



Shaping a more livable world.

RFP INVEST-102

**To:** Offerors

**Date:** December 16, 2021

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

**Subject:** Request for Proposals (RFP) INVEST-102 USAID Haiti PPP Engineering Technical Advisory Services to the Government of Haiti

**DUE:** 1:00PM EST on **January 12, 2022**

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 to be funded by USAID under the USAID Haiti PPP Buy-in for technical advisory services to the Government of Haiti in the implementation of a Public-Private Partnership ("PPP") for the operation and management of the Caracol Power Utility and two regional grids (Petit-Goave and Les Cayes) via a long-term concession agreement.

Please note that due to conflict of interest considerations, the firm (or any of their affiliates) that provides the Engineering Advisory Services under this subcontract will be precluded from bidding on future RFPs from the Government of Haiti that implement the privatization of the regional grids on which the firm advised. The firm and its affiliates would not be precluded from bidding on future work related to regional grids that are not addressed by this subcontract.

- I. **RFP Process and deadlines:** This solicitation will result in the award of one Indefinite Quantity Contract (IQC) with an embedded Time & Materials task order for Phase 1, with potential for anticipated follow on task orders for Phases 2-4. The total funding allocated for Task Order One is \$100,000. INVEST anticipates issuing a single IQC subcontract award resulting from the implementation of this agreement.
  - a. Submission of Questions – Questions must be submitted no later than **1:00pm EST on December 20, 2021** via email at [INVEST\\_Procurement@dai.com](mailto:INVEST_Procurement@dai.com).
  - b. Submission of Proposals – Proposals must be submitted no later than **1:00pm EST on January 12, 2022** via email at [INVEST\\_Procurement@dai.com](mailto:INVEST_Procurement@dai.com), copying [Katherine\\_Tilahun@dai.com](mailto:Katherine_Tilahun@dai.com) and [Matthew\\_Mitchell@dai.com](mailto:Matthew_Mitchell@dai.com). The subject line of the email should be your organization name, followed by "Submission under RFP INVEST-102: USAID Haiti PPP Engineering Advisory" 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 PDF. Past performance submissions shall not exceed 2 pages each and there is no page limit to the CVs submitted for consideration. Submissions in PDF are required. Please provide a copy of your cost proposal in Excel format.

## **Part 1 – Technical Proposal**

The technical proposal is composed of the following two (2) elements:

1. **Management Plan and Proposed Staffing** – Offerors will furnish the CVs for the proposed staff members which they will assign to the activity, highlighting in yellow any relevant experience in Haiti and advisory services on similar concession agreements. It is anticipated that the technical advisory services will require a minimum of two individuals for Phase 1, based on the wide range of required experience in varying energy sectors and aspects. Offerors shall also include a management plan, indicating who will act as leader and point of contact for the work, how the Offeror will ensure that required expertise is available to the project as needed, and how they will work in coordination with the other INVEST Haiti PPP advisors.
  - **Personnel Qualifications**
    - Fluent in French and full professional capacity for drafting French technical documents
    - Past credentials in similar assignments involving solar generation
    - Past credentials in similar assignments involving dual fuel generation
    - Past credentials in similar assignments involving LNG
    - Past credentials in similar assignments involving "integrated grids" and distribution to end-users
    - Degree in electrical engineering or similar
2. **Institutional Capacity** – Offerors should provide details about the experience, expertise, or capacity of their firm to provide the services as described. Emphasis should be placed on experience with engineering advisory services and transaction assessment and structuring, particularly for PPPs and in the energy sector. This should also include past performance information for Haiti and/or similar jurisdictions. Offerors should submit up to four (4) case study examples or qualifications statements of past performance relevant to this activity (limited to two (2) pages per case study)

A cover page is acceptable for each proposal, should offerors choose to include one. No additional annexes or documentation beyond the requirements listed above are requested at this time.

