

Statement of Objectives (SOO) under INVEST RFP-092

USAID/Vietnam Market Based Healthcare Sustainability Activity: Roadmap Development and Technical Assistance for Financially Sustainable Primary Healthcare Services

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 priority sectors in the economy, including healthcare. In November 2019, INVEST conducted a rapid scoping mission in Vietnam to help USAID prioritize activities based on a pre-defined set of transaction opportunities provided by the Mission. The scoping mission identified a potential opportunity for USAID to support the increased investment and diversification of funding streams for community-based organizations delivering essential primary health care services.

A previously conducted assessment, completed in May 2021, analyzed opportunities to diversify healthcare service offerings of community-based organizations (CBOs) and social enterprises (SEs) and explored and recommended financial business models. This SOO will act on the findings of the healthcare assessment.

Market Based Healthcare Sustainability Activity

The Market Based Healthcare Sustainability Activity will identify and pilot scalable fee-for-service models and expanded service offerings to assist community-based organizations (CBOs) and social enterprises (SEs) delivering essential HIV/AIDS medical services to become financially sustainable and deliver more diversified quality care. This activity will help to support healthcare CBOs/SEs to seek new business models and diversification of services to ensure their sustainability and viability.

In the mid-1990s, USAID began supporting vital HIV/AIDS programs, and since then has worked extensively with CBOs/SEs based in urban centers to deliver HIV/AIDS services to key populations (i.e., men who have sex with men (MSM), people who inject drugs (PWID), female sex workers (FSW), and transgender women (TGW)), in partnership with the Government of Vietnam (GVN) via the U.S. President’s Emergency Plan for AIDS Relief (PEPFAR). Working through CBOs/SEs, USAID’s programming delivered critical prevention, care, and treatment services.

Building on these existing local delivery points, USAID will continue to support these critical preventative and treatment services while at the same time, explore new market-based opportunities that

expand primary health care services and strengthen the financial sustainability of these providers. Healthcare in Vietnam has largely been a state function, with service delivery, facility operations, training of medical professionals, and research and development capacities managed and implemented by GVN. Over time, GVN has moved to allow investors to launch private hospitals and clinics which have brought in more and improved services for a premium. The willingness of Vietnamese people to seek out better services for a fee rather than rely only on state-run clinics and hospitals has demonstrated a potential appetite to pay for services and may represent a similar opportunity for other health care providers, such as CBOs/SEs.

CBOs/SEs are critical for delivering care to HIV/AIDS patients, and their sustainability is key to the continued fight to prevent and treat patients with HIV/AIDS. Testing new business models or fee structures can be risky for these clinics. Many organizations do not have budget fungibility or surplus to test the models, even with the right information and incentives to implement. USAID/Vietnam, through INVEST, aims to support the testing and implementation of new models through the following activities:

- Roadmap Development and Technical Assistance for Financially Sustainable Primary Healthcare Services
 - Task Order 1: Roadmap Development
 - Task Order 2: Technical Assistance and Transaction Support

In May 2021, INVEST completed an assessment of market-based, scalable models for CBOs/SEs to deliver financially sustainable primary health care services to determine demand for different services and price points; understand how various factors (income level, mobility, location, quality of state-owned services, etc.) impact willingness to pay; and how best to roll out new services.

The assessment used organizational capacity assessments; growth and sustainability self-assessments, including business investment readiness assessments and questionnaires; a desk review of current health care trends and needs; and in-depth interviews with investors, health experts, and CBO/SE staff and leaders to assess the capability of 42 participating CBOs/SEs to deliver sustainable health care models.

The assessment¹ concluded that the CBOs/SEs are at different stages of enterprise growth and need technical assistance that is tailored to their stage of development. In addition, the assessment identified a shortlist of 15 middle- to late-stage CBOs/SEs in Ho Chi Minh City (HCMC), Dong Nai, Hanoi, and Can Tho with promise for expansion of HIV and other primary health care services that could benefit from seed capital and business mentoring. Of the shortlisted organizations, 12 are MSM-focused, 1 is a PWID-focused, and 2 are transgender-focused. All 15 CBOs/SEs have business plans and strategies that aim to expand their scope of business beyond their target populations.

See Table 1 below for more information on the 15 shortlisted organizations.

