



To: Offerors

Date: June 30, 2020

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

Subject: Request for Proposals (RFP) INVEST-050 USAID Vietnam Healthcare Sustainability Assessment

Due: **1:00PM EDT on July 30, 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/Vietnam Mission.

- I. RFP Process and deadlines:** This solicitation will result in the award of a firm fixed price subcontract. We anticipate issuing a single subcontract award in the range of \$250,000-\$275,000 resulting from the implementation of this agreement.
 - a. Submission of Questions – Questions must be submitted no later than **1:00 pm EDT on July 10, 2020** via email to INVEST_Procurement@dai.com.
 - b. Submission of Proposals – Proposals must be submitted no later than **1:00 pm EDT on July 30, 2020** via email to INVEST_Procurement@dai.com, copying [Matthew Mitchell@dai.com](mailto:Matthew_Mitchell@dai.com) and [Katherine Tilahun@dai.com](mailto:Katherine_Tilahun@dai.com). The subject line of the email should be your organization name, followed by “Submission under RFP INVEST-050: USAID/Vietnam Healthcare Sustainability Assessment”. 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 slide deck of no more than ten (10) slides, using 12-point standard font size. Graphics may be included, so long as text is clearly legible. If text or graphics are of poor resolution, the information provided may be excluded from consideration. Submissions in PowerPoint or in PDF are acceptable, although PDF is preferred along with an accompanying PowerPoint document. Cost proposals should be submitted in Excel format, and include within the spreadsheet all budget notes, if applicable.

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 within the stated timeframe. Offerors should demonstrate clearly how they will perform the work to achieve the stated objectives. Offerors should outline considerations for what makes a service model sustainable and scalable to other similar businesses in the healthcare sector in Vietnam.

2. **Institutional Capacity** - Offerors should provide details about the experience, expertise, or capacity of their firm (or firms if a partnering arrangement is being proposed) to recommend the proposed approach and complete the work as described. This should also include past performance information for Vietnam or similar contexts performing services like those requested under this RFP. Offerors should demonstrate their experience conducting assessments to determine the organizational capacity of healthcare community-based organizations and social enterprises. Offerors should have experience with identifying scalable models for small and medium enterprises in the healthcare industry. Although technical assistance delivery is not part of this scope of work, experience in assisting enterprises in scaling or expanding their service offerings is preferred. Please note that the findings from this assessment will be made public and/or available to Offerors under Phase 2. Successful Offerors under this RFP will not be precluded from bidding on any follow-on activities.
3. **Management Plan/Staffing Structure** – Offerors should include information on personnel who might be assigned to the activities described in the technical approach, where they are based (e.g., in Hanoi, in the Southeast Asian region, U.S., etc.), as well as a clear management plan in narrative form that outlines how expected deliverables and milestones will be developed and reviewed. The management plan should also include a timeline of key activities, milestones, and deliverables. Additionally, Offerors are required to have a local presence in Vietnam (at least one partner if multiple firms engage in a consortium) given COVID-19 international travel restrictions, as well as provide an alternative plan for implementing the work should movement restrictions be put back in place in Vietnam.

Offerors are permitted to engage in partnering/consortium arrangements that will provide the best value and capability to achieve the objectives of this RFP. If a partnering arrangement is proposed, please describe the nature of the arrangement, the specific technical value being contributed by each consortium member, and the appropriate management controls to ensure successful project delivery.

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

- 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).

Offerors must include a non-counting cover slide that includes the name of the Offeror and any proposed partners. No additional annexes or documentation are requested at this time.

Part 2 – Cost Proposal

The contract type will be a firm fixed price subcontract issued by DAI Global, LLC. The cost proposal should be in the range of \$250,000-\$275,000. 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 can use the attached cost/budget template but are not required 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 offer will provide the greatest overall benefit to USAID in response to the requirements stated in this RFP. DAI may also exclude an Offeror 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. Preference will be given to firms with experience conducting similar assessments. An organization's past performance and the managerial and technical ability of the person or team of people engaged in the endeavor are always considerations in assessing proposals. INVEST reserves the right to check the past performance, references, and other pertinent Offeror information in making award decisions. Previous experience with USAID is not required.

Given the current health and travel restrictions related to the current COVID-19 pandemic and uncertainty as to when these restrictions will be lifted, Offerors should suggest creative, phased approaches or other alternatives that may take into account a combination of remote desk research, virtual interviews, and subsequent field visits/direct meetings when the time allows. Offerors are encouraged to propose creative solutions that take the COVID-19 situation into account to best achieve the objectives stated in the SOO based on their experience and knowledge of Vietnam. If relevant, Offerors should provide examples of their institutional capacity and experience in conducting similar work using both remote and in-person approaches.

