



To: Offerors

Date: May 12, 2020

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

Subject: Request for Proposals (RFP) INVEST-045: Italy Economic Support Fund (ESF) for COVID-19 Response Part 2 – Technical Assistance Facility

DUE: 1:00PM EDT on **June 3, 2020**

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 as part of the USAID Bureau for Economic Growth, Education, and Environment (E3) buy-in to the INVEST project.

IMPORTANT: *This RFP INVEST-045 (Part II: Technical Assistance Facility) is one of two companion RFPs designed to catalyze production and distribution of personal protective equipment and medical supplies for COVID-19 response in Italy. Offerors may apply to either or both RFPs. Should a firm (or consortium) wish to apply to both RFPs, separate proposals must be submitted for each, responding to the specific evaluation criteria outlined in each RFP. However, submissions made to both RFPs from the same firm or consortium should concisely reference how the proposals are complementary.*

- I. RFP Process and deadlines:** This solicitation will result in the award of one or more Fixed Price subcontract(s). We anticipate issuing one or more subcontract awards resulting from the implementation of this agreement, each with an award value of \$500,000-\$1,000,000.
- a. Submission of Questions – Questions must be submitted no later than **1:00PM EDT (19:00 CEST) on May 18, 2020** via email to INVEST_Procurement@dai.com. Please note that all questions **must be submitted in English**.
 - b. Bidders Teleconference – DAI anticipates holding a Bidders' Teleconference at **10:30 am EDT (16:30 CEST) on May 21, 2020**. The teleconference, conducted in English, will address the submitted questions and provide the opportunity for follow-up questions to ensure clarity around the proposal requirements. Details will follow closer to the date.
 - c. Submission of Proposal – Proposal must be submitted no later than **1:00 pm EDT (19:00 CEST) on June 3, 2020** via email to INVEST_Procurement@dai.com, copying Katherine_Tilahun@dai.com, Matthew_Mitchell@dai.com, and Talin_Baghdadlian@dai.com. The subject line of the email should be your organization name, followed by "Submission under RFP INVEST-045: Part 2". **The submission must be in English**. 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 for the technical and price proposals combined. If the total

submission size is greater than 10 megabytes, please submit in multiple emails and label each email as “1 of X, 2 of X,” etc.

- 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 maximum ten (10) slide/page presentation, using a minimum 12-point standard font with one-inch margins. Graphics may be included, so long as text is clearly legible. If text or graphics are of poor resolution, the information provided may not be considered. Submissions in PowerPoint or in PDF are acceptable, although PDF is preferred along with an accompanying PowerPoint document. Cost proposals should be submitted in Excel format, and include within the spreadsheet any budget notes.

Part 1 – Technical Proposal

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

1. **Technical Approach** – Offerors will detail their approach to fulfilling the accompanying Statement of Objectives (SOO). The approach will clearly indicate how the proposed activities will result in the successful completion of all deliverables and milestones.
2. **Institutional Capacity** - Please provide details about the experience, expertise, or capacity of your firm 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 for the development, review, and submission of all associated deliverables, including a milestone schedule. Offerors are permitted to engage in partnering arrangements if it will aid in providing best value to USAID. If a partnering arrangement is being proposed, please describe the nature of the arrangement, the specific technical value being contributed by each member of the team, and the appropriate management controls to ensure successful delivery.

In addition to the above, please include the following:

- One (1) to two (2) case study examples 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)

Note: These inputs (past performance examples and CVs) will not be counted as part of the 10-page slide/page limit and the format may be PDF or Word. A cover page will be considered a non-counting page. Offerors should include a cover page and list on it the names of all firms participating in the bid. No additional annexes or documentation are requested now.

Part 2 – Price Proposal

The contract type for the presumptive award(s) will be Firm Fixed Price (FFP) subcontracts issued 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 proposed activities including the hourly rates for proposed personnel, if applicable, with a build-up to their total proposed price or include substantiating price reasonableness documentation/justification. Please see the template attached with the solicitation materials for guidance. However, offerors are not required to use the template as long as the price proposal captures the necessary elements (i.e., deliverables table with breakdown of how the deliverable totals were calculated).

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(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 sectors and other evidence substantiating the bidder's ability to deliver, including budget and time frame considerations.