¹ The raw data from the assessment completed in May 2021 will be made available to the successful offeror.

Table 1: Overview of Fifteen Shortlisted CBOs/SEs

Development Phase	Number of CBOs/SEs Identified	Characteristics	Assessment Recommendations	Targets for Next Steps of Development
Growth	2	<ul style="list-style-type: none"> ● Market leaders with large market share ● Introduced innovations that drive market direction ● Have established business models, community and partner networks, branding and marketing, and legal approval ● Employed a form of blended financing 	<ul style="list-style-type: none"> ● Scale and strengthen clinic models offering HIV, STI, viral hepatitis, mental health and gender affirming care services ● Offer catalytic financing to grow primary healthcare offerings for key populations and general population ● Expand into new and promising health care service delivery modes: telehealth/telemedicine, mobile health services, and home-based care ● Strengthen digital platforms to have unified and interoperable electronic medical records, stock management and billing systems across all branches ● Provide targeted technical assistance to ready them for a near-future impact investment ● Create learning mechanisms where market leaders can mentor and strengthen less-developed CBOs/SEs, e.g., through learning exchanges, peer-to-peer training, partnerships with market followers ● Document lessons learned from market leaders' business scale-up experiences to inform capacity-building for new CBOs and SEs 	<ul style="list-style-type: none"> ● Expanded and/or diversified business model to generate more impact and financial income at scale ● Strong team and management system for growth
Development	6	<ul style="list-style-type: none"> ● Close to ready for scale-up 	<ul style="list-style-type: none"> ● Invest in existing clinics model and offerings or in non-health care related marketing and design business ● Offer catalytic investment to support clinic start-up ● Provide intensive TA to support establishing business procedures and standard operating procedures (SOPs) 	<ul style="list-style-type: none"> ● Stabilize cash flow ● Implement robust business management and operations systems and mechanisms for tracking records

			<ul style="list-style-type: none"> ● Finance a basic digital clinic and business management system, tailored to needs ● Support inclusion of newer HIV-related services for clinic model 	(finance and impact)
Start-Up	7	<ul style="list-style-type: none"> ● Require more targeted support and mentoring 	<ul style="list-style-type: none"> ● Offer small scale business seed grants to further the primary business model of each CBO/SE. ● Provide hands-on basic business capacity TA (e.g., business planning, finance management and reporting, market analysis and development, leadership and management, fundraising and investment, and impact measurement) ● Partner with a market leader or development phase group organization to support learning and growth. 	<ul style="list-style-type: none"> ● Build organization management to launch the business ● Test business model from commercial and impact perspective

In order to receive the full report from the assessment, please complete and sign the attached non-disclosure agreement (NDA) and send your NDA to the following email address: INVEST_Procurement@dai.com with the email subject line “NDA for RFP INVEST-92 Vietnam Healthcare.” Please note that INVEST requires an NDA from each person/email that requires access to the supplemental reports. INVEST will share access to the reports with individuals that submit an NDA via a Google Drive.

Objectives and Activities

The purpose of this procurement is to identify a firm or consortium of firms to implement the Roadmap Development and Technical Assistance for Financially Sustainable Primary Healthcare Services. INVEST anticipates issuing one Indefinite Quantity Contract (IQC) with at least two task orders to one firm or consortium of international and local business service providers. The IQC will include Task Order 1 for developing the Roadmap. Task Order 2, and potentially additional task orders, will follow once the initial Roadmap has been finalized and approved. Task Order 2 and any subsequent task orders will be based on the technical assistance and transaction support plans outlined in the Roadmap developed in Task Order 1.

Task Order 1: Roadmap Development, Funders Matrix, and Learning Strategy

Under this scope of work, the successful offeror will develop a roadmap for the identified CBOs/SEs based on the phase of growth, strategic orientation, and organizational capacity that includes a menu of interventions and strategic plan, with milestones, needed by the CBOs/SEs at each development phase to move towards the financially-sustainable delivery of primary healthcare services. The roadmap will detail the types of technical assistance and capacity building needed, and provide a plan for how the successful

offeror will engage the CBOs/SEs to strengthen their core business management skills, governance structure, operating systems, and processes to enable growth and scaling. The roadmap will differentiate the approaches and support needed by development phase with recommendations for Growth, Development and Start-up phases and provide recommendations for technical assistance and transaction advisory services for the different groupings as appropriate

