



**To:** Offerors

**Date:** August 5, 2020

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

**Subject:** Request for Proposals (RFP) INVEST-054: USAID Asia Bureau, Transaction Advisory Fund, Transaction Due Diligence

**Due:** **1:00PM EDT on August 21, 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 Transaction Advisory Fund buy-in activity, which is part of the broader Infrastructure Transaction Assistance Network (ITAN) Initiative.

- I. RFP Process and deadlines:** This solicitation will result in the award of one or multiple Fixed Price subcontracts. We anticipate issuing a subcontract award(s) in the range of USD \$75,000-100,000 resulting from the implementation of this agreement.
  - a. Submission of Questions – Questions must be submitted no later than **1:00 pm EDT on August 11, 2020** via email to [INVEST\\_Procurement@dai.com](mailto:INVEST_Procurement@dai.com).
  - b. Submission of Proposals – Proposals must be submitted no later than **1:00 pm EDT on August 21, 2020** via email to [INVEST\\_Procurement@dai.com](mailto:INVEST_Procurement@dai.com), copying [Katherine.Tilahun@dai.com](mailto:Katherine.Tilahun@dai.com), [Matthew.Mitchell@dai.com](mailto:Matthew.Mitchell@dai.com), and [Talin.Baghdadlian@dai.com](mailto:Talin.Baghdadlian@dai.com). The subject line of the email should be your organization name, followed by "Submission under RFP INVEST-054: TAF RMI" 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 should describe the following in their proposal:
  - a. Approach to conducting a due diligence assessment of organizations and individuals involved in the proposed work, taking into account the financial,

legal, organizational and other aspects included in but not limited to the accompanying Statement of Objectives (SOO). The approach should also include a description of how this information will be collected and by which staff, taking into account the likelihood that travel to the Republic of the Marshall Islands (RMI) will be unlikely due to the Covid-19 pandemic.

- b. Description of capacity building approach with the RMI Ministry Finance to strengthen their ability to effectively and transparently evaluate proposals. As with the due diligence assessment, offerors should explain how this will be done should travel be restricted by Covid-19, whether remotely and/or in coordination with existing personnel in RMI.
2. **Institutional Capacity** – Offerors will summarize and profile the relevant experience of their staff in performing due diligence checks on individuals and organizations involved in proposed financial transactions related to infrastructure deals. The offeror shall also demonstrate capacity – either in house or through short term consultants/partners that would be added to the team – to adapt and train host country counterparts on how to analyze the pros and cons of proposed services, assess risk, and perform due diligence for future public investments, either solicited or unsolicited.
3. **Management Approach** – 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. Offerors are permitted and encouraged 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. Firms may consider partnering with other firms that bring complementary skill sets and experience given the broad relevant experience and expertise needed to cover the breadth and possible support. 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:

- Two (2) examples of past performance relevant to this activity (limited to two (2) pages per example). Examples should be within the past 5 years.
- CV(s) of any individuals proposed in the staffing plan to conduct this activity (limited to two (2) pages per individual)

A cover page should be prepared and include the Offeror's name(s) and DUNS number(s). In addition to the above, please include the CV(s) of any additional individuals proposed in the staffing plan to conduct this activity as an annex. Offerors will highlight sections in the CVs in yellow where there are any relevant experiences in the performing due diligence services for infrastructure transactions in the Indo-Pacific region.

## **Part 2 – Cost Proposal**

The contract type for the presumptive subcontract will be Fixed Price, issued by DAI Global, LLC.

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. Please see the template attached with the solicitation materials for guidance. However, offerors are not required to use the template as long as the cost proposal captures the necessary elements (i.e. deliverables table with breakdown of how the deliverable totals were calculated). 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(s) will provide the greatest overall benefit to USAID in response to the requirements stated in this RFP and accompanying Statement of Objectives (SOO). 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 due diligence assessments and other evidence substantiating the bidder's ability to deliver, including budget and time frame considerations. Experience in the RMI or other Pacific Islands is required.
- 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 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 set forth the available templates and tools to perform the work, what types of information should be collected and analyzed to support due diligence, explain in detail why these types of information are critical to a successful due diligence process, and how the offeror would collect and assess the information to produce a due diligence report.
    - b. Institutional Capacity (40 points)** –Preference will be given to firms and/or consortia that have past performance in timely and successful delivery of similar services. Experience providing direct due diligence advisory services to host country governments is preferred. Expertise in providing capacity building experience and training to host country government officials – whether through in staff capacity or named consultants/partners – is required. Experience in the RMI or other Pacific Islands is required.
    - c. Management Plan – (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 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. It is required that offerors demonstrate how they will successfully manage the activity during the COVID-19 environment which may feature travel restrictions and/or limitations on in person coordination.