## **Part 2 – Cost Proposal**

The contract type for the presumptive subcontract will be an Indefinite Quantity Contract, with Time and Materials Task Orders, awarded as a subcontract by DAI Global, LLC. It is anticipated that the number of days required to complete Phase 1 (Task Order 1) shall not exceed 75 days total, regardless the number of consultants. At this point, INVEST anticipates that Phase 1 should not require travel. At this procurement stage, the pricing for Task Order 1 should be final, along with the labor categories and rates for the IQC as a whole. Offerors should include a T&M pricing table that includes the labor categories associated with implementing the SOO requirements and the associated pricing per labor category.

Any pricing associated with Phase 2 and Phases 3-4 will be illustrative at this stage and should be based on the tasks outlined in the SOO. The proposed illustrative pricing for Phases 2-4 will serve as an indication of how the Offeror will structure and price its work under subsequent Task Orders. During implementation, INVEST will release a Request

for Task Order Proposal for subsequent orders, if and as needed, to the IQC holder awarded through this procurement. INVEST will compare the proposed pricing for subsequent task orders at the RFTOP stage against the pricing proposed during this competitive phase. INVEST anticipates that LOE for Phase 2 shall not exceed 30 days, and Phases 3-4 shall not exceed 150 days for both phases combined.

Offerors should include a cost breakdown of the hourly rates for proposed personnel, with a build-up to their total proposed price or include substantiating price reasonableness documentation/justification. Offerors can use the attached cost/budget template for guidance, but are not required to use it, as long as the cost proposal captures the necessary elements (i.e. labor categories and associated rates, Task Order 1 pricing, illustrative Phase 2-4 pricing). 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 offeror 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 proposed staffing, institutional capacity, specific qualifications in the identified sectors and other evidence substantiating the bidder's ability to deliver, and 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.
    - a. Management Plan and Proposed Staffing (70 points)** - Points for this section will be awarded based on the qualifications of the proposed personnel in relation to the requirements of the SOO and the past performance of proposed personnel on similar assignments. The offeror will be scored based on its identification of staff who meet the required qualifications and have performed similar roles in Haiti or other similar environments. Preference will be given to teams with expertise in various energy sectors and experience providing advisory services on PPP tender processes and concession agreements. Points will also be awarded based on individuals' qualifications, including fluency in French and degree in electrical engineering or a similar field. The Offeror must also demonstrate its ability to manage the overall team, ensure that required expertise is available to the project as needed, and work in coordination with the other INVEST Haiti PPP advisors.
    - b. Institutional Capacity (30 points)** - Points for this section will be based on information presented in case studies. Preference will be given to firms that have past performance in timely and successful delivery of similar services as well as relevant experience in Haiti and/or similar jurisdictions. Points will also be awarded for similar experience providing advisory services for PPPs, particularly in the energy sector, and experience with transaction assessment and structuring.
  - 2. Cost Proposal:** Cost will be evaluated separately from the technical approach, with due consideration for 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 supporting cost information, as well as its alignment with the proposed staffing. Budgets will be analyzed for cost reasonableness of the staffing proposed, including Labor Category pricing for the

IQC as a whole, final pricing for Task Order 1, and illustrative pricing for Phases 2-4. The pricing for Task Order 1 should include Labor Categories to address the SOO for Phase 1, and proposed LOE per labor category and any associated non-labor costs (noting that no travel is anticipated under Phase 1) in response to the specific requirements of Task Order 1 to provide a total price and cost build-up for Task Order 1.

Note: At the proposal stage, the price proposal for Phases 2-4 will be illustrative based on the requirements set forth in the SOO. The proposal budget will be evaluated as an indication of how the offeror would address those potential subsequent phases of the project. Once the IQC is issued, if INVEST decides to release Requests for Task Order Proposals for subsequent Phases beyond Phase 1, INVEST will compare the proposed pricing for those phases against the illustrative pricing included at this initial IQC procurement phase to ensure price reasonableness. Any significant deviation from the pricing submitted at the IQC stage will need to be fully documented and justified at the Task Order level, and will be subject to approval by DAI.