The roadmap should include guidance and strategies for the CBOs/SEs as well as specific activities to be supported by the successful offeror, which will further be detailed and agreed upon in subsequent Task Orders. The different phases of development will require different strategies and interventions, and the level of effort may differ across the phases. The successful offeror will take these differences into account in their proposed approach to developing the roadmap. The recommendations and activities outlined in the roadmap should also take into consideration the following growth strategies and enablers that are critical for financial sustainability:

- Service diversification – complimentary non-HIV health services, adjacent non-clinical services
- Client diversification – from Key Populations to General Populations
- Delivery channels – home-based care, telemedicine, mobile clinics, etc.
- Geographical expansion – franchising, new points of service/locations, etc.
- Funding strategies – diversifying revenue sources (government social contracting, out-of-pocket (OOP)/fee-for-service, insurance), operating revenue, service or product margins adjustments, debt/equity capital mix, traditional and non-traditional sources of financing

Table 2: Illustrative Menu of Interventions

CBO/SE Development Phase	Purpose of Assistance	Type of Assistance
Growth	Preparation for investment and optimal deal structuring	Transaction support
Development	Expansion options (markets, services, clients)	Direct training and/or technical assistance and self-directed toolkit
Start-up	Basic sustainability	Indirect support: self-directed and self-paced toolkit

Interventions could include, but are not limited to:

- Skill-based training:
 - Business Planning, including financial planning
 - Market Analysis and Development
 - Financial Management and Reporting
 - Cost-accounting/Understanding Profit Margins
- Organizational development support:
 - Leadership and Governance
 - Marketing and Branding
 - Fundraising and Investment
 - Product/Service development
 - Human Resources Management

In addition to the roadmap, the successful offeror will explore financing options relevant for this market resulting in the development of a Funders Matrix that presents the full spectrum of appropriate financing options and financial resources—such as grants, tax credits/benefits/incentives, debt, and equity as appropriate—currently available in the health sector. Along with the Funders Matrix, the successful offeror should provide guidelines for CBOs/SEs on which options to consider depending on their development phase and needs.

Also under Task Order 1, the successful offeror will develop a Learning Strategy Work Plan that will outline the approach to capturing and disseminating success stories, lessons learned, case studies, and/or other learning products from this activity and the proposed activities to be carried out under subsequent Task Orders. The target audience (e.g., USAID, international development stakeholders, other CBOs/SEs) and objective (capacity building, knowledge sharing, investor engagement, etc.) may vary depending on the learning products proposed in the successful offeror’s Learning Strategy Work Plan. The final Learning Strategy Work Plan and recommendations developed in Task Order 1 will inform and refine the scope and strategy for Task Order 2.

Illustrative Deliverables

Illustrative deliverables for Task Order 1 are listed below, however, offerors should propose deliverables in line with their approach while meeting the objectives outlined in this SOO. Deliverables will be submitted for review and approval in English, but all final versions must be submitted in both English and Vietnamese.

Task Order 1:

- Roadmap for Growth for CBOs/SEs at growth, development and start up phases
- Funders Matrix
- Learning Strategy Work Plan

Task Order 2: Roadmap Implementation with Technical Assistance and Transaction Support

Following successful completion of the Task Order 1: Roadmap Development, the offeror will implement agreed upon activities proposed in the roadmap and provide technical assistance and transaction support to the CBOs/SEs. The actual number, location, and scope of these technical assistance activities will be based on the results and recommendation of the roadmap completed under Task Order 1 and will be further defined in subsequent task orders. For the purpose of this proposal, the offeror should describe the anticipated approach and activities for Task Order 2 based on knowledge of the context and activity objectives. The specific activities for Task Order 2, and potentially subsequent Task Orders, will be refined and finalized based on the roadmap completed under Task Order 1.

Illustrative activities for Task Order 2 may include the following:

- Strengthen CBOs’/SEs’ core business management skills, governance structure, operating systems, and processes for enabling growth through targeted technical assistance and training
- Conduct and promote knowledge sharing, such as through developing success stories, lessons learned, case studies, etc.
- Provide investment readiness support and investor facilitation or transaction advisory services

Following the completion of Task Order 1, INVEST and USAID/Vietnam will determine which interventions and recommendations from the roadmap can be supported under this activity and INVEST

will release a Request for Task Order Proposal with further information and a detailed SOO for the Task Order 2 activities. The successful offeror will have the opportunity to further refine and detail their approach to this work in their task order proposal. Revised budget information for the activities included in Task Order 2 will be requested at that time in order to ensure the successful offeror can provide updated cost information based on the actual services requested.

