



To: Offerors

Date: July 23, 2020

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

Subject: Request for Proposals (RFP) INVEST-053: Private Sector Engagement Strategy Support for USAID Eastern and Southern Caribbean RDCS

Due: **3:00PM EDT on August 13, 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 Eastern and Southern Caribbean Mission.

- I. RFP Process and deadlines:** This solicitation will result in the award of one Firm Fixed Price subcontract. We anticipate issuing a single subcontract award in the amount no greater than \$250,000 resulting from the implementation of this agreement.
 - a. Submission of Questions – Questions must be submitted no later than **1:00 pm EDT on July 29, 2020** via email to INVEST_Procurement@dai.com.
 - b. Submission of Proposals – Proposals must be submitted no later than **3:00 pm EDT on August 13, 2020** via email to INVEST_Procurement@dai.com, copying katherine_tilahun@dai.com, matthew_mitchell@dai.com, talin_baghdadlian@dai.com. The subject line of the email should be your organization name, followed by “Submission under RFP INVEST-053: Eastern and Southern Caribbean RDCS PSE Strategy” 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 presentation of no more than ten (10) slides with a minimum font size of 12, and graphics with a minimum font size of 10. 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 fulfill 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 recommendations on how to leverage private sector involvement to address regional development challenges that can be incorporated into USAID/ESC’s RDCS.
2. **Institutional Capacity** - Offerors should provide details about the experience, expertise, or capacity of their firm (or firms if a partnering arrangement is proposed) to recommend the proposed approach and complete the work as described. This should also include past performance information for similar contexts. Offerors should demonstrate their experience working in the Eastern and Southern Caribbean region and with private sector actors in the region. Offerors should demonstrate their ability to carry out the work in the Eastern and Southern Caribbean, including ability to carry out regular meetings, either virtually or in person if the conditions allow, with USAID and engage local stakeholders.
3. **Management Plan/Staffing Structure** – Offerors should include details of personnel who would be assigned to the activities described in each of the technical approaches, 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 to engage in partnering arrangements if it 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, 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 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. No additional annexes or documentation are requested now.

Part 2 – Price Proposal

The contract type for the presumptive contract will be Fixed Price, awarded 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 can use the attached cost/budget template; 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 private sector engagement and donor strategy development, as detailed in the SOO and other evidence substantiating the bidder's ability to deliver, including budget and time frame considerations. Specific preference will be shown for firms with experience conducting similar assessments and with presence in the region.

1. **Technical Proposal:** The Technical Proposal will be scored and evaluated separately from the price 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 that reflects the requirements of this specific activity and incorporates the offeror's competencies. The technical approach should clearly demonstrate the offeror's strategy to identify barriers that prevent private sector involvement in addressing development challenges in the ESC region, ways that the private sector can assemble and mobilize resources to address these challenges through a market-based approach; and the offeror's strategy for identifying and engaging local stakeholders. The technical approach should also provide illustrative examples indicating how the offeror might assess the feasibility and impact of market-based approaches and include illustrative examples of how private sector funds can be mobilized for development objectives and how USAID can support such activities. Offerors should also detail how the current pandemic might affect their approach to carrying out the work, as well as any adaptation and/or mitigation strategies they envision employing in the face of COVID-19.
 - b. **Institutional Capacity (30 points)** – Points for this section will be based on information presented in the corresponding section and any submitted case studies. Points will be awarded to firms that demonstrate their experience in managing large volumes of quantitative and qualitative information; carrying out research and developing evaluation methodologies; risk analysis; and knowledge of Eastern and Southern Caribbean's investment market. Emphasis will be placed on firms with presence in the region and knowledge of sectoral areas relevant to USAID/ESC including education, agriculture, financial services, infrastructure, resilience to climate variability and natural disasters, clean energy, citizen security, and youth. Firms should clearly demonstrate their access to relevant stakeholders in the Caribbean that they would propose referencing for this activity and demonstrate their familiarity with USAID and/or the international development sector.
 - c. **Management Plan/Staffing Structure (30 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 and staffing plan to ensure quality deliverables on time and effective coordination and communication with INVEST and USAID. 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, which outlines a basic framework of expected deliverables and a timeline for submission of each, including time for regular meetings, review and feedback on drafts as appropriate should be included. 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. The offeror should demonstrate their proposed staff's knowledge and experience in the East and Southern Caribbean, and preference will be given to firms with a local presence.

