



To: Offerors

Date: December 10, 2020

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

Subject: Request for Proposals (RFP) INVEST-071 Nairobi-Mombasa Toll Road Traffic Study

Due: **1:00PM EST on Wednesday, January 13, 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 funded by USAID.

- I. RFP Process and deadlines:** This solicitation will result in the award of a Fixed Price subcontract. DAI anticipates issuing one (1) subcontract award in the range of \$50,000-\$75,000 resulting from the implementation of this agreement.
- a. Submission of Questions – Questions must be submitted no later than **1:00PM EST on Thursday, December 17, 2020** via email to INVEST_Procurement@dai.com, copying katherine_tilahun@dai.com and matthew_mitchell@dai.com.
 - b. Submission of Proposals – Proposals must be submitted no later than **1:00PM EST on Wednesday, January 13, 2021** via email to INVEST_Procurement@dai.com, copying katherine_tilahun@dai.com and matthew_mitchell@dai.com. The subject line of the email should be your organization name, followed by “Submission under RFP INVEST-071: Nairobi-Mombasa Toll Road Traffic Study” 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 ten-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 including detailed and accurate data collection on traffic operation of the Nairobi-Mombasa Toll Road, in-depth road analysis on expected traffic projections and suggested traffic controls and tolling systems. Firms may consider partnering with other firms that bring in complementary skill sets and experience in order to achieve the objectives of this RFP.

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 similar contexts. If a partnering arrangement is being proposed, please provide details about the experience, expertise, or capacity of partner firms as well. Additionally, offerors should detail their experience (or their team's experience) in conducting comprehensive traffic studies and leading road and highway infrastructure design, planning and development. Offerors should highlight experience conducting such studies for Kenyan roads or roads in similar locations.
3. **Management Plan/Staffing Structure** – Offerors should include details of personnel who will 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. 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. Firms may consider partnering with other firms that bring in complementary skill sets and experience in order to achieve the objectives of this RFP. Offerors are permitted to engage in partnering arrangements if it will aid in providing best value to USAID, regardless of whether organizations belong to the USAID Finance and Investment Network (formerly the Partner Network).

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) examples 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.

Part 2 – Cost Proposal

The contract type for the presumptive task order(s) will be Fixed Price Subcontract awarded by DAI Global, LLC. Please include your total proposed fixed price along with details for specific deliverable pricing. Offerors must also include a cost breakdown of the hourly rates for proposed personnel, any other direct costs, indirect costs, and fees if applicable, with a build-up to their total proposed price or include substantiating price reasonableness documentation/justification. Cost breakdowns included will be utilized to determine price reasonableness. Offerors may use the provided cost/budget template or provide their own if it provides the same level of detail; please limit file submissions to 10 megabytes or less.

- **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(s) will provide the greatest overall benefit to USAID in response to the requirements stated in this RFP. DAI may also exclude an offer from consideration if it determines that an Offeror is "not responsible", i.e., that it does not have the management and financial capabilities required to perform the work required. Proposals will be evaluated against a stated number of factors, including the overall proposed approach, past performance, specific qualifications in the identified sector and other evidence substantiating the bidder's ability to deliver, including budget and time frame considerations. Specific preference will be shown for firms that demonstrate familiarity with Kenya and experience conducting traffic studies for roads in similar locations.
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 competencies. The technical approach should clearly demonstrate the offeror's ability to generate a comprehensive traffic study of the Nairobi-Mombasa Toll Road, including traffic volume data, in-depth road analysis on expected traffic projections, and evaluates tolling technologies and suggests enhancements to existing traffic controls. Offerors are asked to explicitly state the staging and the timing of each piece of the traffic study, clearly describing how they intend to carry out the study including detail on the types of outreach they plan to conduct, the types of questions to be asked, how they intend to engage with relevant stakeholders and detail on their desk research approach.
 - b. **Institutional Capacity (40 points)** – Points for this section will be based on information presented in the corresponding section. Preference will be given to firms and/or consortia that demonstrate successful past performance in timely and successful delivery of traffic studies in Kenya and Eastern Africa, with a preference for specific past experience conducting traffic studies in Kenya and the region. Successful offerors will demonstrate their organizational experience conducting similar traffic studies and leading road and highway infrastructure design, planning, and development. Successful offerors will also demonstrate their experience conducting such studies for Kenya roads or roads in similar locations.
 - c. **Management Plan/Staffing Structure (20 points)** - Points for this section will be based on the qualifications of proposed staff, clear delineation of the roles and responsibilities of each proposed staff, how the staff will implement the activity, and the demonstrated efficacy and clarity of the management plan. Proposals should provide a clear management plan in narrative form for the development, review, and submission of all associated deliverables, including a proposed milestone schedule. If the offeror is submitting a proposal along 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.

