

To: Offerors

Date: November 8, 2021

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

Subject: Request for Proposals (RFP) INVEST 100: Regulatory Business Enabling Framework & Pipeline Development for USAID Eastern and Southern Caribbean

Due: **1:00PM EST on December 3, 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 for work to be funded by USAID under the Eastern and Southern Caribbean Buy-in.

- I. **RFP Process and deadlines:** This solicitation will result in the award of one Indefinite Quantity Contract (IQC) with an embedded task order and potential for follow on task order(s). The **combined ceiling of the awarded IQC** is expected to be between \$1,000,000 and \$1,150,000, with approximately \$400,000 - \$450,000 allocated for Task Order One.
 - a) Submission of Questions – Questions must be submitted no later than **1:00PM EST on November 12, 2021** via email at INVEST_Procurement@dai.com.
 - b) Submission of Proposals – Proposals must be submitted no later than **1:00PM EST on December 3, 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 100: Regulatory Business Enabling Framework & Pipeline Development for USAID/ESC” 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:** Your organization’s 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 presentation no longer than 10 slides, 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 in 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 may use the attached cost/budget template.

Part 1 – Technical Proposal

Please limit your technical proposal to no more than ten (10) slides. 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 deliverables and milestones will be completed. Offerors should outline how they would work with the Organization of Eastern Caribbean States (OECS) and its members states to conduct a rapid assessment of regulatory needs to attract investment and support business incubation. It should also include the offeror’s approach to engaging multiple stakeholders, conducting legal and financial analysis, and proposing actionable interventions to address regulatory barriers, attract investment and promote business acceleration. Offerors should also detail how they would incorporate considerations pertinent to women’s economic empowerment. The technical approach should also detail how the offeror would prioritize and support climate adaptation for agriculture enabling and workforce development opportunities for women's economic empowerment within the OECS business acceleration and incubation framework, and for women's economic empowerment in Barbados during the second phase of the work. Additionally, offerors should detail how they would carry out deal vetting and pipeline development and transaction advisory services in the Caribbean, and their approach to assess financial instrument offering for the CARICOM Development Fund (CDF) and other available financing and risk mitigation tools, including guarantee, vet potential deals and provide transaction advisory support to 1-2 fast tracked deals.
2. **Institutional Capacity** – Offerors should provide details about the experience, expertise, or capacity of their firm to recommend the proposed approach and complete the work as described. This should also include past performance information for the Caribbean and/or similar past projects. Offerors should outline their experience with regulatory analysis, building pipeline, vetting and supporting transactions, business advisory, and mobilizing capital. Experience working with multilateral organization and women economic empowerment activities and/or gender lens investing should also be detailed. The proposal should also highlight any relevant experience in the renewable energy and agriculture sector, and with workforce development initiatives. Offerors’ existing networks as pertinent to this work also should be included.
3. **Management Plan/Staffing Structure** – Offerors should include CVs for the proposed staff members which they will assign to the activity, highlighting any relevant experience aligned with the activities outlined in the SOO, including legal and regulatory experience, investment experience, climate finance, gender expertise and experience in the Caribbean. Offerors should include in their proposed team the number of individuals that they deem appropriate to complete the anticipated activities, and that possess the wide range of required experience outlined below. Offerors shall indicate who will act as leader and point of contact for the work. Offerors should also propose an expected implementation timeline and schedule of deliverables that is aligned with the requirements of the SOO. Offerors are permitted to engage in partnering arrangements that will aid in providing best value to USAID. If a partnering arrangement is being proposed, please describe the nature of the arrangement, the division of labor among the partners, and the appropriate management controls to ensure successful delivery.

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

- One (1) to two (2) case study examples or qualifications statements of past performance 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 slide will be considered a non-counting slide, should offerors choose to include one. No additional annexes or documentation are requested at this time.