- 2. Price Proposal:** Price 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. Budgets will be analyzed for cost reasonableness of the deliverable prices as well as the cost build-up.

III. 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 for RFP INVEST-053
Private Sector Engagement Strategy Support for USAID Eastern and Southern Caribbean
Regional Development Cooperation Strategy

BACKGROUND

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

Specifically, USAID can leverage its resources – grants, technical assistance, guarantees, and convening power – to help raise awareness of investment and business opportunities, lower transaction costs, and mitigate the risk of investments that generate positive social, economic, and environmental impact. Through INVEST, USAID Missions and Operating Units are able to access a continuously growing network of firms and individuals that have the range of technical expertise needed to identify opportunities and effectively mobilize private capital towards development priorities.

USAID/Eastern and Southern Caribbean (USAID/ESC) is developing its new Regional Development Cooperation Strategy (RDCCS) for the Eastern and Southern Caribbean. It is important that the RDCCS reflects current Agency policies and priorities. USAID/ESC has engaged INVEST to find a partner who will identify market-based approaches across its education, resilience to climate variability and natural disasters, clean energy, citizen security and youth portfolios with the highest potential to leverage private sector involvement and/or investment to contribute to USAID/ESC's development outcomes.

In light of USAID's current priorities and new strategic approaches, it is imperative that the new RDCCS specifically outlines how USAID/ESC will increase and deepen collaboration with the private sector, and how USAID/ESC can partner with the private sector over the lifetime of the RDCCS to contribute to ending the need for foreign assistance and presenting viable investment options in the region.

OBJECTIVES & ACTIVITIES

Through this Statement of Objectives (SOO), INVEST is seeking a partner to help USAID/ESC assess the underlying causes that have prevented private sector involvement in addressing development challenges within certain key sectors in the region to date. The partner also should propose and evaluate market-based approaches to existing development challenges in the region, and provide recommendations on the opportunities with the highest potential to leverage private sector involvement and/or investment to contribute to USAID/ESC's regional development outcomes. These assessments and proposed approaches should align with USAID's Private Sector Engagement Policy so that USAID/ESC can work hand-in-hand with the private sector to harness its resources to open markets as well as provide opportunities for businesses and citizens across the region.

Through this activity, USAID/ESC hopes to engage regional stakeholders and collaborate with the private sector in a successful partnership that leverages private sector involvement and/or investment to overcome development challenges and contribute to self-reliance in the Eastern and Southern Caribbean.

This activity will be managed by INVEST in close collaboration with USAID/ESC.

Phase 1: Development Challenges, Barriers for Private Sector Engagement and Stakeholder Consultation

- a. Working closely with USAID/ESC and the INVEST team, identify priority development challenges to focus on, based on a set of agreed upon defined criteria, in each of the Mission's

education, resilience to climate variability and natural disasters, clean energy, citizen security and youth portfolios.

- b. Identify underlying causes that have prevented private sector involvement in addressing these challenges to date.
- c. Engage private companies in the region to identify potential partnerships and market-based solutions to development challenges and elaborate on the role that USAID can play to support the development of these sectors and/or economic recovery in the region in light of the impacts of the COVID-19 pandemic in local economies.
- d. Engage regional development stakeholders (e.g. CARICOM, the OECS Commission, IDB, Caribbean Chamber of Commerce, implementing partners operating in the region, etc.) to understand how USAID can support their regional development strategies and existing activities and facilitate their engagement with the private sector.
- e. Develop a summary of findings that identifies and describes at least three market-based approaches or tools per development challenge with the potential to drive greater private sector involvement and/or investment to address the defined development challenges. Findings should also highlight the role USAID can play to support economic recovery in the region, and how the Mission can engage and support regional development stakeholders.
- f. Discuss and validate summary findings with USAID/ESC.

