



**To:** Potential Offerors

**Date:** Friday, July 6, 2018

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

**Subject:** Request for Proposals (RFP) INVEST-004 Mobilizing Private Investment for Development: Global Health/Center for Innovation and Impact Haiti

**DUE:** 1:00PM EDT on **Friday, July 27, 2018**

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 Global Health/Center for Innovation and Impact (GH/CII) Buy-in Contract.

- I. RFP Process and deadlines:** This solicitation will result in the award of Fixed Price Purchase Order. We anticipate issuing a single subcontract award no greater than \$530,000 resulting from the implementation of this agreement.
- a. Submission of Questions – Questions must be submitted no later than 5:00 pm EDT on July 12, 2018 via email at [INVEST\\_Procurement@dai.com](mailto:INVEST_Procurement@dai.com). DAI will respond to these questions in approximately three (3) business days.
  - b. Submission of Proposals – Proposals must be submitted no later than **1:00 pm EDT on July 27, 2018** via email at [INVEST\\_Procurement@dai.com](mailto:INVEST_Procurement@dai.com), copying [matthew\\_farrell@dai.com](mailto:matthew_farrell@dai.com) and [talin\\_baghdadlian@dai.com](mailto:talin_baghdadlian@dai.com). The subject line of the email should be your organization name, followed by “Submission under RFP INVEST-004: GH/CII Haiti” 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 10-slide presentation. 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.

### **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 activities will result in the successful completion of all deliverables and milestones.
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 Haiti or in similar contexts.
3. **Management Plan/Staffing Structure** – Offerors should include details of personnel who might be assigned to the activities described 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 encouraged to engage in partnering arrangements that will aid in providing best value to USAID, regardless of whether organizations belong to the USAID INVEST network. If a partnering arrangement is being proposed, please describe the nature of the arrangement 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 case study)
- 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 your total proposed fixed price along with details for specific deliverable pricing. 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 are expected to use their own cost/budget template(s); 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 GH/CII in response to the requirements stated in this RFP. 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 but also incorporates the offeror's unique competencies.
- 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 Haiti.
- c. **Management Plan/Staffing Structure (30 points)** – Points for this section will be based on the qualifications of proposed staff, the complementary nature of any partnering arrangement, and the demonstrated efficacy of the management plan.

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.

- 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). 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)

**The INVEST Project: Mobilizing Private Investment for Development**  
**Statement of Objectives for Global Health/Center for Innovation and Impact**  
**July 6, 2018**

**Introduction**

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 these markets in high-impact areas important to USAID such as agriculture, financial services, infrastructure, energy, clean water, health, and education, however, requires new forms of collaboration between USAID and the investment community.

INVEST will deploy USAID resources globally, including grants, guarantees, technical expertise, networks, and convening power, to enhance access to viable investment opportunities, lower transaction costs, and mitigate investment risk. INVEST will also provide access to a network of individuals and firms with the specialized expertise across industries and geographies needed to identify, develop, and execute on investments for development impact. 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.

The Global Health Bureau's (GH) Center for Innovation and Impact (CII) invests seed capital in the most promising ideas and applies a rigorous, market-oriented approach to cut the time it takes to transform discoveries in the lab to impact on the ground. CII does this in three ways:

1. Identify cutting edge practices and approaches: To help improve the efficiency of the marketplace, CII examines successes and failures across a range of markets and sectors to identify state-of-the-art practices in innovation, introduction, and uptake.
2. Catalyze innovation: CII uses a variety of novel approaches—from Grand Challenges to hackathons to prizes—to source groundbreaking solutions for tough and seemingly intractable health challenges.
3. Scale for impact: CII supports introduction and scale-up planning for priority health interventions; uses innovative financing mechanisms; applies market shaping tools to address inefficiencies and barriers; and leverages the expertise and active engagement of the private sector—all to accelerate and rapidly expand health impact.