Part 2 – Cost Proposal

The contract type for the presumptive task order will be Fixed Price, awarded as a subcontract by DAI Global, LLC. Please include the total proposed fixed price along with details for specific deliverable pricing. **Please include your total proposed fixed price for Task Order 1 along with details for specific deliverable pricing.**

In addition to a fixed budget for Task Order 1, offerors should provide one illustrative budget for **each** of the following possible Task Order 2 scenarios:

- 1) Transaction advisory services for agriculture enterprise in Barbados raising \$1-2M
- 2) Working with OECS to prioritize opportunities and offer business acceleration to 5-10 women-owned SMEs to make them investment ready

Please provide a narrative explanation of key assumptions related to Task Order 2 pricing in terms of the transaction support. The proposed illustrative pricing for Task Order 2 will serve as an indication of how the Offeror will structure and price its work under subsequent Task Orders; INVEST will compare subsequent Task Order pricing during IQC implementation against the pricing proposed during this competitive phase. In total, offerors should provide three (3) budgets; one detailed fixed budget for Task Order 1 and two additional illustrative budgets for possible Task Order 2 scenarios. After the completion of Task Order 1 INVEST will release a Request for Task Order Proposal (RFTOP) to the successful offeror asking for a more detailed fixed budget for Task Order 2 at that time. Offerors will be able to refine their illustrative Task Order 2 budgets at that time.

Offerors should also include a cost breakdown of the hourly rates for proposed personnel, if applicable, with a build-up to their total proposed price or include substantiating price reasonableness documentation/justification. Offerors can use the attached cost/budget template for guidance, but are not required to use it, as long as the cost proposal captures the necessary elements (i.e. deliverables table with breakdown of how the deliverable totals were calculated). 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/ESC 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/or financial capabilities required to perform the work required. Proposals will be evaluated against a stated number of factors, including the overall proposed approach, past performance, specific qualifications in the identified sectors and other evidence substantiating the bidder’s ability to deliver, and 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.
 - a. **Technical Approach (40 points)** - Points for this section will be awarded based on the information presented in the technical approach. Points will be awarded to firms describing their thoughtful approach to addressing the statement of objectives. The

offeror will be scored based on its presentation of a clear approach which reflects the requirements of this specific activity and incorporates the offeror's unique competencies. Offerors will be evaluated on their proposed approach to working with multiple stakeholders, reviewing existing regulations and proposing a framework to mobilize investment and facilitate business incubation. Offerors should also demonstrate their approach for incorporating climate adaptation and gender considerations in their assessment and recommendations. Points will be awarded to offerors that present a clear approach to business acceleration and incubation services, with an emphasis on agriculture enabling and workforce development opportunities for women's economic empowerment, with a focus on climate adaptation in OECS countries and Barbados. Offerors will also be evaluated on their approach to deal vetting, pipeline development and transaction support, particularly in the renewable energy and energy efficiency sectors and for activities that enhance climate adaptation and resilience.

- b. **Institutional Capacity (30 points)** - Points for this section will be based on information presented in the corresponding section. Preference will be given to firms that have past performance in timely and successful delivery of similar services and/or relevant experience in the Caribbean. Offerors should demonstrate past credentials in similar assignments involving legal analysis, pipeline development and transaction advisory support. Preference will be given to offerors with demonstrated expertise in the Eastern and Southern Caribbean, experience with gender lens investing, climate finance, relevant networks in the region, and experience working with regional multilaterals. Emphasis will also be given to offerors that have prior experience supporting the renewable energy and agriculture sectors, with workforce development initiatives, and with women's economic empowerment.
 - c. **Management Plan/Staffing Structure (30 points)** – Points for this section will be based on the qualifications of proposed staff, in line with the criteria outlined in the previous section, along with the number of individuals that offerors deem appropriate to complete the anticipated activities and that possess the range of required experience outlined above, including expertise in legal and regulatory analysis, pipeline development, transaction support, experience working with multilateral agencies and gender expertise. Preference will be given to teams with demonstrated experience working in the Caribbean, and experience with workforce development, agriculture, renewable energy and climate adaptation and resilience. Points will also be based on the demonstrated efficacy of the management plan including the proposed implementation timeline and schedule of deliverables that is aligned with the requirements of the SOO. If the offeror is submitting a proposal along with partners, the proposal will also evaluate the added technical value of each proposed partner.
2. **Cost Proposal:** Cost will be evaluated separately from the technical approach, with due consideration for price reasonableness and allowability consistent with US 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.

