

**To:** Offerors

**Date:** January 18, 2022

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

**Subject:** Request for Proposals (RFP) INVEST-105: Prosper Africa Secretariat Deal Review – Market Entry Strategy for South African Boat Builders to consolidate and expand their presence in the U.S. Catamaran Market

**Due:** **1:00PM EST on February 15, 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 as designated by the Prosper Africa Secretariat (the Secretariat), Bureau for Africa, Office of Sustainable Development (AFR/SD) under the USAID Prosper Africa Secretariat Buy-In Activity.

**I. RFP Process and Deadlines:** This solicitation will result in the award of a Fixed Price Subcontract. We anticipate issuing a single subcontract award resulting from the implementation of this agreement, with an anticipated value of no more than USD \$100,000.

1. Submission of Questions – Questions must be submitted no later than **1:00pm EST on January 25, 2022** via email to [INVEST\\_Procurement@dai.com](mailto:INVEST_Procurement@dai.com).
2. Submission of Proposals – Proposals must be submitted no later than **1:00pm EST February 15, 2022** via email to [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-105 Market Entry Strategy for South African Boat Builders." Please certify in your submission email a validity period of 60 days for the price(s) provided and include your organization's DUN 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 proposal should be submitted as a ten-slide presentation. Submission 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** – The Offeror will detail its approach to fulfilling the accompanying Statement of Objectives (SOO). The approach will clearly indicate how the proposed activities will result in the successful completion of all deliverables and milestones.
2. **Institutional Capacity** – the Offeror should provide details about the experience,

expertise, or capacity of its firm to recommend the proposed approach and complete the work as described. This should also include past performance information for similar contexts.

3. **Management Plan/Staffing Structure** – The Offeror 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 encouraged to engaged 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 the offeror choose to include one. No additional annexes or documentation are requested now.

### **Part 2 – Cost Proposal**

The contract type for the presumptive subcontract(s) will be Fixed Price, awarded as a subcontract by DAI Global, LLC. Please include your total proposed fixed price for all activities, as well as individual deliverable pricing.

The Offeror 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. The Offeror is expected to use its own cost/budget template. 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 offer from consideration if it determines that an Offeror is “not responsible”, i.e. that it does not have the management and financial capabilities required to perform the work required. Proposals will be evaluated against a stated number of factors, including the overall proposed approach, past performance, specific qualifications in the identified sectors and other evidence substantiating the bidder’s ability to deliver, including budget and time frame considerations. Specific preference will be shown for firms with experience conducting similar assessments.

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

- a. **Technical Approach (40 points)** – Points for this section will be based on the information presented in the technical approach. The offeror will be evaluated based on its presentation of a clear approach, which reflects the requirements of this specific activity, but also incorporates the offeror’s competencies. The approach should include the offeror’s overall approach to:
- Identifying the most effective sales channels for luxury boats, including dealerships and boat shows;
  - Developing marketing and branding strategies and linkages to boating publications and industry journals to successfully market and brand South African luxury boats to the U.S. consumer base through these channels;
  - Assessing the competitive landscape of luxury boats in the U.S., including competition from other makers in Asia and Europe, and how South African boat builders can position themselves against other non-U.S. competitors;
  - Identifying what other third-party support functions and services, including any U.S. Government tools for private sector engagement could be utilized to support South African boat makers;
  - Analyzing the regulatory environment around the importation of luxury boats to the U.S.;
  - Identifying any challenges that boat builders must be aware of, in addition to any gaps in terms of luxury catamaran consumer expectations and performance requirements; and
  - Recommending skillsets and techniques to upskills South African boat makers, workforce, and labor pool.
- b. **Institutional Capacity (50 points)** – Points for this section will be based on information presented in the corresponding section and any submitted case studies. The offeror should demonstrate their:
- Sectoral expertise of key sectors, especially the luxury catamaran and boat building;
  - Regional familiarity, including a strong knowledge of the U.S. market for luxury catamarans;
  - General understanding of U.S. Government agencies and their capacities to support trade and investment;
  - Experiencing researching niche markets and synthesizing findings into key recommendations and actionable insights;
  - Ability to capture impact and refine learnings.
- c. **Management Plan / Staffing Structure (10 points)** – Points for this section will be based on the qualifications of proposed staff, clear delineation of the roles and responsibilities of 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. If the offeror is submitting a proposal along with partners, the proposal should describe the nature of the arrangement (i.e. added technical value) and the division of labor among the partners.