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

- a. **Technical Approach (40 Points):** Points for this section will be awarded based on the information presented in the technical approach. The offeror will be scored based on its presentation of a clear approach which reflects the requirements of this specific activity but also incorporates the offeror's competencies. Points will be given for the following technical areas:
 - i. Investment/Technical Assistance concept and approach to expanding health commodity manufacturing for COVID-19 response in Italy.
 - ii. Description of planned technical assistance activities and proposed approach for delivering them.
 - iii. Incorporation of knowledge of the Italian context into the technical approach, including sector awareness, networks with potential firms for technical assistance, and operational knowledge that informs implementation approach.
 - iv. Feasibility of proposed approach to successfully identify a strong portfolio of investee companies, provide technical assistance, and provide an attractive rate of return to investors.
 - v. Measurable, demonstrated qualitative and quantitative impact, with an approach to how this will be assessed.
- b. **Institutional Capacity (35 Points):** Points for this section will be based on information presented in the corresponding section and any submitted past performance case studies. The offeror should demonstrate their:
 - i. Demonstrated commitment and relevant experience in delivering tailored technical assistance to companies.
 - ii. Demonstrated networks to potential pipeline of firms in Italy.
- c. **Management Plan / Staffing Structure (25 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 and each proposed firm (if firms are partnering), and the demonstrated efficacy and clarity of the management plan. Proposals should provide a clear management plan in narrative form for the development, review, and submission of all associated deliverables, including a proposed milestone schedule. If the offeror is submitting a proposal with partners, the proposal should describe the nature of the arrangement (i.e. added technical value), the division of labor among the partners, and the appropriate management controls to ensure successful delivery. The offeror should demonstrate their proposed staff's:

- i. Management plan for proposed activities, including clearly defined technical roles for each partner (if applicable).
- ii. Timeline and deliverables that will result in objectives of SOO being met.
- iii. Qualifications and experience of staff to assess and deliver high quality, tailored technical assistance to companies in Italy as appropriate to the technical approach proposed. Please note that CVs should be provided for all proposed staff.

2. **Price Proposal:** Price will be evaluated separately from the technical approach, with due consideration for realism, 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.

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 under RFP INVEST-045:
USAID INVEST: Mobilizing Private Investment for Development
Italy Economic Support Fund (ESF) for COVID-19 Response**

Part 2: Technical Assistance Facility

IMPORTANT: This RFP INVEST-045 (Part 2: Technical Assistance Facility) is one of two companion RFPs designed to catalyze production and distribution of personal protective equipment and medical supplies for COVID-19 response in Italy. ***Offerors may apply to either or both RFPs. Should a firm (or consortium) wish to apply to both RFPs, separate proposals must be submitted for each, responding to the specific evaluation criteria outlined in each RFP. However, submissions made to both RFPs from the same firm or consortium should concisely reference how the proposals are complementary.***

Introduction

The United States Agency for International Development (USAID) seeks to unlock the potential of the private sector 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. However, encouraging private investment and activity in high-impact areas important to USAID such as health, agriculture, financial services, infrastructure, energy, clean water, and education requires new forms of collaboration between USAID and the private sector. This means proactive engagement and collaboration to catalyze more market-based approaches for sustainable outcomes.

In support of its efforts to mobilize private investment within the agency, the USAID Private Sector Engagement Hub set up the INVEST mechanism in September of 2017 with a contract awarded to DAI for the overall management of a global portfolio of activities. Through INVEST's flexible and rapid procurements, 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 in support of US Government foreign assistance goals. Using a streamlined approach tailored to high potential opportunities, relevant parts of the global partner network will come together to design and implement specific solutions that align private capital with international development needs.

Background

The COVID-19 crisis has had an unprecedented global impact. According to the World Health Organization, as of May 7, 2020, over 3.5 million cases have been reported, with over 250,000

deaths worldwide¹. COVID-19 projection models estimate deaths worldwide may range from 1 million to 40 million, with actual numbers highly dependent on whether countries take extreme mitigation measures or none at all. As some mitigation efforts begin to relax, it is imperative that COVID-19 response efforts remain in place, and that countries continue to prepare for a potential second wave of increased cases and longer-term effects of the initial outbreak.

Italy was among the earliest and hardest hit countries. While the number of new cases is flattening and the country begins a phased approach to opening back up, Italy remains vigilant in ensuring sufficient supply and distribution of personal protective equipment (PPE), medical supplies, and appropriate linkages to healthcare service delivery, both to continue its trajectory of decreasing cases as well as to prepare for a possible second wave of the pandemic. And, with infections increasing in other countries, Italy's ability to access medical supplies in the global market has diminished, as many countries restrict export of medical supplies to serve their own populations or direct them to regions with urgent outbreak needs. In order to meet the ongoing and future projected demand for medical equipment and supplies, the Italian healthcare system must work with the private sector to stimulate local production. This local capacity is critical now and will remain so if the anticipated future waves of the virus come to fruition.

In response to this global crisis, and with a strong focus to support Italy, USAID is establishing an Economic Support Fund (ESF) for urgent assistance to businesses engaged in the research, development, manufacture, and/or distribution of PPE, medical equipment and medical supplies, including the adaptation of Italian factories and supply chains to meet the needs of the Italian healthcare system, personnel, and patients. Through the ESF, USAID seeks to complement the work of the Italian government, non-governmental organizations, international organizations, and faith-based groups responding to the pandemic in Italy. Additionally, the U.S. Government, through this Activity, aims to contribute to the growth of Italy's health sector through increasing private investment.