Note: At the proposal stage, the cost proposal for Task Order 2 will be developed based on illustrative case studies provided for response. The proposal budget will be evaluated as an indication of how the offeror will structure transaction advisory budgets under Task Order 2. These budgets will be analyzed for cost reasonableness of the deliverable price as well as the cost build-up. Once the IQC is issued, the budget for each Task Order will be analyzed and compared to the submitted IQC budget for Task Order 2, to ensure that Task Order budgets are consistent with the proposed labor rates and cost build-up submitted at the IQC stage. Any significant deviation from the costs submitted at the IQC stage will need to be fully

documented and justified at the Task Order level and will be subject to approval by DAI. Please include your total proposed fixed price for Task Order 1 along with details for specific deliverable pricing and illustrative pricing for the two proposed Task Order 2 scenarios.

IV. **Offeror's Agreement with Terms and Conditions: Please visit the [INVEST Procurement Forecast](#) website for RFP 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 for RFP INVEST-100
Regulatory Business Enabling Framework & Pipeline Development for USAID Eastern and Southern Caribbean

BACKGROUND

Through INVEST, USAID seeks to unlock the potential of private capital to drive inclusive growth in countries around the world. Increasingly, private investors and businesses are looking to emerging markets for better returns and new market opportunities. Encouraging investment in high-impact areas important to USAID such as agriculture, financial services, infrastructure, environment, clean energy, health, and education, requires new forms of collaboration between USAID and the investment and business community.

Specifically, USAID can leverage its resources – grants, technical assistance, guarantees, and convening power – to help raise awareness of investment and business opportunities, lower transaction costs, and mitigate the risk of investments that generate positive social, economic, and environmental impact. Through INVEST, USAID Missions and Operating Units are able to access a continuously growing network of firms and individuals that have the range of technical expertise needed to identify opportunities and effectively mobilize private capital towards development priorities.

USAID/Eastern and Southern Caribbean (USAID/ESC) has engaged INVEST to improve national and multilateral institutions' ability to transparently implement policies—be they for procurement, service provision, fiscal management or domestic resource mobilization. These practices are rooted in democratic governance principles and the idea of accountability. Further, USAID aims to equip governments with strengthened resilience to predatory lending and influence from less transparent actors.

USAID/ESC has developed its new Regional Development Cooperation Strategy (RDCS) for the Eastern and Southern Caribbean, which includes a strategy for improving Financing Sustained Development (FSD) in the ESC. Furthermore, USAID/ESC received earmarked funding to address predatory practices and damaging influences in the region through activities that target transparency and good governance. Therefore, USAID/ESC is looking at supporting private sector engagement in the small island states through the development of an entrepreneurial incubation platform with the Eastern Southern Caribbean States (OECS) as well as through the facilitation of transaction advisory services for the CARICOM Development Fund (CDF).

OBJECTIVES & ACTIVITIES

Through this Statement of Objectives (SOO), INVEST is seeking a partner to create a transparent regulatory framework for good governance as well as facilitate transaction advisory services within this transparent system in the Eastern and Southern Caribbean. This activity will work in partnership with the OECS and CDF to support improvements to the regulatory framework for development of the entrepreneurial incubation platform of the OECS and transaction advisory services for the CDF, with an emphasis on climate adaptation as well as renewable energy and energy efficiency opportunities. The regulatory framework must consider start-ups and incubators, as well as gender and female economic empowerment within the region. Antigua and Barbuda is currently under Brooke Amendment restrictions and therefore is not eligible for assistance under this activity unless a waiver is granted.

This activity will be managed by INVEST in close collaboration with USAID/ESC.

Stream 1: Support for regulatory framework for entrepreneurial ecosystem among OECS countries and Barbados

This work will include a rapid assessment of regulatory needs to attract investment and business incubation, alignment on gaps and priorities and development of a roadmap to guide regulatory reform and action, using a gender lens and with an emphasis on business incubation and acceleration.