2. **Cost Proposal:** Cost will be evaluated separately from the technical approach, with due consideration for realism, price reasonableness, and allowability consistent with US government cost principles. We encourage all offerors to price their work competitively. Evaluation for this section will be dependent upon all information presented by the Offeror in their deliverable table and supporting cost information, as well as its alignment with the proposed technical approach. Budgets will be analyzed for cost reasonableness of the deliverable price as well as the cost build-up.
  
3. **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, 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. 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**  
**RFP INVEST-105: Prosper Africa Secretariat Deal Review – Market Entry Strategy for South African Boat Builders to consolidate and expand their presence in the U.S. Catamaran Market**  
**Statement of Objectives**

**BACKGROUND:**

INVEST is a flexible buy-in mechanism managed by DAI. It is providing support to Prosper Africa – a U.S. Government initiative to substantially increase two-way trade and investment between the United States and Africa.

**OBJECTIVE:**

The purpose of this activity is to develop a market expansion strategy for South African boat builders to expand their presence in the U.S. luxury catamaran market. The Offeror will work closely with [SABBEX](#) and [Wesgro](#), who will represent the interests of multiple South African boat builders.

The South African Boat Builders Export Council, better known as SABBEX, is a National Export Council supported by the Department of Trade, Industry and Competition with the primary purpose of promoting South Africa as a globally competitive and reputable boat building nation. Through developing awareness and providing support around the manufacture of boats, yachts, multihulls, catamarans, monohulls and inflatables in South Africa, to the international market, SABBEX aims to assist industry with access to markets and export marketing activities and help gain traction in markets around the world.

The annual SABBEX business plan promotes the South African boat building industry through:

- Export Promotion
- Export Development
- Market Prioritization

Wesgro is the official Tourism, Trade and Investment Promotion Agency for the Western Cape. Wesgro aims to help facilitate the growth of the economy of Cape Town and the Western cape on a sustainable basis and in so doing create employment opportunities for a broad range of skilled, semi-skilled and unskilled workers.

The mission of Wesgro is to:

- Facilitate the retention and growth of investment, exports, film and tourism;
- Position and market the Province as a competitive and sustainable investment, exports, tourism and film destination globally;
- Facilitate the link between business and government decision-makers; and
- Provide service excellence in all business support functions.

The Offeror will develop key recommendations and provide insight into expanding access into the U.S. luxury catamaran market. Catamarans were chosen as a focus because of competition from Asia and Europe in the U.S. market, while U.S. production is concentrated in monohull power boats.

**ACTIVITY AND DELIVERABLE STRUCTURE:**

The offeror will analyze the current state of the U.S. luxury boat market, including current consumer trends, demographics, preferences, buyer perceptions of South Africa, supply chain dynamics, sales channels, and distinguish between luxury catamarans and other types of luxury boats.

The offeror will conduct the following activities:

1. Identify the most effective sales channels for luxury boats, including
  - a. dealerships and boat shows, and
  - b. develop marketing and branding strategies, and
  - c. linkages to boating publications and industry journals to successfully market and brand South African luxury boats to the U.S. consumer base through these channels,
  - d. and include an estimate of cost.
2. Assess the competitive landscape of luxury boats in the U.S., including competition from other makers in Asia and Europe, and how South African boat builders can position themselves against other non-U.S. competitors to offer practical suggestions that could be incorporated into SABBEX business plans going forward.
3. Identify what other third-party support functions and services, including any U.S. Government tools for private sector engagement could be utilized to support South African boat makers.
4. Analyze the regulatory environment around the importation of luxury boats to the U.S. and identify any potential challenges that boat builders must be aware of, including certification standards, and expiration of AGOA preferences in 2025.
5. Identify any gaps in terms of luxury catamaran consumer expectations and performance requirements from the U.S. versus products supplied from South Africa; and
6. Recommend skillsets and techniques to upskill South African boat makers, workforce, and labor pool.