Illustrative Deliverables

Deliverables for Task Order 2 will be dependent on the results of Task Order 1 and the subsequent Request for Task Order Proposal (RFTOP). However, based on the completed CBO/SE Assessment, we anticipate illustrative deliverables could be the following:

Task Order 2:

- Knowledge Sharing Products (e.g., success stories, lessons learned, case studies, etc.)
- Skills-Based Training Sessions (online and/or in-person)
- Self-directed Toolkit (“Social Enterprise in a Box”)
- Organizational Development Support Sessions
- Transaction Advisory Services and Investment Facilitation Support

Offerors should provide detail on how they would deliver these illustrative deliverables for purposes of this SOO. When proposals for Task Order 2 and any subsequent task orders are requested, the successful offeror will have the opportunity to respond specifically to the services requested at that time, including proposing deliverables in line with their approach while meeting the objectives outlined in the Request for Task Order Proposal (RFTOP) document. As with Task Order 1, deliverables will be submitted for review and approval in English, but all final versions must be completed in both English and Vietnamese.

Period and Place of Performance

Offerors should propose a timeline in line with their technical approach that delivers the scope of work as described. The Task Order 1 activity is anticipated to commence in September 2021 taking place over a period of 4-6 months. The Task Order 2 activity is anticipated to commence following the completion of Task Order 1, but no later than April or May 2022 and take place over a period of 12-14 months.

Work for this activity is expected to take place primarily in Vietnam 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.

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 regular 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 regular 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



Shaping a more livable world.

USAID INVEST Project

Non Disclosure/Conflict of Interest Form

The below company and representative intend to submit a proposal in response to Request for Proposals (RFP) INVEST-92 in support of USAID/Vietnam (Vietnam Healthcare) and hereby requests access to the supplemental documentation:

Company Name:

Representative:

Title:

Email (to be used to access document folders on Google Drive):

I hereby agree to the following:

1. I will use the documents and all information therein other than information otherwise available without restriction, for proposal preparation purposes only. I will safeguard the documents and will not and have not disclosed them, or any information contained in them (other than information otherwise available without restriction), except as directed or approved by the INVEST Procurement Officer or his/her designee.
2. I will ensure that any authorized restrictive legends placed on the proposals by prospective contractors, will not be applied to any reproduction, or abstract of information, made by me.
3. Upon submitting a response to RFP INVEST-92, I will destroy and/or delete all documents received, and any abstracts thereof, initially furnished to me by the USAID INVEST project.
4. Unless authorized by the INVEST Procurement Officer in advance in writing I will not and have not, -- whether before, during, or after the concept/proposal preparation process -- contacted representatives from USAID/India concerning any aspect of the supplemental documentation or information found therein.
5. I have carefully reviewed my employment (past, present and under consideration) and financial interests, as well as those of my household family members. Based on this review, I certify, to the best of my knowledge and belief as of the date indicated below, that I either **(1) have no actual or potential conflict of interest, personal or organizational, related to this procurement.** I understand that I will also be under a continuing obligation to disclose, and act as instructed concerning, such conflicts discovered at any time prior to the completion of the evaluation.

Name:

Signature:

To: Offerors

Date: August 2, 2021

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

Subject: Request for Proposals (RFP) INVEST-092: Roadmap Development and Technical Assistance for Financially Sustainable Primary Healthcare Services

Due: **9:00AM EDT on September 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 under USAID/Vietnam's Market Based Healthcare Sustainability Activity.