The selected partner(s), in collaboration with USAID and INVEST, will assess and ultimately design a regulatory framework to enable the business ecosystem in the region by:

- a. Holding an inception meeting with OECS, USAID and INVEST to align on objectives, discuss the work plan, cadence and methods of engagement as well as the methodological framework for the assessment
- b. Engaging regional development stakeholders to identify their goals and needs to support alignment for the creation of a regulatory framework to govern capital-raising for climate smart development within the region; a particular focus on gender lens investing and women's economic empowerment should be considered
- c. Identifying the constraints of a regulatory framework for the region and strategies to mitigate identified risks
- d. Conducting a legal and financial analysis of the regulatory structure needed to ensure good governance and transparency within the financial ecosystem. This analysis should consider tax, investment and business registration practices, gender and female economic empowerment, among other key factors, for each of the countries the regulatory framework would encompass.
- e. Creating a roadmap that would help determine the interventions and sequencing to develop the framework for the business enabling environment within the region that would also help support the entrepreneurial program of the OECS, with a focus on business incubation and acceleration. Emphasis should also be given to strategies and mechanisms to identify opportunities that promote women's economic empowerment and climate adaptation and resilience. The roadmap should also identify opportunities for strengthening the agriculture sector in Barbados to promote women's economic empowerment and climate adaptation and resilience;
- f. Outlining process of creating the legal framework to ensure compliance with national laws.

Based on the outcome of the regulatory roadmap to support the entrepreneurial ecosystem, INVEST will issue a follow-on task order to support implementation of strategies and activities proposed in the roadmap. The follow-on task order will have a specific focus on supporting agriculture enabling and workforce development opportunities for women's economic empowerment and climate adaptation and resilience within the OECS business acceleration and incubation framework, and agriculture enabling opportunities for women's economic empowerment and climate adaptation and resilience in Barbados.

Stream 2: CDF support for energy efficiency and renewable energy transactions

The selected partner(s), will conduct a rapid assessment of the CDF offering and build a pipeline of viable financing opportunities for renewable energy and energy efficiency with SMEs in the region. Specifically, the selected partner(s) will:

- a. Hold an inception meeting with CDF, USAID and INVEST OECS to align on objectives, discuss the work plan, cadence and methods of engagement as well as the methodological framework for the activity (for work planning purposes, this work should start no earlier than January 2022)
- b. Review deals identified within the CDF's pipeline and identify other viable deals in the region; identify which if any of these should be fast tracked for transaction advisory support

- c. Assess financial instrument offering, including the CDF’s Credit Risk Abatement Facility (CRAF), USAID’s DCA with a regional bank, and other available financing and risk mitigation tools and identify any gaps to meet business needs
- d. Vet potential deals using a transparent and objective assessment framework and propose required support to assist deals to become bankable and access required financing
- e. Provide transaction advisory support to 1-2 fast tracked deals

General Implementation Structure

Onboarding and Work-Planning

- The Subcontractor, USAID/ESC, and DAI INVEST teams will meet for an implementation kickoff meeting. The purpose and goal of this meeting is to align expectations and contexts and plan for the activities listed below.
- Partner Onboarding: INVEST will work closely with USAID/ESC to provide the selected partner(s) with all necessary context, as well as to develop the work plan(s).

Implementation

- Project Implementation: The selected partner(s) will implement the work as prescribed by the work plan(s). INVEST will provide management support and technical oversight throughout all activities and anticipates working closely with the subcontractor and maintaining ongoing communications through periodic (e.g. weekly and monthly) check-ins/reporting as well as possible onsite meetings. USAID staff will be engaged throughout implementation, supporting the initial identification of challenges and root causes, and providing guidance and feedback as appropriate throughout the activity.
- Ongoing Monitoring, Evaluation, and Learning: INVEST will define indicators in subcontract, collect and review M&E data from subcontractors for requisite reporting to USAID and will conduct data quality assessments as necessary.