- 2. Cost Proposal:** 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, budget with cost breakdowns, and any relevant supporting cost information, as well as its alignment with the proposed technical approach.
- III. 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

**The INVEST Project: Mobilizing Private Investment for Development
Statement of Objectives for Nairobi-Mombasa Toll Road Traffic Study
December 2020**

Introduction

The United States Agency for International Development (USAID) recognizes that as the world’s development challenges become more complex, many can only be solved through market-based solutions. USAID’s Private Sector Engagement team is working to expand collaboration with private sector and pioneering approaches that catalyze investments into emerging markets.

Increasingly, private investors and businesses are looking at emerging markets for new opportunities. However, investing in these markets is complex, and USAID has an important role to play in mobilizing investment into high-impact areas.

Encouraging these investments requires new forms of collaboration. In September of 2017 through a contract awarded to DAI, USAID set up the INVEST mechanism to build and engage a network of partner organizations with valuable investment and finance expertise, including those that have not worked extensively with USAID in the past.

INVEST enables USAID Missions, Bureaus, and Independent Offices to quickly access niche expertise from this diverse network of partner organizations. These partners work alongside USAID to deliver customized financing solutions that address investment constraints, mobilize additional private capital, and produce development results for a variety of sectors and geographies.

INVEST pairs innovative technical approaches with streamlined and user-friendly procurement and subcontracting processes. These simplified processes level the playing field, ensuring that USAID can work with the best firm for the job, regardless of that firm’s size, locality, or previous experience with government contracting.

Background

Kenya’s Northern corridor is a critical transport route for East and Central Africa, connecting several countries in the region and facilitating regional trade and mobility among them. Although the corridor’s routes are integral to the region’s economy, lack of road infrastructure and management results in extended transit times. Development of the corridor’s infrastructure is essential to the economic growth of the region and the possibility of regional trade expansion.

Mombasa-Nairobi (A109) Highway is one of Kenya’s most critical roads, connecting the capital Nairobi, with Kenya’s largest port city, Mombasa. Forming part of the Northern Corridor, the expressway is a 473 km project stretch that starts within the Mombasa Island and ends at GPO in Nairobi city.¹ The undivided highway is unable to accommodate the increasing number of vehicles traveling the route. Traffic congestion on the road is common and makes transit between the two cities increasingly challenging.

Kenya’s National Highways Authority (KeNHA) therefore launched a program to construct a larger road between the two cities. Construction of the 473-kilometer expressway was planned to begin in July 2018 but was delayed due to funding and road structuring challenges.²

¹ PwC Kenya, “Feasibility Study and Transaction Plan for the Mombasa-Nairobi Highway”, 48.

² PwC Kenya, “Feasibility Study and Transaction Plan for the Mombasa-Nairobi Highway”, 36.

USAID seeks to establish an affordable and economically viable financing and commercial structure in support of the expressway. However, additional feasibility studies, including a traffic advisory study, are required to understand the viability of financing the Nairobi-Mombasa Toll Road.

Implementation Objectives

USAID seeks a qualified leading road and highway infrastructure design, planning and development firm to provide traffic analysis required to establish feasibility for the financing and construction of the Nairobi-Mombasa toll road in Kenya.

In close partnership with INVEST and USAID, the successful offeror will provide a desktop traffic study and analysis of traffic access between Nairobi and Mombasa. See Annex A for map details of the anticipated study area that will assist in exploring the viability of financing the Nairobi-Mombasa Toll Road by identifying possible projected traffic volumes, willingness to pay to access the road, possible tolling structure(s) and road revenue estimates. The study is intended to achieve the key objectives of determining economic viability, defining the scope, cost and schedule of the project, and devising a suitable project finance structure and plan.

INVEST is looking for a qualified road infrastructure design and planning firm that has deep technical expertise in toll road development and management as well as experience with strategy development, project management, and stakeholder engagement. INVEST seeks strong analysis and experience conducting operational, technical, and economic evaluation that allows for comprehensive decision-making and strategic planning.

It is expected that the selected firm, in addition to its independent desk research and outreach, will supplement and build off previous studies and information available on the Nairobi-Mombasa Toll Road.

This activity is intended to last for approximately 1-2 months and is projected to begin in January 2020. The final study should be 30-50 pages long, exclusive of additional annexes that may be shared.

Activity Structure

Traffic Study

The traffic study is intended to achieve the key objectives of validating economic viability, defining the scope of construction activity, cost and schedule of the project, and devising a suitable project finance structure and plan. As a former traffic study was conducted in 2016, INVEST seeks an updated study. The analysis performed should include the assumption of the expansion of the current highway into four lanes, with the possibility of a further future expansion to six lanes.

This scope of work is a general guide and not an exhaustive list of aspects of all tasks necessary in order to complete the project or all aspects of the services to be performed under this RFP.