**PLACE OF PERFORMANCE:**

While there will be significant interaction with USG staff based in the African continent, offeror(s) are not required to be based in Africa but must have access to U.S. boat markets.

**IMPLEMENTATION TIMEFRAME:**

The expected period of performance for this work is set to commence around early April 2022 and end approximately three to four months later. Deliverables will be developed in consultation with SABBEX and selected key Prosper Africa Agencies and implementing partners and may include additional local stakeholders that are deemed to add value.

*Illustrative Timeline and Deliverables*

<b>Deliverable</b>	<b>Description</b>	<b>Illustrative Timeline</b>
Onboarding and Work Planning	Workplan that details the approach to capturing the key components of the work, including key milestones, identification of criteria to be used in analysis, initial documents and studies to be reviewed and analyzed, and any relevant industry experts to be interviewed.	2 weeks
Market Entry Analysis Report	Analysis that examines the U.S. luxury boat market including consumer trends, preferences, supply	6-8 weeks

	chains and most effective sales channels, in addition to developing marketing and branding strategies to successfully market and brand South African luxury boats to the U.S.; assessing the competitive landscape of luxury boats in the U.S.; analyzing the regulatory environment around the importation of luxury boats to the U.S.; and identifying any potential challenges that boat makers must be aware of including certification standards.	
Summary Presentation on Findings and Key Recommendations	Summary presentation of key findings and recommendations to USAID and INVEST. The offeror should build in time for review and provision of feedback by INVEST, USAID, SABBEX and Wesgro. Final presentations will be given to the broader stakeholder community including potentially the South Africa Deal Team, the Cape Town U.S. Consulate, the City of Cape Town, and interested local partners such as Blue Cape.	2-4 weeks

**CONTRACT TYPE:**

The final contract will be a Firm Fixed Price Agreement. The offeror shall, during the period specified in this Agreement, provide/perform the services outlined in the Deliverables section in accordance with all applicable terms and conditions of this Agreement.

**ROLE OF INVEST PROJECT:**

INVEST will work closely with the Prosper Africa Secretariat, Embassy Deal Teams, other relevant USG stakeholders, and the selected partner(s) during all stages of this work. DAI will subcontract the selected partner(s) directly and provide review and oversight throughout the life of the activity in accordance with INVEST’s lean management approach. DAI will administer check-ins (as needed), deliverable review, and manage an ongoing ME&L framework.

- **Partner Onboarding:** DAI will work closely with the Prosper Africa Executive Secretariat and relevant USAID and interagency stakeholders to provide the successful offeror(s) with all necessary context and avoid duplication of efforts with existing activities supporting Prosper Africa initiative.
- **Project Implementation:** The selected partner(s) will implement the work as prescribed by the work plan(s). DAI will provide management support and ensure quarterly check-ins/reporting.
- **Ongoing Monitoring, Evaluation, and Learning:** DAI will work closely with the successful offeror to define appropriate indicators for the overall activity. DAI will work with the subcontractor to develop the ME&L plan at the kickoff and will collect and review data from the subcontractor for requisite reporting to USAID throughout the life of the activity. The selected partner(s) will be required to reasonably maintain and report on relevant data as part of the periodic check-in process. DAI will conduct data quality assessments as necessary.

**QUALIFICATIONS:**

The successful offeror will be required to demonstrate:

- Sectoral expertise of key sectors (including luxury catamarans, boat building, etc.);
- Regional familiarity and strong knowledge of the U.S. market for luxury catamarans;
- Relevant networks, including but not limited to U.S. and African boat makers, businesses, and investors;
- General understanding of U.S. Government agencies and their capacities to support trade and investment; and,
- Ability to capture impact and refine learnings.