- 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 including budget with cost breakdowns, any relevant supporting cost information, as well as its alignment with the proposed staffing.

**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](mailto:INVEST_Procurement@dai.com)

# **INVEST: Mobilizing Private Investment for Development**

## **Statement of Objectives under RFP INVEST-054: USAID/Asia Bureau Transaction Advisory Fund Due Diligence Services, Republic of the Marshall Islands (RMI)**

### **Introduction**

Through INVEST, USAID seeks to unlock the potential of private capital to drive inclusive growth in countries around the world. Increasingly, private investors and businesses are looking to emerging markets for better returns and new market opportunities. Encouraging investment in high-impact areas important to USAID such as agriculture, financial services, infrastructure, energy, clean water, health, and education, requires new forms of collaboration between USAID and the investment and business community.

### **Background**

#### **Infrastructure Transaction and Assistance Network and the Transaction Advisory Fund:**

The Infrastructure Transaction and Assistance Network (ITAN) is a whole-of-U.S. Government initiative to advance sustainable, transparent, high-quality infrastructure across the Indo-Pacific region. Launched in July 2018, ITAN furthers the U.S. vision for a free and open Indo-Pacific to ensure peace, stability, and growing prosperity in the region. Under ITAN, USAID plays a leading role helping its Indo-Pacific partners to catalyze private sector investment—including from the United States—by strengthening their ability to implement and manage sustainable, transparent, and high-quality infrastructure projects.

In October 2019, the USAID Bureau for Asia (USAID/Asia Bureau) launched the INVEST Buy-In Activity to support the Transaction Advisory Fund<sup>1</sup>, a function of the Infrastructure Transaction and Assistance Network<sup>2,3</sup>. Under this buy-in, INVEST responds to host country governments' requests for assistance on infrastructure projects with high quality, best-in-class discrete transaction advisory services—primarily legal and other services for contract negotiation and bid/proposal evaluation—on a rapid response basis.

The government of the Republic of the Marshall Islands (RMI) has requested TAF support in evaluating a proposal for an upcoming infrastructure project. This unsolicited proposal requires vetting support through the provision of due diligence services to ensure the parties and individuals involved have the technical, operational, and financial capacities and experiences required to perform the work as outlined.

### **Objectives/Activities**

The purpose of this activity is to provide due diligence services to the Government of the Republic of the Marshall Islands (RMI), specifically the Ministry of Finance, in support of an upcoming transaction. The support will also include capacity building of Ministry of Finance officials on how to effectively and transparently analyze future government initiatives with private entities, assessing risk, and performing

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<sup>1</sup> [US Department of State Article](#)

<sup>2</sup> [USAID: ITAN Fact Sheet](#)

<sup>3</sup> [USASCP March 2019 Fact Sheet](#)

similar due diligence checks in the future. The two activity areas to be supported through this statement of objectives are described in detail below:

### **I. Due Diligence Assessment**

In coordination with the Due Diligence Task Force established within the RMI Ministry of Finance, the selected offeror(s) will be responsible for performing a due diligence assessment on the identified organization and individuals involved in the transaction. Offerors shall outline what areas and information within each of the following categories will be collected and analyzed to perform the due diligence services for this transaction:

1. Financial – the offeror shall analyze the public and (to the extent that entities will be transparent and share information) internal documentation to demonstrate financial viability and health of the entity, documented financial track record, and other financial aspects which speak to the ability of the firm to financially perform this work.
2. Legal - the offeror shall analyze the legal registrations of the company, relevant insurance policies in place, and other legal aspects which demonstrate that the firms have performed work in compliance with relevant legal environments in which they operate. Compliance with local environmental regulations and laws pertaining to reducing negative social impact should be analyzed, in particular.
3. Organizational – the offeror shall analyze the organizational structure, management systems and internal controls in place (such as human resources management), which demonstrate internal capacity to manage the proposed work.
4. Proposed Personnel – the offeror shall perform reference checks on the identified key personnel in order to determine the validity of their qualifications and past performance.
5. Reputational – the offeror shall analyze public reporting in the press and on the Internet in order to determine any reputational risks posed by the individuals and organizations involved in the proposal. If available, the offeror shall analyze any environmental impacts based on their previous projects.