The services requested include, but are not limited to the following:

i.) Data Collection

The selected firm will be required to collect accurate traffic volume data on the turning movement count. The data will reflect traffic volumes of all vehicles including large and heavy commercial vehicles. This should include reference to traffic counts, average anticipated travel distances, top origins and destinations, an analysis of travel patterns and major concentrations of commute. Key challenges or potential roadblocks should be identified.

The firm will also provide information on the state and operation of traffic signals on the road especially at major intersections. Additionally, the selected firm will provide information on the highway's geometric conditions including its width, crosswalks if any, traffic controls such as rotaries and other relevant data on the same.

ii.) Road Analysis

The firm should provide in response to this RFP, traffic volume projections assuming that the said road is expanded and developed as intended. This report will take into account future volume conditions using information availed by KeNHA. The response should provide 5 years of projection. In addition, the firm will conduct key informant interviews, surveying, and desk research to examine customer willingness to pay tolls to access the road. The report should include an evaluation of tolling technologies and schemes, a suggestion of any traffic controls (roundabouts, stop signals etc.) already present that should be enhanced and a recommendation of any traffic controls not present that should be considered. Detail on tolling technologies, including required facilities, equipment, hardware, software and management services should be referenced.

An estimate of capital and operating costs required to implement proposed/referenced tolling designs and structures should be included.

iii.) Report

The report will utilize the previous study information available and the firm's findings and recommendations to generate a technical report, with maps and other graphics as appropriate. Tariffs should be identified for all vehicles, including cars, vans, trucks, and >5 axle trucks. The firm should also determine optimum timing and phasing for introduction of the tolling system.

The firm is encouraged to highlight any other relevant metrics that may help determine economic viability of the funding the development of the Nairobi-Mombasa Toll Road.

General Implementation Structure

Onboarding and Work-Planning

- Partner Onboarding: DAI will work closely with USAID and associated stakeholders to provide the selected partner(s) with all necessary context, and work with USAID 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

Activity	Timeframe
Onboarding & Workplanning	1 week
Implementation and Evaluation	1-2 months

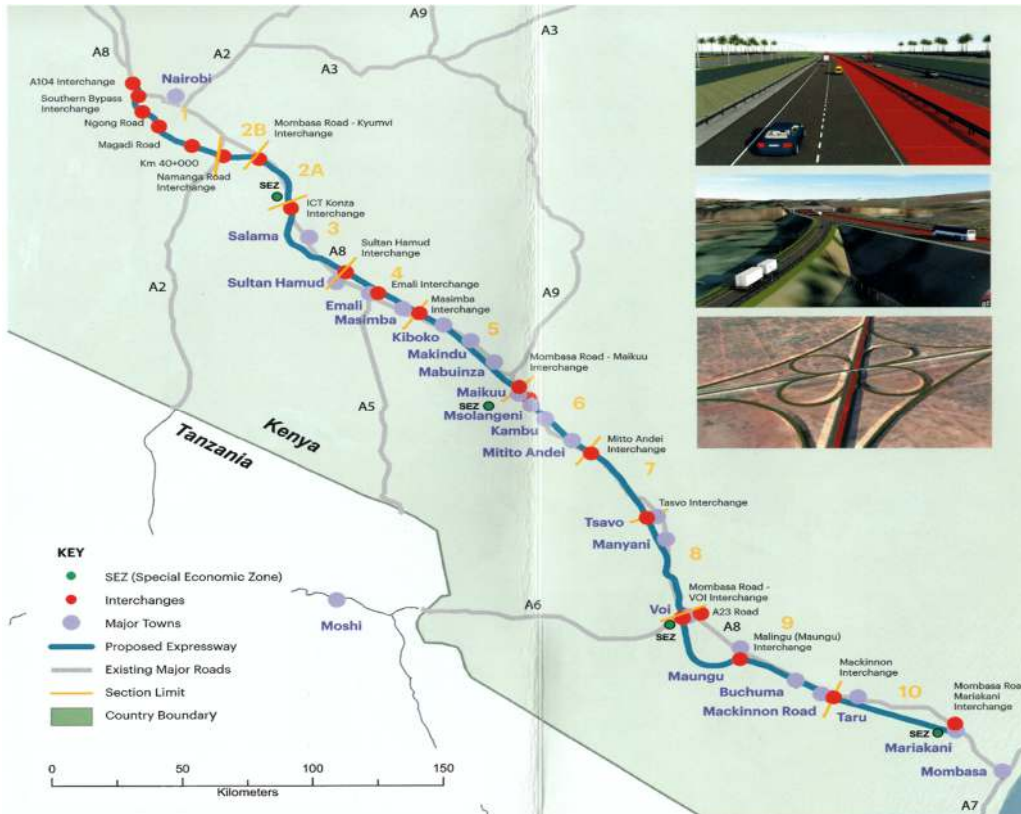
Contract Type and Budget Ceiling

DAI anticipates awarding a fixed price contract type with a budget ceiling of \$50,000-\$75,000.

Annex A



Northern corridor route map



Nairobi-Mombasa Route Map