**I. Offeror's Agreement with Terms and Conditions: Please visit the [INVEST Procurement Hub](#) 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)

**The INVEST Project: Mobilizing Private Investment for Development  
Statement of Objectives for USAID Haiti PPP, Engineering Advisory Services  
to the Government of Haiti**

**Introduction**

The United States Agency for International Development (USAID) recognizes that as the world's development challenges become more complex, many can only be solved through market-based solutions.

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

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

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

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

**Haiti PPP Background**

The Government of Haiti is looking to implement a Public Private Partnership ("PPP") for the electrical grids of Caracol, Les Cayes, and Petit-Goave via long-term concession agreements. As the Power Purchase Agreement (PPA) Contracts of these two regional grids have expired, the Government of Haiti (GoH) determined that these two grids should be privatized alongside the North-East regional grid effort. For this reason, ANARSE, Haiti's energy regulator, lodged its request for transaction support with USAID/Haiti, who have requested INVEST provide it. INVEST engaged a team of advisors that have been providing legal, engineering and financial advisory services to support the Government of Haiti in this endeavor.

In 2020, GoH launched three separate tender processes to privatize the operations, management, and potential expansion of the regional energy grids in Northeast and Southern Haiti. The tender processes faced challenges and GoH ultimately could not reach agreement with the selected bidders, opting to cancel the tenders. Following the cancellation of both tenders, the GoH demonstrated interest restructuring the Northeast and Southern transactions and relaunch the tenders. USAID agreed to continue providing support, and is now looking for an Engineering Advisor that can work with INVEST's legal and financial advisors to produce an assessment of both the Northeast and Southern grids transactions and make recommendations to restructure them with the goal of making the transactions more attractive to the private sector, fostering competition, and increasing bankability. The Engineering Advisor may also be engaged to provide follow on support for the subsequent relaunch of

the tender(s).

### **Implementation Objectives**

The Engineering Advisor(s) shall work directly with ANARSE and the broader GoH; the DAI INVEST Team assigned to the Transactions and USAID. The primary objective behind this support will be to assess the previous tenders and make recommendations to the GoH on how to restructure the transactions. Based on the outcomes of the Assessment, the Engineering advisor will also assist the GoH in their efforts to, in an open, transparent, and competitive manner, privatize the ongoing operations, maintenance, management and potential expansion of Caracol, Les Cayes, and Petit-Goave regional grids, while protecting the interests of current consumers for reliable, affordable electricity supply. The ultimate arrangement for the operations and management may take the form of a PPP or other structured partnership arrangement. The challenges of investment and operations in Haiti will require that the engineering expert(s) be experienced in the technical aspects of multiple energy sectors (thermal, solar, hydro, etc.) in order to advise the government of Haiti on the best approach for these power concessions in Haiti and have a record of advisory support to power plants in Haiti and similar environments.

The expected work performed by the Engineering Advisor(s) will include the following:

- Carry out an assessment of the previous tenders to identify lessons learned and propose new structure that could increase the transactions' bankability
- Advise the GoH with respect to technical feasibility issues.
- Provide technical inputs to support the financial modeling exercises to ensure project viability.
- Following the outcomes of the assessment, assist the GoH, in coordination with the Transaction Financial and Legal Advisors and in consultation with USAID, in the subsequent tender process, as outlined below.
- Review received proposals as a member of the evaluation committee including technical assessment of the bidders' past performance and experience managing integrated utilities with distribution assets, and building solar energy and LNG inputs, or others as applicable.