Cholera emerged in Haiti following the earthquake in 2010, and while the epidemic has been controlled, PAHO/WHO estimates that there have been approximately 9,762 cholera related deaths between October 2010 and May 5, 2018<sup>1</sup>. Development partners and the Haitian Government are actively working towards the elimination of cholera in Haiti, with demonstrated success. However, 18 cholera hot spots have been identified, and the UN Special Envoy to Haiti is exploring the role that a development impact bond (DIB), or other innovative financing mechanisms, could play in fighting cholera in these hot spots.

**Implementation Objectives**

In close partnership, and in alignment with, the UN Special Envoy to Haiti, the successful offeror will support USAID in the evaluation of innovative financing mechanisms, including a development impact bond, in helping to eliminate cholera in Haiti. Key activities will include a baseline feasibility study to determine the key challenges and roadblocks towards elimination, landscape of existing water, sanitation

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<sup>1</sup> MSPP, Rapport du Réseau National de Surveillance, Cholera

and hygiene (WASH) projects and other related work in Haiti by USAID and other partners, and the appropriate innovative financing mechanism(s) required to overcome them, including a DIB, as well as design work to determine the appropriate structure of the DIB (or other financing vehicle), including, but not limited to, types and amount of capital needed, outcomes defined, and key stakeholders to be engaged. At this time, there are no specific DIB investors and/or outcomes funders identified. However, significant interest has been shown from a variety of partners, and conversations will continue to develop over the coming weeks and months.

This project will be managed closely by CII, and particularly the Senior Innovative Financing Advisor, in collaboration with the UN Special Envoy to Haiti (or someone from her team). Input and guidance will also be provided from the USAID/Haiti Mission and the Bureau for Latin American and the Caribbean, and from the Government of Haiti and external partners such as UNICEF, other donors, and international financial institutions active in the effort to eliminate cholera. As such, stakeholder engagement will be an important piece of this work.

CII is looking for a firm or, more likely, a combination of firms that have experience with strategy development, project management, and stakeholder engagement (i.e., management consulting), as well as the design and execution of innovative financing transactions, including DIBs. As such, firms are encouraged to partner with each other. Complementary partnering arrangements and corresponding management plans will be scored as part of the RFP's stated evaluation criteria.

This activity is intended to last for approximately 6 months with stretches of higher and lower LoE for each partner depending on key milestones (events like UNGA, WEF, announceables, etc.) and phase of project (landscaping, stakeholder engagement, instrument design, etc.). Offerors should anticipate between four and five in-country visits. Note, the project could also include "pauses" when USAID, UN Special Envoy, and others, can seek internal reviews, and engagement as well. DAI anticipates two to three pauses occurring. These may vary in length. As such, flexibility in staffing as the project evolves is important.

### **Activity Structure**

#### **Activity 1: Feasibility study**

- Landscape existing WASH and other cholera related activities in Haiti being conducted by USAID, the Haitian Government, and other partners.
- Conduct key informant interviews, stakeholder mapping, desk research, and in-country site visits to identify the key challenges and barriers to cholera elimination in Haiti.
- Identify appropriate innovative financing mechanism(s) (including a DIB) to help overcome these challenges and move towards the elimination of cholera.
  - The final deliverable should include a rationale for if, and if so why, the particular innovative financing mechanism(s), is the most effective tool.

#### **Activity 2: Mechanism design**

If promising innovative financing mechanisms, such as a DIB, are available:

- Develop potential structures for the innovative WASH financing mechanism(s), specifically for the elimination of cholera. Key design considerations include:
  - The types and amount of capital needed
  - The expected outcomes
  - Stakeholders to be engaged
  - Timing
  - Governance structures

- Options for where to house the mechanism(s)
  - Include pros and cons for each option

**Activity 3: Business case development**

- Develop a business case/pitch deck for the innovative financing mechanism(s). This should include:
  - The need and problem statement
  - A description of the proposed solution(s)
  - An outline of why and how this will help eliminate cholera in Haiti
- This deck will be used by key stakeholders, and particularly the UN Special Envoy to Haiti, to fundraise for the mechanisms, and generate support from governments, donors, and the private sector.