DELIVERABLES & IMPLEMENTATION TIMEFRAME

The activities outlined above are estimated to take place over an approximate 18-24 month period starting in January 2022. This will include an approximate six-month assessment and alignment phase, followed by a Phase 2 implementation. A deliverables table with an illustrative timeline is offered below; however, offerors may propose alternate timelines, workplan and level of effort associated with the various components of the activity.

Description	Illustrative Timeframe
Onboarding & Work-planning	1 week
Stream 1 Inception report, workplan and assessment method	2 weeks
OECS Rapid Assessment of Regulatory Needs in OECS countries and Barbados	3 months
OECS Alignment and Roadmap & Preliminary Opportunities in Barbados	2 months
Phase 2 OECS & Barbados Implementation Phase	12-18 months
Stream 2 Inception report, workplan and assessment method	2 weeks

CDF Assessment and pipeline development (work on this to begin in January 2022)	3 months
CDF Fast Track Transaction Support	6 months

Contract Type

DAI anticipates awarding an Indefinite Quantity Contract (IQC) with an embedded Firm Fixed Price task order and additional follow-on task order(s). Subsequent task orders are not guaranteed and are contingent on the Task Order 1 results, viability of identified deals, and USAID and INVEST's interest in supporting additional activities.

**RFP INVEST-100 Regulatory Business Enabling Framework & Pipeline Development
for USAID ESC
Q&A**

Technical

- 1) In the technical proposal should offerors demonstrate qualifications/experience relevant to the illustrative budget scenarios for the potential Task Order 2 (i.e., qualifications in transaction advisory for agriculture and business acceleration services for women-owned SMEs)?

Answer: Those scenarios are illustrative, and as noted in the RFP, offerors should demonstrate their experience across a variety of sectors and activities, including expertise in regulatory analysis, building pipeline, vetting and supporting transactions, business advisory, and mobilizing capital, and experience working with multilateral organizations, women economic empowerment activities, renewable energy, agriculture and workforce development.

- 2) Does USAID/ESC anticipate the identified transactions to close during the Fast Track Transaction Support period (approximately six months)?

Answer: Exact timing will depend on the concrete opportunities but INVEST expects that fast-tracked deals would be opportunities that are more advanced, require lighter support and are poised to achieve close in a 6-month timeframe.

- 3) Could USAID/ESC or INVEST provide additional clarity on the expected duration of the Task 2 scenario 'business acceleration to 5-10 SMEs' in order to develop a reasonable cost proposal?

Answer: That scenario is illustrative and, as outlined in the RFP, offerors should provide a narrative explanation of key assumptions related to their proposed Task Order 2 pricing. As such, offerors should present a cost proposal based on a timeline that they propose, based on what they deem reasonable for that scenario. As noted in the SOO, INVEST expects that Phase 2 will have an implementation timeframe of 12-18 months.

- 4) Can you please confirm that Task Order 1 comprises of both Stream 1 and Stream 2 of the Statement of Objectives?

Answer: Yes, Task Order 1 comprises both streams. Subsequent Task Orders would focus on transaction advisory to support opportunities identified under Stream 1.

- 5) Is the Stream 1 regulatory assessment and development of the legal framework at the OECS level or national level?

Answer: The regulatory assessment will require collaboration with the OECS. The successful offeror will be expected to identify prevailing regulatory constraints and propose a framework that can be applied at the regional level to address the main existing barriers to facilitate business incubation and enable entrepreneurship. While INVEST does not expect individualized deep dives and separate solutions for each OECS member state, the analysis should consider local realities to ensure compliance with national laws.

- 6) For Stream 2, what is the range of deal sizes in CDF's pipeline? What sectors do the potential SME partners encompass?

Answer: Deal sizes will be confirmed during the deal vetting and pipeline development stage of the activity.

- 7) How many task orders are envisioned?

Answer: INVEST envisions issuing at least two task orders, but the actual number will depend on the opportunities that are identified under Stream 1 of Task Order 1.