INVEST anticipates that there will be at least two phases of work for this activity as described in the accompanying Statement of Objectives (SOO). The purpose of this RFP is to establish an Indefinite Quantity Contract (IQC) mechanism that covers both phases of the work to be completed. It is anticipated that one firm or consortium that best meets or exceeds the evaluation criteria will be shortlisted (also referred to as pre-qualified) and receive an IQC, resulting in:

- **Task Order 1: Roadmap Development.** Issuance of an initial Firm Fixed Price Task Order to the awarded offeror covering Task Order 1 (Phase 1) of the SOO. The scope of the subcontract will be finalized during award negotiations based on the offeror's respective proposal submission.
- **Additional Task Order(s): Technical Assistance and Transaction Support.** Requests for Task Order Proposal (RFTOP) will be issued to the IQC holder to propose the approach to providing technical assistance and transaction support to the CBOs/SEs. Additional Task Order issuance is not guaranteed and is open to the discretion of INVEST.

Offerors must have the competencies outlined under both phases/activities in the SOO and must be licensed and legally organized businesses. The ultimate *combined* IQC ceiling for *all Task Orders* is expected to be up to US\$600,000.

- I. **RFP Process and deadlines:** We anticipate that this solicitation will result in the award of one IQC mechanism. The IQC will include an initial Fixed Price Task Order covering Task Order 1 of the SOO. We anticipate that at least one subsequent Task Order will be issued to the IQC holder for work under Phase 2 as outlined in the SOO.
 1. Submission of Questions – Questions must be submitted no later than **9:00 am EDT on August 9, 2021** via email to INVEST_Procurement@dai.com.
Submission of Proposals – Proposals must be submitted no later than **9:00 am EDT on September 3, 2021** via email to INVEST_Procurement@dai.com, copying Carly_Gorelick@dai.com and Matthew_Mitchell@dai.com. The subject

line of the email should be your organization name, followed by “Submission under RFP INVEST-092: Vietnam Healthcare.” 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.

NOTE: Proposal components for Task Order 2 will be illustrative based on the examples outlined under Phase 2 in the SOO. Submissions in PowerPoint or in PDF are acceptable. Please provide a copy of your cost proposal in Excel format. Technical proposals should be submitted as a slide deck or document of no more than ten (10) slides/pages with a minimum font size of 12, and graphics with a minimum font size of 10.

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 to Task Order 1 and Task Order 2** – Offerors will detail their approach to fulfilling both Phases of this activity as outlined in 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 a partnering arrangement is proposed) to carry out the proposed approach for both Task Order 1 and Task Order 2 and complete the work as described. 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 and encouraged 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:

- 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 task order(s) will be Fixed Price, awarded under the IQC subcontract issued by DAI Global, LLC.

Please include your total proposed fixed price for Phase 1/Task Order 1 along with details for specific deliverable pricing. Please note that the overall budget estimate as stated above is for both Task Orders 1 and 2.

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 offeror 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/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, 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.

- a. **Technical Approach (40 points total)** – 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 (SOO). The offeror will be scored based on its presentation of a clear approach which reflects the requirements of this specific activity but also incorporates the offeror's competencies.
 - i. **Task Order 1** –Points will be awarded based on the Offeror's innovative approach to developing a roadmap, Funders Matrix, and learning strategy. (25 points)
 - ii. **Task Order 2** –Points will be awarded to firms describing their approach towards implementing the agreed upon activities proposed

in the roadmap and provide technical assistance and transaction support to the CBOs/SEs. (15 points)

- b. **Institutional Capacity (30 points)** – Points for this section will be based on information presented in the corresponding section and any submitted past performance case studies, including offerors’ previous experience and demonstrated ability to address the requirements in the SOO. 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 technical assistance, capacity building, and transaction support of CBOs/SEs.
 - 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 indicate the location of each staff and each firm, and the proposed approach for collaboration and coordination across locations if applicable. 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 and have 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:** As stated above, the submitted cost proposal should only take into consideration Task Order 1 (Phase 1) of the activities. We encourage all offerors to price their work competitively based on their experience providing technical assistance, capacity building, and transaction support to CBOs/SEs. Cost will be evaluated separately from the technical approach, with due consideration for realism, 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. 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 subsequent Task Order, if issued, will be analyzed for cost reasonableness at that stage. Please include your total proposed fixed price for Task Order 1 along with details for specific deliverable pricing for Task Order 1 in response to this RFP. Please note that the overall budget estimate as stated above is for both Task Orders 1 and 2 and should be considered when preparing the budget for Task Order 1.