Phase 2: Recommendations on Market-Based Approaches and Activities for RDCS PSE Strategy

- a. Evaluate market-based approaches and tools identified in each portfolio in Phase I to understand the feasibility, potential impact and applicability of each market-based approach, taking into consideration factors such as time to impact, level of complexity, USAID's role, resources required, partnership incentives, etc.
- b. Prepare a detailed report that can be incorporated into the Mission's RDCS PSE section, recommending and describing the market-based activity(s) within each portfolio with the highest potential and the best tools to leverage private sector involvement and/or investment to contribute to USAID/ESC's development objectives. The report must include:
 - i. Primary and/or potential partners, with an emphasis on potential synergies with local stakeholders and private companies;
 - ii. One market-based approach or tool in each portfolio that is a short-medium term activity and one that is a longer-term activity
 - iii. Potential role for each partner/stakeholder in the structure, including local stakeholders and USAID/ESC's role (financial and non-financial);
 - iv. Indicated interest or commitment from regional stakeholders and other potential private sector partners;
 - v. Identification of the most binding constraints that potential partners and private companies face and could be incentivized to overcome;
 - vi. Indicative timeline for implementation along with potential tradeoffs or considerations that might affect the timeline;
 - vii. Indicative performance indicators;
 - viii. Benefits, challenges, and risk of potential approach.
- c. Final Presentation to USAID highlighting activity's key findings

General Implementation Structure

Onboarding and Work-Planning

The Subcontractor, USAID/ESC, and DAI INVEST teams will meet for an implementation kickoff meeting. The purpose and goal of this meeting is to align expectations and contexts and plan for the activities listed below.

Partner Onboarding: INVEST will work closely with USAID/ESC to provide the selected partner(s) with all necessary context, as well as to develop the work plan(s).

Implementation

Project Implementation: The selected partner(s) will implement the work as prescribed by the work plan(s). INVEST will provide management support and technical oversight throughout all activities and anticipates working closely with the subcontractor and maintaining ongoing communications through periodic (e.g. weekly and monthly) check-ins/reporting as well as possible onsite meetings. USAID staff will be engaged throughout implementation, supporting the initial identification of challenges and root causes, and providing guidance and feedback as appropriate throughout the activity.

Ongoing Monitoring, Evaluation, and Learning: INVEST will define indicators in subcontract, collect and review M&E data from subcontractors for requisite reporting to USAID and will conduct data quality assessments as necessary.

DELIVERABLES & IMPLEMENTATION TIMEFRAME

The activities outlined above are estimated to take place over an approximate 3-month period starting in September 2020 and concluding by the end of November 2020. A deliverables table with an illustrative timeline is offered below; however, offerors may propose alternate timelines, workplan and level of effort associated with the various components of the activity.

Description	Illustrative Timeframe
Onboarding & Work-planning	1 Week
Phase 1: Development Challenges, Barriers for PSE and Stakeholder Consultations	3-4 Weeks
) USAID Review and Feedback	1 Weeks
Phase 2: Market based approach evaluation and activity recommendations	3-4 Weeks
) USAID Review and Feedback on Draft	1 Week
) Presentation and Discussion of Findings with USAID Mission	1 Week
) Final Report USAID Mission	1 Week

Contract Type

DAI anticipates awarding a Firm Fixed Price contract type.

RESOURCES

-) [USAID Private Sector Engagement Policy - https://www.usaid.gov/sites/default/files/documents/1865/usaid_psepolicy_final.pdf](https://www.usaid.gov/sites/default/files/documents/1865/usaid_psepolicy_final.pdf)
-) [Countries that fall under the USAID Eastern and Southern Caribbean Mission - https://www.usaid.gov/barbados/our-work](https://www.usaid.gov/barbados/our-work)