- 8) It is unclear why Barbados is added to the scope of work while it is not a member of the OECS.
- a. Can you confirm that Stream 1 is only for OECS countries with the exception of the roadmap in which we are asked to identify opportunities for strengthening the agriculture sector in Barbados to promote women's economic empowerment and climate adaptation and resilience?
 - b. If we are requested to carry out the same work for Barbados, will we have direct interactions with the Barbados authorities? Will this require a parallel stream of communications and separate deliverables?

Answer: Barbados was included to Stream 1 as USAID/ESC is also interested in identifying transactions and supporting opportunities in Barbados, with a particular emphasis on agriculture and women's economic empowerment, and climate resilience. INVEST confirms that most of the work to be carried out under Stream 1 should focus on OECS, and that the scope for Barbados should focus on identifying opportunities in the above-mentioned sectors, which should be incorporated into the roadmap.

- 9) Is the assessment and review limited to the OECS Treaty, Protocols and other instruments/guidelines provided by the OECS Institutions or is the Consultant requested to review the legal and regulatory framework of all OECS Countries? Plus Barbados?
- a. If we are expected to review each national framework, are you requiring the consultant to hire local law firms?
 - b. Can you confirm that the deliverables would be general deliverables at the OECS level and not specific to each country? Or do you expect a deliverable per member state?

Answer: The regulatory assessment will require collaboration with the OECS. The successful offeror will be expected to identify prevailing regulatory constraints and proposing a framework that can be applied at the regional level to address the main existing barriers to facilitate business incubation and enable entrepreneurship. While INVEST does not expect individualized deep dives and separate solutions for each OECS member state, the analysis should consider local realities to ensure compliance with national laws.

- 10) Can you confirm that we will not be asked to review the CARICOM framework?

Answer: Work with CARICOM is restricted to the activities with CDF contemplated under Stream 2.

11) Is "Phase 2" only related to Stream 1? Can you confirm that this Phase 2 should not be part of this proposal as it will be the subject of a follow-on task that will be prepared at a later stage?

Answer: Yes, INVEST anticipates that additional work conducted under Phase 2 will be related to Stream 1 and the opportunities identified as part of the roadmap developed under that. In their technical approach, offerors should outline how they would carry out the multiple activities contemplated under this SOO, including potential follow on advisory support, but are not expected to provide a separate technical approach for Phase 2 at this point.

12) Please kindly confirm that the offeror is not expected to prepare a technical approach for Task Order 2.

Answer: In their technical approach, offerors should outline how they would carry out the multiple activities contemplated under this SOO, including potential follow on advisory support, but are not expected to provide a separate technical approach for Task Order 2 at this point.

13) For Stream 2, Can you confirm that this task will be carried out simultaneously with Stream 1, but the ultimate client will be CDF (and not OECS)?

Answer: Yes, that is correct.

14) Antigua and Barbuda are currently excluded from assistance under Brooke Amendment restrictions unless a waiver is granted. Is INVEST/USAID seeking a waiver and what timeline would provision of such a waiver require? Would USAID consider submission of such a waiver request be included in the solicitation so that the approval can come along with the approval of the award?

Answer: INVEST is not seeking a waiver for Antigua and Barbuda at this point.

15) Can you provide additional information on task order 2 technical/substantive expected outcomes?

Answer: Task Order 2 will focus on providing transaction advisory services to support agriculture enabling and workforce development opportunities for women's economic empowerment and climate adaptation and resilience within the OECS business acceleration and incubation framework, and agriculture enabling opportunities for women's economic empowerment and climate adaptation and resilience in Barbados. Outcomes will depend on opportunities identified under Task Order 1 and prioritized by INVEST and USAID for subsequent follow on support, but overall USAID/ESC expects to facilitate investment and mobilize capital for development impact.

16) Confirm that only Antigua and Barbuda is excluded (for now) from the OECS countries in scope?

Answer: This activity should only contemplate independent OECS countries (i.e. St. Kitts & Nevis, Dominica, Grenada, St. Lucia, St. Vincent & the Grenadines).

17) Confirm that only Barbados is included in the scope of the RFP in addition to the OECS countries?

Answer: Barbados is the only non-OECS member state that should be contemplated under Stream 1.