- 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](mailto:INVEST_Procurement@dai.com)

Questions & Answers

RFP 092: Roadmap Development and Technical Assistance for Financially Sustainable Primary Healthcare Services

Technical Questions

- 1. In assessing the financial sustainability of the CBOs / SEs, we would suggest as a baseline to ensure consideration of market strategy, personnel, systems, capital, and forecast (deployment). Do you have other requirements?**

Answer: Offerors are encouraged to build off the assessment work already completed under INVEST as noted in the SOO, and should include in their proposals details on additional assessment work they believe is needed to meet the objectives as outlined in this SOO.

- 2. Do the 15 CBOs / SEs see each other as direct competitors and will they be aware that this initiative is to support multiple organizations at one time?**

Answer: The CBOs/SEs previously participated in the assessment done under INVEST as noted in the SOO and will be aware that this initiative is supporting multiple organizations at one time.

- 3. The RFP and background implies that the CBOs / SEs already have buy-in on the project objectives so we can expect full cooperation including and up to running patient surveys and/or focus groups with support of the CBO / SE, visibility on their financials, and a direct line of communication with management?**

Answer: The CBOs / SEs previously participated in the assessment done under INVEST as noted in the SOO and are aware of this planned activity. USAID, INVEST, and the offeror will work together to engage the 15 CBOs/SEs based on the proposed approach of the selected offeror and confirm their engagement.

- 4. For Phase 2, a defined scope of work will only be possible after Phase 1. While the companies as part of our bid might be able to implement most of the support programs, we might also need to bring in additional third parties, depending on the scope of work in Phase 2. Will that be feasible or do we need to state all participating parties in this proposal?**

Answer: DAI anticipates awarding one IQC Subcontract as a result of this procurement. The IQC subcontract and resulting Task Order(s) will be awarded to one firm, which will serve as the "lead firm" for any partnership arrangements. The lead firm would hold the IQC subcontract and resulting Task Order(s) and would remain the lead firm for both Task Order 1 and Task Order 2. Offerors should clearly indicate who is the lead firm in the technical proposal and should include all anticipated partners and second-tier subcontractors for both phases of the work (for Task Orders 1 and 2) in their proposal at this stage. However, offerors will have the opportunity to refine and update their proposed partners for Phase 2 in response to the Request for Task Order Proposal (RFTOP) for Task Order 2.

5. **For Phase 2, are we expected to work onsite to implement new systems, to recruit/train appropriate needed personnel, etc? Or just to provide the skills training and capacity building support but the implementation is handled by the CBOs / SEs internally?**

Answer: Offerors are not be expected to recruit new personnel for the CBOs/SEs. However, offerors should detail their approach to fulfilling both phases of this activity as outlined in the SOO, including their approach to strengthening the capacity of the CBOs/SEs. Offerors will have the opportunity to refine their approach to Phase 2 after the completion of Phase 1 and in response to the Request for Task Order Proposal that will be released at that time.

6. **Page 2 of the SOO for Phase 1 of the Market Based Healthcare Sustainability Activity (Phase 1: Healthcare CBO and Social Enterprise Assessment), dated June 30, 2020 and corresponding to RFP INVEST-050, states that Phase 2 of the Market Based Healthcare Sustainability Activity will include the launch of an “Innovative Pilot Fund for CBOs and social enterprises to implement new and innovative fee structures or services to the areas and populations which they serve (or to new ones).” However, this activity does not appear to be explicitly reflected in the SOO for Phase 2 of the Market Based Healthcare Sustainability Activity under RFP INVEST-092. Does INVEST intend to offer any catalytic grant funding to CBOs and social enterprises during RFP INVEST-092 (Task Order 2) under this same mechanism?**

Answer: INVEST cannot issue grants and thus is unable to offer grant funding to CBOs/SEs.

Misc. Questions

7. **The RFP refers to an “attached cost/budget template” on p.13; however, to the best of our knowledge this attachment is not included in the RFP nor on the INVEST procurement website. Could you please share this template if available?**

Answer: Yes, please see the budget template attached to this email.

8. **The RFP requests applicants to submit two examples of past performance of maximum 2 pages each (p. 13). Can you please clarify which format these may be submitted in (Word, PowerPoint, etc.)? Please also confirm that these inputs are not counted as part of the 10-slide technical proposal limit.**

Answer: Offerors should submit examples of past performance and CVs in either PDF or PowerPoint form. These inputs are not counted as part of the 10-slide technical proposal limit.