- 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 (30 points)** - Points for this section will be awarded based on the information presented in the technical approach that address the statement of objectives. The successful Offeror shall demonstrate how they will assess the healthcare community-based organizations and social enterprises and their business models. Offerors are expected to demonstrate the key elements for consideration and how they will analyze each enterprise. Additionally, example

questions and/or outlines of what type of information will be collected in the survey is required.

- b. **Institutional Capacity (35 points)** – Points for this section will be based on information presented in the corresponding section and any submitted past performance examples. Offerors should demonstrate their experience conducting assessments to assess the viability and sustainability of healthcare business models. Experience in providing technical support to healthcare enterprises to introduce models or expand services offerings is preferred¹. Experience in Vietnam is required and relevant experience and familiarity with the healthcare sector in Vietnam is preferred. Additionally, given the current COVID-19 situation, Offerors should provide examples of their institutional capacity and experience in combining remote and in-person approaches to conducting similar assignments.
 - c. **Management Plan/Staffing Structure (35 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), where staff are located geographically (and if in Vietnam, which city), and the demonstrated efficacy, reasonability, and clarity of the management plan. Proposals should provide a clear management plan that outlines how expected deliverables and milestones will be developed and reviewed. The management plan should also include a timeline of key activities, milestones, and deliverables. If the Offeror is submitting a consortium-based proposal, the proposal should describe the nature of the arrangement (i.e. added technical value of each partner), the division of labor among the partners, and the appropriate management controls to ensure successful delivery. At least one consortium partner must have experience and physical presence in Vietnam.
- 2. Cost Proposal:** Cost will be evaluated separately from the technical approach, with due consideration for realism, price reasonableness, and allowability consistent with U.S. 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.

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; 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

¹ Implementation and technical assistance in rolling out these services is **not** part of this scope of work but experience in doing so helps inform the assessment team on what are important aspects to consider when performing this Phase 1 assessment.

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 (SOO)
USAID/Vietnam Healthcare Sustainability Assessment
(Phase 1 – Market-Based Healthcare Sustainability Activity)

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.

In support of its efforts to promote blended finance within the Agency, the USAID Office of Private Capital and Microenterprise (USAID/PCM) awarded the INVEST contract to DAI in September 2017. 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.

I. Vietnam INVEST Activity

USAID/Vietnam launched the INVEST Buy-in Activity in August 2019 to explore and facilitate private investments in the energy, healthcare, education, and infrastructure sectors in the economy. 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.

The opportunity this activity falls under, the Market Based Healthcare Sustainability Activity, will follow a two-phased approach as described below. The activity subject to this SOO, Phase 1: Healthcare CBO and Social Enterprise Assessment, will assess opportunities to diversify healthcare community-based organizations and social enterprise service offerings and explore and recommend financial business models based on a combination of fees-for service, government support, and private sector partnerships. Phase 2 will be released under a separate procurement in 2021. Phases 1 and 2 comprise the Market Based Healthcare Sustainability Activity.

II. 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. The INVEST project will de-risk the piloting of new services or fee structures for HIV/AIDS Healthcare CBOs and social enterprises while concurrently delivering technical assistance to support the implementation of these changes. This activity will help to support healthcare CBO and social enterprises to seek new business models and diversification of services to ensure their sustainability and viability.

Beginning in the mid-1990s, USAID began supporting vital HIV/AIDS programs, and since then has worked extensively with CBOs and social enterprises based in urban centers to deliver HIV/AIDS services to key populations, in partnership with the Government of Vietnam (GVN) via the U.S.

President's Emergency Plan for AIDS Relief (PEPFAR). Working through community-based organizations and social enterprises, USAID programming delivered critical prevention, care, and treatment services.

Building on these existing local delivery points, USAID would like to 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, the GVN has opened up to allow investors to launch private hospitals and clinics which have brought in more and improved services for a premium. The willingness of Vietnamese 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 the CBOs and social enterprises. However, initial market research is needed to determine demand for different services and price points; understand how various factors such as income level, mobility, location, and quality of state-owned services impact willingness to pay; and how best to roll out new services.

Community-based organizations 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 if they had the right information and incentives to implement. The Vietnam INVEST project will seek to analyze this sector and support the introduction of new models through the following activities:

1. Phase 1 (this activity) - Conduct assessment of market-based, scalable models for CBOs and social enterprises to deliver financially sustainable primary healthcare services.
2. Phase 2 – Launch the 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).
3. Phase 2 (concurrent) – Create a Technical Assistance Fund to strengthen CBO and social enterprise capacity in implementing new services or fee structures; may include organizational capacity assessments, business plan development, coaching, training, and/or technical support in pilot implementation.

The purpose of this procurement is to identify a service provider for the **Phase 1 Assessment**.