**Timeframe:**

<b>Activity</b>	<b>Deliverables and Timeframe</b>
Activity 1	Landscape and opportunity assessment (early September UNGA)
Activity 2	Potential Innovative Finance Tools Outlined (November)
Milestone 1	Final Design Prototype(s) (mid-December)
Activity 3	Draft Design and Report (January, WEF)
Final Report (Milestone 2)	Final Report and Design

**General Implementation Structure**

*Onboarding and Work-Planning*

- Partner Onboarding: DAI will work closely with GH/CII staff and associated stakeholders to provide the selected partner(s) with all necessary context, and work with GH/CII staff and the selected partner(s) to develop work plan(s)

*Implementation and Evaluation*

- Project Implementation: The selected partner(s) will implement the work as prescribed by the work plan(s). DAI will provide management support and ensure periodic (e.g. monthly and quarterly) check-ins/reporting
- Ongoing Evaluation: DAI will define indicators in subcontract and collect and review M&E data from subcontractors for requisite reporting to USAID. DAI will conduct data quality assessments as necessary.

**General Implementation Timeframe**

<b>Activity</b>	<b>Timeframe</b>
Onboarding & Workplanning	1-2 weeks
Implementation and Evaluation	6 months

**Contract Type and Budget Ceiling**

DAI anticipates awarding a fixed price contract type with a budget ceiling of \$530,000.

**Annex A**  
**Expression of Interest Q&A**

1. When the document mentions “18 cholera hot spots have been identified”, can a map be provided to identify these locations?

**Please see the map incorporated in this document as Annex B**

2. What is meant by “UNGA” as in “Landscape and opportunity assessment (early September UNGA)”? Is there a presentation to be made at the UNGA? Same question with regards to the WEF reference.

**It is expected that, by UNGA, materials regarding the landscape and opportunity assessment will be developed so that USAID, UN Special Envoy to Haiti, and other identified stakeholders will be equipped to speak with potential partners and better define the opportunity.**

**It is expected that, by WEF, more detailed materials will have been developed, including results from the opportunity assessment, mechanism design, and business case so that USAID, UN Special Envoy to Haiti, and other identified stakeholders will be equipped to speak with potential partners.**

3. Is the September start-date finalized?

**No. It is preferable to start earlier, if possible.**

4. Is it possible to share any additional context on prior work and/or hypotheses that support the idea that an innovative financing mechanism (particularly a DIB) will be a key part of the solution to the challenges/barriers to cholera elimination in Haiti?

**Any relevant information and additional context will be provided to the successful offeror(s) at the outset of the activity.**

5. How will the project be managed between CII, the UN Special Envoy to Haiti as well as other stakeholders mentioned in the RFP?

**CII will fulfill a project management role, assuming management of the day-to-day responsibilities. Other key stakeholders, including the UN Special Envoy to Haiti, will serve as project advisors through the activity, engaging in regular check-in calls/meetings in order to benefit from their expertise and perspective.**

6. Can INVEST provide any additional details regarding other innovative financing mechanisms USAID is considering for this project?

**Any relevant information will be provided to the successful offeror(s) at the outset of the activity.**

7. Can INVEST provide any guidance regarding the positions and amount of LOE by activity required by implementers for this RFP?

**As stated in the RFP, this activity – throughout its timeline – will require a combination of strategy development, project management, and stakeholder engagement (i.e., management consulting) expertise, as well as the design and execution of innovative financing transactions, including development impact bonds.**

8. Can INVEST provide any guidance regarding the scope of the feasibility assessment in regards to number of stakeholders and in-country visit for Activity 1?