This Statement of Objectives (SOO) and accompanying RFP, in conjunction with RFP-INVEST-044, are a two-part, concurrent approach to catalyze more effective and rapid adaptation, scaling, and/or retooling of operations, strategies, and business practices to meet the need for short- and long-term COVID-19 response.

Offeror(s) may submit a proposal(s):

1. Solely to this Part 2 RFP-045 Technical Assistance Facility;
2. To Part 1 RFP-044 for catalytic capital **only**; OR
3. To both Part 1 and Part 2.

Objectives and Activities

USAID is looking for ways that technical assistance (TA) solutions can stimulate and facilitate the private sector to invest in and ramp up manufacturing and distribution of personal protective

¹https://www.who.int/docs/default-source/coronaviruse/situation-reports/20200507covid-19-sitrep-108.pdf?sfvrsn=44cc8ed8_2

equipment (PPE) and medical supplies required to address short- and long-term COVID-19 response.

Based on a recent request for information (RFI) conducted by INVEST, companies in Italy identified several bottlenecks that impact their ability to ramp up production and distribution of PPE and other COVID-19 products and services. These included: access to finance; sourcing raw materials; human capital, both for production lines and for specialized technical expertise; and legal support to understand and navigate regulatory and certification processes, existing and emergent.

To address these bottlenecks, USAID seeks business service providers, financial advisors, transaction advisory firms, think tanks, legal firms, or a consortium of firms to help companies address these technical, operational, and financial challenges that may be inhibiting COVID-19 response. Activities proposed for this Part 2 Technical Assistance Facility RFP will be coordinated with those under the separate Part 1 Catalytic Contribution RFP-044, which is designed to create, structure, and/or leverage a financing mechanism to deploy funds to companies engaged in COVID-19 response efforts. Examples of specific challenges that the offeror may provide technical assistance for includes, but are not limited to:

- Analysis of the supply chain and supply chain risk management.
- Product or service development, including retooling current technology and operations to expand production or bring new products to market for COVID-19 response, including PPE, medical supply, or strengthening laboratory diagnostic tools and surveillance.
- Partnering with accelerators, business development services (BDS) providers, lawyers, accountants, associations and/or networks to pivot operations efficiently.
- Hiring and talent management, including training, data collection, analysis, workforce development, and labor policies and enforcement.
- Business planning and forecasting.

Offerors should provide a detailed proposal that outlines the specific needs being addressed; the number and types of companies – and the names or descriptions of the companies – that will receive TA, and how they were identified; the expected outcomes, per company, including how it will increase production and distribution of PPE and other medical supplies or services; how it will link with the healthcare service delivery sector to ensure new products are streamlined into current Italian response efforts; offeror (or consortium) capacity, experience and/or strategy to deliver TA; and how this TA will contribute to the objectives for short- and long-term response to COVID-19 in Italy. Additionally, offeror(s) should describe their experience working in Italy and knowledge of the national healthcare, manufacturing and financial sectors, as well as a description and nationality of any consortium partners and their qualifications.

Selected offeror(s) must be willing to share their experience and make data and other information available to INVEST and USAID throughout the activity. This may include working with the INVEST team to developing a case study, fact sheet, resource guides, or other materials that demonstrate the value of catalytic capital and targeted technical assistance as mechanisms to assist in the COVID-19 response. INVEST and USAID are sensitive to the handling of propriety

and/or confidential information and will discuss these needs with the Awardee prior to contracting.

Timeline and Deliverables

The activities proposed by offerors will take place over a 12-18 month period beginning July 2020.

In the proposal, offerors should clearly identify the proposed milestones, deliverables, targets, and expected delivery dates. Upon selection and award, INVEST will work closely with the Awardee to determine the contract structure, including final timelines, milestones, deliverables, and associated costs. Payment to the Awardee will be based on completion of deliverables.

Technical Approach

In your response, please include the following information, as applicable:

- Investment/Technical Assistance (TA) concept and approach to expanding health commodity manufacturing for COVID-19 response in Italy.
- Type of technical assistance (TA) required by companies and approach to assessing their TA needs.
- Expected results from the TA, and how the support will contribute to COVID-19 response.
- Description of planned TA activities and proposed approach for delivering them, considering protocols for social distancing.
- The number of companies that will benefit from the TA and sector, size, type, and names, if possible.
- Proposed milestones, deliverables and timeline.
- Role of each partner in bidding consortium.
- Demonstrated presence and knowledge of Italian context; how activity will be implemented either through existing operations and presence in the country, or through working with local partner/s.
- Proposed approach to measuring and capturing information during the life of the activity to demonstrate impact and contribute to the overall activity objectives.
- **If submitting proposals to Part 1 and Part 2**, please briefly explain how catalytic capital and technical assistance activities will complement each other.

Budget

INVEST may make multiple awards under this RFP. Proposed budgets for the TA Facility should be in the range of USD \$500,000 to \$1,000,000.