III. Implementation Objectives/Activity Objectives

Phase 1: Healthcare CBO and Social Enterprise Assessment

INVEST seeks organizations that can carry out an assessment of Healthcare CBOs and SEs that answers the key illustrative questions below. Offerors should supplement the list of questions with recommendations based on their expertise and describe how they will implement the Healthcare CBO and Social Enterprise Assessment, including the successful achievement of all deliverables. This activity consists of a Healthcare CBO and Social Enterprise market assessment in Vietnam. This assessment will seek to answer the following questions, as well as others that Offerors may deem relevant to the activity:

1. Are Healthcare CBOs and social enterprises ready and interested in experimenting with new cost structures and/or business models, such as provision of new services?
2. What are the types of institutional weaknesses which would need to be addressed to shift from a partially or completely financially sustainable organization and/or to add new services to their business model?

3. What are the perceptions of the public of these facilities and their ability to provide an expanded suite of services? Is the quality of delivery sufficient and perception of the public positive enough to consider acceptance of new services and/or transitioning to pay for services (if they are not already deploying such models)? If so, which services, and how does that differ across demographics, geographies, etc.?
4. What services not currently provided by CBOs or social enterprises would be most attractive or successful using a fee-based model? If so, what would be needed – in terms of human resources, organizational capacity, equipment – to implement and deliver these services?
5. How can technology be leveraged? Is the right infrastructure in place (equipment, internet access, user know-how) to roll out new medical e-services or is this still too nascent a sector in Vietnam?
6. Is there an opportunity to mobilize private investment (equity or debt) to support CBOs/social enterprises transitioning to a fee-based model?

The assessment will profile 60-65 CBOs or social enterprises, synthesize the information gathered, and identify trends/commonalities. USAID currently supports 56 entities¹ which are found in four provinces in Vietnam: Hanoi, HCMC, Dong Nai, and Quang Ninh and should be included in the assessment. The assessment should also include profiles of “outliers”, i.e., CBOs and social enterprises with interesting or innovative models or services which could potentially be scaled, or from which important lessons learned could be gleaned for application in the pilot activities. Offerors are requested to recommend the elements to be included in each organizational profile as well as which geographic areas or populations to target, considering USAID/Vietnam priorities as applicable.

The assessment should also include a consumer survey for each organization profiled to gauge demand and perceived value of their services. Questions related to willingness to seek medical care for a fee – including types of service sought, price points, etc. – should be included to determine consumer preferences. Surveys must be delivered by a partner with an on the ground presence in Vietnam.

In addition to data collection and profiling, it is anticipated that the assessment team will also recommend parameters for the Innovative Pilot Fund (assuming the results of the assessment support proceeding with Phase 2). The assessment should outline what types of innovations or fee structures seem most market-viable, and how USAID INVEST support could catalyze market growth and improved service delivery rather than distort organic growth. Finally, the assessment should shortlist the top 15-20 entities ready to become social enterprises or existing SEs ready to diversify and expand services.

Illustrative Deliverables

1. Inception Report and Work Plan
2. Rough Survey Data
3. Draft Market Assessment
4. Final Market Assessment

Phase 1 Timeframe:

Approximately September 2020 to January 2021.

Contract Type and Budget

Firm-fixed price; budget ceiling \$275,000.

¹ These 56 entities should be included in the assessment and the names are listed in Annex 1.

Annex 1: List of 56 USAID-supported CBOs and SEs

1. Fullhouse Đồng Nai	28 FGG
2. G-Net Biên Hoà	29 G3VN
3. Thanh Niên Long Khánh	30 Gia Tộc Rồng
4 Xuân Hợp	31 G-Link
5 Niềm Tin Xanh	32 Hoa Cỏ May
6 Ánh Dương	33 M for M
7 CLB Niềm Tin	34 Niềm Tin
8 Hoa Sữa	35 Nụ Cười
9 LoveBoy	36 Sắc Màu Cuộc Sống
10 Mặt Trời Của Bé	37 Strong Ladies
11 MSMTG	38 The Gate
12 Niềm Tin Xanh	39 The Moon
13 Sức Mới	40 Tình Bạn 1
14 Tình Thân	41 Tôi và Bạn
15 Trăng Khuyết	42 Vượt Sóng
16 Ước Mơ Xanh Hoàng Mai	43 Galant
17 Venus	44 Ánh Dương Quảng Ninh
18 Ba Vì	45 Biển Xanh Cẩm Phả
19 Câu lạc bộ Hoa Sữa	46 Bình Minh Hạ Long
20 Hải Đăng	47 Bình Minh Tươi Sáng Móng Cái
21 Hoa Sen	48 Chúng Tôi Là Phụ Nữ
22 Ruby	49 Đất Mỏ Quang Hanh
23 Yêu Con Trai	50 Hạ Long Ngày Mai
24 Pluto Team (community group of LGBTs)	51 Hạ Long Ngày Mới
25 Blue Sky Social Enterprise	52 Hạ Long Xanh
26 Alo Boy	53 MSM Đông Triều
27 Đá Khóc	54 MSM Hạ Long

55 Niềm Tin Khát Vọng Cầm Phả

56 Vì Ngày Mai Tươi Sáng Đông Triều