing and delivering the in-person bootcamp. This includes organizing and managing onsite logistics. Offerors are encouraged to consider forming a consortium of partners if they are not able or willing to take on the full scope of activities.

- 15. Referencing page 3, “Organize and manage onsite logistics of the in-person bootcamp with in-person support and coordination...” May we confirm if the onsite logistics cost of the in-person bootcamp training (logistical guide, name tags, photos/video, etc.) and simultaneous interpretation will be borne by INVEST’ separate budget?**

Answer: The successful offeror will bear the costs of the interpreter and the in-person bootcamp training materials. INVEST will arrange the facility/meeting space for the in-person bootcamp training and will only bear the expense for renting the space.

- 16. We understand the proposed project would operate for 9-12 months from September 2021. Please advise if there is any specific or range of Level of Effort (LOE) envisaged in terms of person-months or person-days of inputs for the project.**

Answer: Offerors should propose the Level of Effort (LOE) necessary for the successful delivery of the activities outlined in the SOO.

- 17. We understand the target audience includes both private sector stakeholders as well as public sector stakeholders. Please clarify if the offeror is also required to work and liaise with the Vietnamese government? (For example, Ministry of Planning and Investment, Ministry of Industry and Trade, Ministry of Construction, Ministry of Justice, Ministry of Finance, etc. and any other local/provincial-level authorities/People's Committees)**

Answer: Offerors will work with USAID, INVEST and VCCI as the main counterparts to this activity and are not expected to liaise with Vietnamese government outside of the provision of training to public sector stakeholders.

18. The SOO indicates that the content of the bootcamp will use and build on materials from the USAID LEAP III project, VCCI, and other resources. Please specify those materials. Can we obtain those documents?

Answer: The USAID Development Experience Clearinghouse website includes materials about the USAID LEAP III Project, including the LEAP III Annual Report (May 2020-April 2021), available here:

https://pdf.usaid.gov/pdf_docs/PA00XHSD.pdf

Additional relevant materials from the USAID LEAP III project, VCCI, and other sources will be provided to the successful offeror.

19. Can you please advise if the consultancy should include a legal firm to provide and deliver legal aspects of the course? And if so, is the legal firm required to demonstrate institutional capacity as part of proposal submission?

Answer: Offerors should propose the skillset required to implement their proposed technical approach and the staffing with appropriate and relevant skills accordingly.

20. Please clarify if all proposed staff should be already located in Vietnam, as we also intend to utilize international experts. Can part of the course be delivered remotely?

Answer: Offerors may propose some staff not located in Vietnam. However, the work is expected to take place primarily in Vietnam, with a preference for Hanoi in order to work closely with VCCI, with remote work supplementing the on the ground implementation if necessary. Given the global Covid-19 pandemic and impacts on travel, offerors should propose at least one partner of their consortium with a physical presence in Vietnam and include proposed staff already located in Vietnam. The successful offeror will demonstrate that they can work in Vietnam physically and will demonstrate how any remote portions of work will supplement the on the ground implementation.

21. Please clarify the extent to which INVEST will be involved in the preparation and implementation of work. For example, are there going to be frequent meetings and discussions held between the offeror and INVEST?

Answer: The successful offeror will work closely with VCCI and INVEST throughout the activity. INVEST and VCCI will hold check-ins, potentially monthly, bi-weekly, or more frequently if necessary, with the successful offeror. INVEST will provide technical oversight, review and approve deliverables, and liaise with USAID.

Cost:

- 22. May we confirm if the budget limit of US\$250,000 is exclusive of all applicable taxes including VAT and others.**

Answer: Offerors should propose a cost within the US \$250,000 budget for this activity that includes all applicable taxes including VAT.

- 23. We expect that the fixed fee of US\$200,000 to US\$250,000 only covers the technical aspects of the work, ie. the design and delivery of the training program (including the offline and online training). This fixed fee does not include other expenses such as the expenses to organise the in-person training and other logistics expenses. Please confirm or clarify.**

Answer: Offerors should propose a cost within the US \$250,000 budget for this activity that includes all expenses.

Procurement:

- 24. We understand that there is separate RFP on the implementation of website; may we kindly check if preference will be given to the Offeror who submits and qualifies for both RFPs.**

Answer: No preference will be given to offerors who submit proposals for both RFP 089 and RFP 090. Offerors may apply to either or both RFPs. Should a firm (or consortium) wish to apply to both RFPs, separate proposals must be submitted for each, responding to the specific evaluation criteria outlined in each RFP. If an offeror chooses to submit proposals to both RFPs the firm (or consortium) should concisely reference how the proposal are complementary. It is also possible that a firm could be awarded work under one RFP but not the other RFP.

- 25. In addition to the terms and conditions for an award and R&C as provided on the website, we would appreciate if you can share the "draft contract" or "terms and conditions for the contract" as well for our legal team to review, under the assumption that this is a binding proposal. If the draft contract/ terms and conditions of the draft contract are not shared at this stage, may we check if DAI would be open to negotiation on the terms and conditions of the contract during the contract award stage, subject to mutual agreement.**

Answer: The DAI Global LLC subcontract template will be used to subcontract the successful offeror. The subcontract template will be provided for review and negotiations prior to subcontract signature. The successful offeror will be able to review the DAI Global LLC subcontract template and negotiate with DAI Global LLC for mutual acceptance between both parties. Offerors may review standard Terms and Conditions they will be subject to by visiting the INVEST Procurement website (<https://invest-procurement.com/news>) News and Resources section (scroll to ‘Terms and Conditions’).