### **Activity Structure**

#### *Phase I Activities – Transaction assessment and Restructuring (Task Order 1)*

In conjunction with the INVEST Legal and Financial Advisors, the Engineering Advisors will be expected to contribute to the following efforts, in order to produce a Transaction Assessment and Restructuring Report:

- Review the transactions' lessons learned and propose an alternative structure
- Carry out a donor survey to identify potential sources of grant and concessional funding
- Support identification of a list of potential private sector bidders that could be interested in investing in the power sector in Haiti
- Support for investor survey to collect feedback from private sector on the revised tender structure and fine-tune the proposed structure and recommendations

In particular, the Engineering Advisor will be expected to carry out the following tasks and provide the following inputs for the Transaction Assessment and Restructuring Report:

- Literature study and REX (Return of Experience) from involvement in similar isolated grid hybrid (RES + thermal) system projects

- Listing of technical options and constraints regarding hybrid systems
- Composing a demand profile based on review of current data to address uncertainties around energy demand
- High level technical-economic simulation: direction of asset sizing and Levelized Cost of Electricity Generation (LCOE)
- Representative system configurations
- Cost estimates (based on REX and data from received bids for previous tenders)
- Sensitivities on demand profile

*Deliverables:*

- Technical review and inputs for Transaction Assessment and Restructuring Report, as well as any other interim reports produced during Phase 1

Once the Transaction Assessment and Restructuring Report is completed at the completion of Phase 1, and based on the outcomes of the report, there is potential that USAID/Haiti and INVEST will decide to issue subsequent Task Orders under the IQC to support additional phases of work. Phases 2-4 outlined below reflect the type of support that INVEST expects would be required if GoH decides to move forward and relaunch the tender based on the Report's recommendations. Offerors should note that subsequent phases are not guaranteed. Any subsequent Task Orders issued beyond Task Order 1 will depend on the outcomes of Phase I, and USAID's decision to keep supporting this process through INVEST.

*Phase 2 Activities – Marketing and Pre-Qualification*

The Engineering advisor will be expected to contribute to the following efforts, as appropriate:

- Support carrying out and Industry Day with investors and potential bidders, to market Transaction
- Advise and support GoH in carrying out a Pre-Qualification Stage for the relaunched tender

*Deliverables:*

- Technical inputs for Industry Day presentations, as needed
- Technical review and inputs for Pre-Qualification

*Phase 3 Activities – Tender Process and Transaction Implementation*

The Engineering Advisor(s) will review and provide feedback on the technical aspects of the tender documentation, which are in French. It is envisaged that Phase III activities will include:

- Working in close cooperation with the Transaction Legal and Financial Advisors and in consultation with USAID, prepare the tender documents for the GoH;
- Draft the concession agreement with input from USAID, the GoH and the Transaction Advisor and review all associated documentation prepared by the GoH to ensure that it is compliant with the Concession Agreement;
- Review and assist the GoH in the drafting of a Request for Proposals ("RFP") that will include (i) general information for preparing and submitting proposals (including the minimum period for the preparation of the proposal, conditions to access the Data Room, procedures and timeframe for questions and answers and clarification sessions), (ii) Project specifications, and

- (iii) Terms of reference and bid evaluation criteria for the offers;
- Support the Transaction Financial Advisor with economic and operational modelling
- With the Transaction Financial and Legal Advisors, support the concessioner during the interest firms/bidders' information conference to answer questions about the draft tender documents; and
- With the Transaction Financial and Legal Advisors, recommend revisions that should be included in the final tender documents and, if necessary, make the revisions.

*Deliverables:*

- Technical review and inputs into the draft concession agreement and request for proposals.

*Phase 4 Activities – Bidding Process and Closing*

- In coordination with the Transaction Financial Advisor and the Transaction Legal Advisor, the Engineering Advisor(s) will assist the GoH in preparing and arranging a bidders' conference;
- Support the GoH in responding to bidders' requests for clarifications on the RFP;
- Share market experience with respect to how to address clarifications or request for amendments from the bidders;
- Assist in the evaluation of bids include the review and evaluation of both technical and financial proposals;

*Deliverables:*

- Technical review and inputs for responses to the requests for clarification and/or amendments;
- Technical review and inputs on the evaluation of bidders.