18) Will there be a scoping or assessment mission to each of the OECS countries? There are eleven-member countries at OECS. If the only country out of the assessment is Antigua/Barbuda, that leaves the evaluation on 10 countries. How are we going to collect the information about these countries? Will the OECS provide us with the information required? Local counterparts?

Answer: Offerors should detail in their proposal their approach to collecting information in order to fulfil the objectives outlined in the SOO. The regulatory assessment will require collaboration with the OECS. The successful offeror will be expected to identify prevailing regulatory constraints and proposing a framework that can be applied at the regional level to address the main existing barriers to facilitate business incubation and enable entrepreneurship. While INVEST does not expect individualized deep dives and separate solutions for each OECS member state, the analysis should consider local realities to ensure compliance with national laws. Offerors should also take into account that this activity should only contemplate independent OECS countries (i.e. St. Kitts & Nevis, Dominica, Grenada, St. Lucia, St. Vincent & the Grenadines)

19) Re the rapid assessment and development of a regulatory framework to attract investment and support business incubation, are you expecting a general framework for the OECS or should our technical and cost proposals reflect a customized approach targeting different states?

Answer: See answer to Question #18.

20) The roadmap is intended to “identify opportunities for strengthening the agriculture sector in Barbados to promote women’s economic empowerment and climate adaptation and resilience”. Yet, the project is intended to “support the regulatory framework for entrepreneurial ecosystem among OECS countries and Barbados.” The question is, can you elaborate more on the sort of “strengthening” the proposal is asking consulting firms to do in the area of “agriculture”? Can you be more explicit? Is it “incubation of agroindustrial technologies or ventures associated with it? Is it a broader sort of straightening implemented through legal reform, such as elimination of regulatory barriers? Can you elaborate more on this request?

Answer: This activity encompasses multiple goals, and the roadmap is one of the envisioned outputs, with opportunities in Barbados as one of the elements that should be included in that product. INVEST and USAID/ESC are open to considering different approaches that can fulfil the broad objectives outlined in the SOO. Offerors should propose avenues that align with their proposed technical approach and expertise, and with the activity’s objectives.

21) Please kindly clarify what constitutes transaction advisory support as stated in the SOO under Stream 2 (e).

Answer: Transaction Advisory can encompass a wide variety of different services to support a specific transaction in capital raise efforts. Illustrative examples include due diligence, financial

structuring, investor outreach, negotiating term sheets, etc. Exact services will depend on the specific deals that are prioritized for additional support.

- 22) Please kindly confirm if the offeror should propose a roster of experts to cover both Task Orders or just the core team for Task Order 1.

Answer: Yes, offerors should propose experts for both task orders. However, upon completion of Task Order 1, the selected partner will be sent a Request for Task Order Proposal for Task Order 2, at which point they will have the ability to revise their proposed staff, to ensure that the team and their expertise align with concrete opportunities advancing to Phase 2.

- 23) Will these deals we are to fast track come from OECS's existing pipeline or are we expected to bring these deals?

Answer: INVEST anticipates support to 1-2 fast-tracked deals under the CDF stream, as outlined in the SOO. Fast track deals could be selected from the universe of existing opportunities on CDF's existing pipeline, or the additional deals that the successful offeror will be expected to identify as part of that workstream.

Timeline

- 24) Using the Deliverables & Implementation timeframe table in the SOO, for budgeting purposes, which rows are included in Task Order 1? Which rows are included in Task Order 2? Are there any rows that should be included in a potential Task Order 3?

Answer: All deliverables included in the table, with the exception of "Phase 2 OECS & Barbados Implementation Phase" are part of Task Order 1. As noted in the SOO, those deliverables are illustrative and offerors may propose alternative frameworks.

- 25) Can we assume that Task Order 1 should be scoped to include a six-month assessment and alignment phase (i.e. Phase 1) for both Stream 1 and Stream 2? Subsequently, can we assume Phase 2 is focused on implementation for both Stream 1 and Stream 2, with separate Task Orders for each Stream (including the two Task Order 2 scenarios which would fall under Stream 1)?