The successful offeror shall develop an initial work plan, which will describe the information to be collected, gathered, and analyzed, and validate with the RMI counterparts. This initial work plan should also include as appendices the due diligence templates to be used for the activity. A final diligence report outlining the findings will be expected as an output of this engagement.

### **II. Proposal Evaluation Capacity Building**

Throughout the engagement, the selected offeror(s) will be responsible for providing capacity building to the RMI Ministry of Finance Due Diligence Task Force to empower these officials with the resources and knowledge to perform assessments of future infrastructure proposals. Using existing resources and materials as well as internal expertise, the successful offeror will design a due diligence toolkit and capacity building training to reinforce important considerations and risks to analyze in infrastructure activities in the future.

The successful offeror will describe the resources to be used, available templates or toolkits available, as well as the topics to be covered and methodology for implementing these sessions.

### **Illustrative Deliverables**

The selected offeror(s) will propose deliverables - based on their technical approach - which will result in the successful delivery of the above described services. The following are illustrative deliverables but offerors are welcomed to propose alternative deliverables:

- Work Plan

- Due Diligence Report
- Reference Materials and Toolkit for RMI officials to use in future proposal analyses
- Capacity building training plan and associated materials

### **Implementation Timeframe**

This activity is intended to last approximately 3 months. It is expected that selected offeror(s) will begin implementation by the end of September 2020.

### **Place of Performance**

Given the global Covid-19 pandemic and impacts on travel, offerors should plan on conducting this activity remotely, and/or include proposed staff already located in RMI.

### **Role of INVEST**

INVEST will work closely with the selected offeror(s) during all stages of this work. DAI will subcontract the selected offeror(s) directly and provide review and oversight throughout the life of the activity. The INVEST team will administer periodic check-ins, reporting, deliverable review prior to client presentation and approval, and manage an ongoing monitoring, evaluation and learning framework.

- Subcontractor Onboarding: INVEST will provide the successful offeror(s) with all necessary context, and work with the successful offeror(s) to develop the work plan.
- Project Implementation: The successful offeror(s) will implement the work as prescribed by the work plan(s). INVEST will provide management support and ensure periodic check-ins/reporting.
- Ongoing Monitoring, Evaluation, and Learning: INVEST will define indicators during the subcontracting process, collect and review M&E data from subcontractors for requisite reporting to USAID and will conduct data quality assessments as necessary.



**To:** Offerors

**Date:** August 5, 2020

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

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**Due:** **1:00PM EDT on September 11, 2020**

Dear Offerors:

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- I. RFP Process and deadlines:** This solicitation will result in the award of one or multiple Fixed Price subcontracts. We anticipate issuing a subcontract award(s) in the range of USD \$**125,000-150,000** resulting from the implementation of this agreement.
- a. Submission of Questions – Questions must be submitted no later than **1:00 pm EDT on September 1, 2020** via email to [INVEST\\_Procurement@dai.com](mailto:INVEST_Procurement@dai.com).
  - b. Submission of Proposals – Proposals must be submitted no later than **1:00 pm EDT on September 11, 2020** via email to [INVEST\\_Procurement@dai.com](mailto:INVEST_Procurement@dai.com), copying [Katherine.Tilahun@dai.com](mailto:Katherine.Tilahun@dai.com), [Matthew.Mitchell@dai.com](mailto:Matthew.Mitchell@dai.com), and [Talin.Baghdadian@dai.com](mailto:Talin.Baghdadian@dai.com). The subject line of the email should be your organization name, followed by “Submission under RFP INVEST-054: TAF RMI” 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 should describe the following in their proposal:



- a. Approach to conducting a due diligence assessment of organizations and individuals involved in the proposed work, taking into account the financial, legal, organizational and other aspects included in but not limited to the accompanying Statement of Objectives (SOO). The approach should also include a description of how this information will be collected and by which staff, taking into account the likelihood that travel to the Republic of the Marshall Islands (RMI) will be unlikely due to the Covid-19 pandemic.
  - b. Description of capacity building approach with the RMI Ministry Finance to strengthen their ability to effectively and transparently evaluate proposals. As with the due diligence assessment, offerors should explain how this will be done should travel be restricted by Covid-19, whether remotely and/or in coordination with existing personnel in RMI.
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- Two (2) examples of past performance relevant to this activity (limited to two (2) pages per example). Examples should be within the past 5 years.
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## **Part 2 – Cost Proposal**

The contract type for the presumptive subcontract will be Fixed Price, issued by DAI Global, LLC.