**General Implementation Structure**

*Onboarding and Work-Planning*

- Transaction Legal Advisory Services Provider Onboarding: DAI will work closely with USAID staff and associated stakeholders to provide the selected partner(s) with all necessary context.

*Implementation and Evaluation*

- Project Implementation: The selected Engineering Advisor(s) will implement the work as prescribed by the work plan(s) in cooperation with the Transaction Financial and Transaction Legal Advisors. DAI will provide management support and ensure periodic (e.g. weekly and monthly) check-ins/reporting. The DAI team and USAID shall be copied on all correspondence with the GoH.
- Ongoing Evaluation: DAI will define indicators in subcontract and collect and review M&E data from Advisors for requisite reporting to USAID. DAI will conduct data quality assessments as necessary.

Please note that due to conflict of interest considerations, the firm (or any of their affiliates) that provides the Engineering Advisory Services under this subcontract will be precluded from bidding on future RFPs from the Government of Haiti that implement the privatization of the regional grids on which the firm advised. The firm and its affiliates would not be precluded from bidding on future work related to regional grids that are not addressed by this subcontract.



**General Implementation Timeframe**

Phase 1 of this activity is intended to last for approximately 3 months with variable labor intensity needs depending on key milestones and phase of the Transaction. Illustrative timing for subsequent Phases are outlined below.

<b>Activity</b>	<b>Timeframe (approximate)</b>
Onboarding & Workplanning	1 week
Phase 1	2-3 months
Phase 2	2-3 months
Phases 3-4	6-8 months

**Contract Type and Budget Ceiling**

As noted above, although the technical advisory services will primarily be provided to the GoH, they will be funded by INVEST.

DAI contemplates a total maximum budget for Phase 1 (Task Order 1) of this assignment of \$100,000 USD including all expenses and taxes. Budget for subsequent Phases will depend on the outcomes of Phase 1. Competitive offerors will propose an approach that will credibly manage technical needs to deliver all required inputs while not exceeding this total ceiling, and highly competitive proposals will propose discounts from this budget ceiling. In the event that an Offeror submits a bid in excess of the indicative maximum fee, it shall justify this choice and demonstrate that the indicative price is insufficient to provide the required assistance in order reach financial closing of the Transaction.

The final contract will be an Indefinity Quantity Contract with at least one Time & Materials Task Order for Phase 1, and potential for follow-on work issued as separate Task Orders for Phases 2-4. It is expected that the Offeror selected will complete all advisory services in support of the Transaction within the time frame contemplated by the parties.

## Questions & Answers

### ***RFP INVEST-102: USAID Haiti PPP Engineering Technical Advisory Services to the Government of Haiti***

- 1. We are a non-US company with no business and no business connections in the USA. USAID are spending US taxpayers' money and obviously have very strict rules for participation of bidders in such projects. Can you confirm that non-US firms are eligible to bid for your specific opportunity?**

We confirm that non-US firms are eligible to bid on this opportunity, and that it is not required for firms to have business or business connections in the United States to be awarded this subcontract.

Please note that all domestic and foreign organizations which receive subcontracts with a value greater than \$30,000 are required to obtain a DUNS number in order to receive U.S. Government funds. Organizations are exempt from this requirement if the gross income received from all sources in the previous tax year was under \$300,000. The process for obtaining a DUNS number is straightforward and free of charge. The process is detailed at the Dun & Bradstreet [website](#). Offerors should initiate the process now, as a DUNS number is required for issuance of a subcontract under INVEST. However, if the DUNS number is not issued at the time of proposal submission, Offerors can note it as "pending" at submission with no penalty.

For more information on the Terms and Conditions for award please visit the INVEST Procurement Hub website at the following [link](#) and scroll down to "Terms and Conditions."