Answer: Most of the activities under Task Order 1 should be completed within a 6-month timeframe. However, support for fast-tracked CDF deal(s) should also be included in Task Order 1, which could result in a slightly longer timeframe in total. Task Order 2 will focus on follow on support for opportunities identified under Stream 1.

- 26) For the illustrative budgets for the Task Order 2 scenarios, can we assume an 18-month period of performance?

Answer: The scenarios are illustrative and, as outlined in the RFP, offerors should present a cost proposal based on a timeline that they propose, based on what they deem reasonable for each

scenario. As noted in the SOO, INVEST expects that Phase 2 will have an implementation timeframe of 12-18 months.

Cost

- 27) Please kindly confirm if the offeror will need to develop illustrative positions / labor categories for the two illustrative budgets under Task Order 2.

Answer: Offerors should include the positions that they anticipate would be needed to provide advisory services to those illustrative scenarios, with the corresponding rates. Offerors should also provide a narrative explanation of key assumptions related to their proposed Task Order 2 price proposal, to substantiate and provide context to their pricing.

- 28) Is it expected that Task Order 2 will potentially fund only one or both of the two illustrative scenarios requested?

Answer: As outlined in the SOO, Task Order 2 will focus on supporting agriculture enabling and workforce development opportunities for women's economic empowerment and climate adaptation and resilience within the OECS business acceleration and incubation framework, and agriculture enabling opportunities for women's economic empowerment and climate adaptation and resilience in Barbados. The scenarios included in the RFP are illustrative, to help offerors design an illustrative budget. The total number of opportunities supported under Phase 2, and the scope of services to be provided will be defined following completion of Task Order 1, but USAID and INVEST expect to support multiple opportunities under Phase 2. It is possible Phase 2 will support more than two opportunities.

- 29) Please clarify if our proposal's budget should just cover 450,000 or 1,150,000.

Answer: INVEST has a combined ceiling of \$1,000,000 - \$1,150,000 allocated to Phases 1 and 2 of this activity. As noted in the RFP, at this stage offerors should prepare a price proposal for Task Order 1 that falls within the \$400,000 - \$450,000 range. The remaining ceiling will be allocated to Phase 2, which is anticipated to include at least one subsequent Task Order, but may include many Task Orders which will all be funded by the remaining budget within the \$1,000,000 - \$1,150,000 ceiling. At this point offerors are only asked to provide illustrative price proposals for the two scenarios contemplated under Task Order 2, and it is up to each partner to determine the price they deem reasonable for each, based on their technical approach. The total number of opportunities supported under Phase 2 and the scope of services to be provided will be defined by INVEST and USAID in consultation with the selected partner following completion of Task Order 1, but USAID and INVEST expect to support multiple additional opportunities under Phase 2 with the remaining ceiling. At that point, the partner will be expected to present a streamlined technical proposal outlining their approach and a firm cost proposal for the contemplated services for the selected transactions.

Operational

- 30) Please kindly confirm if those who are preparing the RDCS will be eligible to bid on this opportunity.

Answer: Any firm involved in preparing the USAID/ESC 2020 – 2025 Regional Development Cooperation Strategy (RDCS) is eligible to bid on this RFP. There is no conflict of interest that would preclude firms from submitting a proposal given the different nature of both activities, and that the ESC RDCS is publicly available. If you are interested in viewing the USAID/ESC 2020-2025 Regional Development Cooperation Strategy it can be found here: <https://www.usaid.gov/barbados/cdcs>

31) Considering the U.S. Thanksgiving holiday, would DAI INVEST consider a week-extension, for a due date of December 10, 2021?

Answer: No, the U.S. Thanksgiving holiday has been taken into consideration with the current due date of December 3, 2021. There will be no change in the submission deadline.

32) In line with the link provided in the RFP for “terms and conditions” an error is received which reads: There is an error in the URL entered into your web browser.” Please check the URL and try again. The page you are looking for has been moved or deleted.”

Answer: Offerors may view our terms and conditions at this link: <https://www.invest-procurement.com/policies>