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## **INVEST: Mobilizing Private Investment for Development**

### **Statement of Objectives under RFP INVEST-054: USAID/Asia Bureau Transaction Advisory Fund Due Diligence Services, Republic of the Marshall Islands (RMI)**

#### **Introduction**

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#### **Objectives/Activities**

The purpose of this activity is to provide due diligence services to the Government of the Republic of the Marshall Islands (RMI), specifically the Ministry of Finance, in support of an upcoming transaction. The support will also include capacity building of Ministry of Finance officials on how to effectively and transparently analyze future government initiatives with private entities, assessing risk, and performing

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similar due diligence checks in the future. The two activity areas to be supported through this statement of objectives are described in detail below:

### **Due Diligence Assessment**

In coordination with the Due Diligence Task Force established within the RMI Ministry of Finance, the selected offeror(s) will be responsible for performing a due diligence assessment on the identified organization and individuals involved in the transaction (up to five subjects). Offerors shall outline what areas and information within each of the following categories will be collected and analyzed to perform the due diligence services for this transaction:

1. Financial – the offeror shall analyze the public and (to the extent that entities will be transparent and share information) internal documentation to demonstrate financial viability and health of the entity, documented financial track record, and other financial aspects which speak to the ability of the firm to financially perform this work.
2. Legal - the offeror shall analyze the legal registrations of the company, relevant insurance policies in place, and other legal aspects which demonstrate that the firms have performed work in compliance with relevant legal environments in which they operate. Compliance with local environmental regulations and laws pertaining to reducing negative social impact should be analyzed, in particular.
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5. Reputational – the offeror shall analyze public reporting in the press and on the Internet in order to determine any reputational risks posed by the individuals and organizations involved in the proposal. If available, the offeror shall analyze any environmental impacts based on their previous projects.

The successful offeror shall develop an initial work plan, which will describe the information to be collected, gathered, and analyzed, and validate with the RMI counterparts. This initial work plan should also include as appendices the due diligence templates to be used for the activity. A final diligence report outlining the findings will be expected as an output of this engagement.

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Throughout the engagement, the selected offeror(s) will be responsible for providing capacity building to the RMI Ministry of Finance Due Diligence Task Force to empower these officials with the resources and knowledge to perform assessments of future infrastructure proposals. Using existing resources and materials as well as internal expertise, the successful offeror will design a due diligence toolkit and capacity building training to reinforce important considerations and risks to analyze in infrastructure activities in the future.

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### **Illustrative Deliverables**

The selected offeror(s) will propose deliverables - based on their technical approach - which will result in the successful delivery of the above described services. The following are illustrative deliverables but offerors are welcomed to propose alternative deliverables:

- Work Plan

- Due Diligence Report
- Reference Materials and Toolkit for RMI officials to use in future proposal analyses
- Capacity building training plan and associated materials

### **Implementation Timeframe**

This activity is intended to last approximately 3 months. It is expected that selected offeror(s) will begin **implementation in mid-October 2020.**

### **Place of Performance**

Given the global Covid-19 pandemic and impacts on travel, offerors should plan on conducting this activity remotely, and/or include proposed staff already located in RMI.

### **Role of INVEST**

INVEST will work closely with the selected offeror(s) during all stages of this work. DAI will subcontract the selected offeror(s) directly and provide review and oversight throughout the life of the activity. The INVEST team will administer periodic check-ins, reporting, deliverable review prior to client presentation and approval, and manage an ongoing monitoring, evaluation and learning framework.

- Subcontractor Onboarding: INVEST will provide the successful offeror(s) with all necessary context, and work with the successful offeror(s) to develop the work plan.
- Project Implementation: The successful offeror(s) will implement the work as prescribed by the work plan(s). INVEST will provide management support and ensure periodic check-ins/reporting.
- Ongoing Monitoring, Evaluation, and Learning: INVEST will define indicators during the subcontracting process, collect and review M&E data from subcontractors for requisite reporting to USAID and will conduct data quality assessments as necessary.