**It is expected that offerors will provide an estimate regarding what is required to complete the feasibility estimate. However, it is anticipated that Activity 1 will likely involve one to two in-country visits to engage with stakeholders in Haiti.**



**Annex B**  
**Map: Cholera in Haiti**

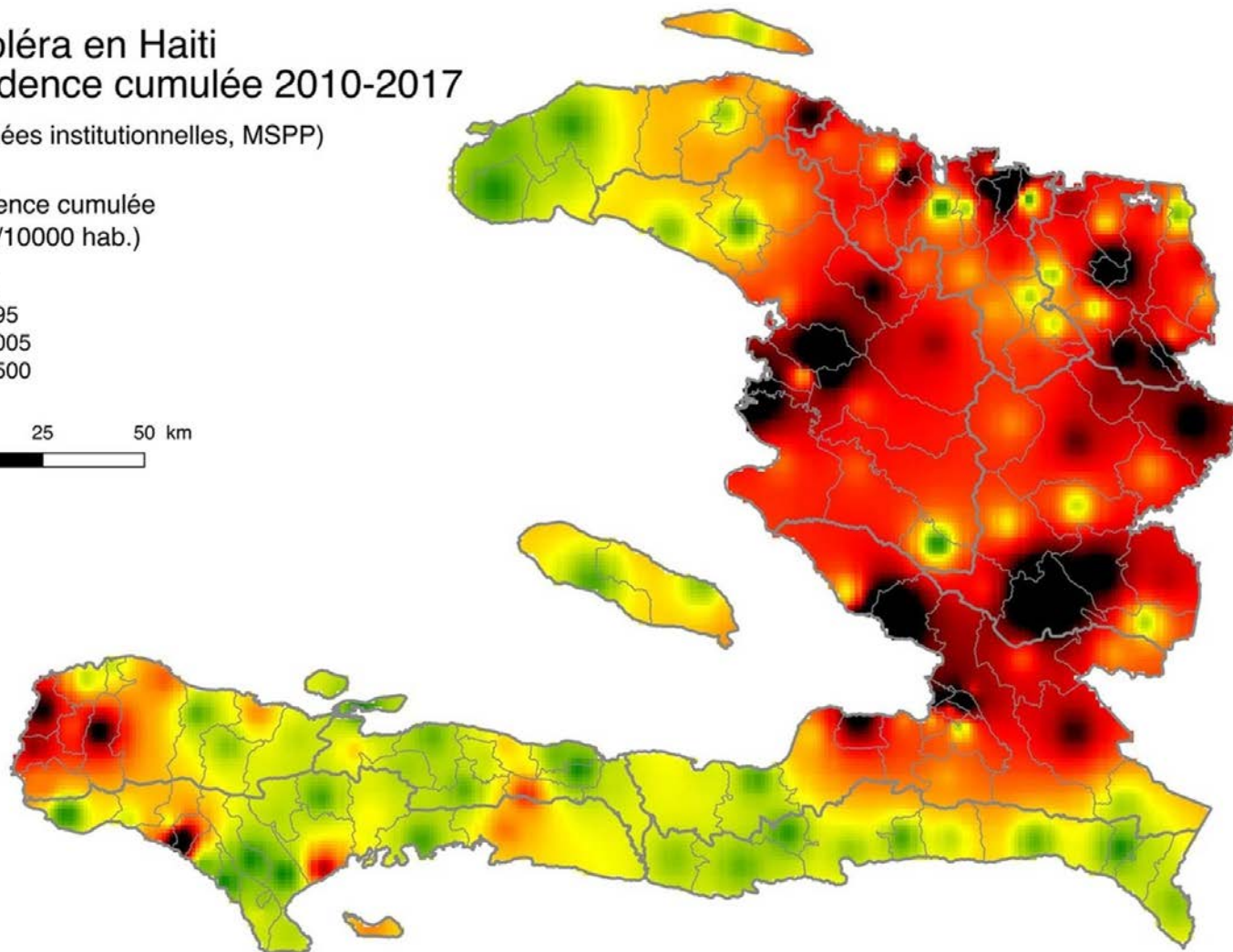
**Choléra en Haiti**  
**Incidence cumulée 2010-2017**

(données institutionnelles, MSPP)

Incidence cumulée  
(cas /10000 hab.)



0 25 50 km



The majority of cholera cases at the moment are found in the Centre, Artibonite, and Ouest departments.