

To: Offerors

Date: October 16, 2023

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

Subject: Request for Proposals (RFP) INVEST-130: Renewable Energy Strategy Development for Majuro Dock Expansion Project

Due: 1:00 PM Eastern Standard Time (EST) on **November 13, 2023**

Dear Offeror:

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/Asia Bureau Transaction Advisory Fund buy-in.

- I. RFP Process and deadlines:** This solicitation will result in the award of one (1) Firm Fixed Price subcontract. The ceiling of the awarded subcontract is expected to be no more than \$245,000.
1. Submission of Questions – Questions must be submitted in English no later than **1:00 PM EDT on October 23, 2023** via email to INVEST_Procurement@dai.com. DAI will aim to respond to these questions in approximately three business days.
 2. Submission of Proposal – Proposal must be submitted in English no later than **1:00 PM EST on November 13, 2023** via email to INVEST_Procurement@dai.com, copying Katherine_Tilahun@dai.com. The subject line of the email should be your organization name, followed by “Submission under RFP INVEST-130: Renewable Energy Strategy Development for Majuro Dock Expansion Project.” Please certify in your submission email a validity period of 60 days for the price(s) provided. In order to submit a proposal, offerors must have at least initiated the process to obtain a [SAM UEID](#). If the UEID has not yet been issued, offerors should note that in the submission and update INVEST at INVEST_Procurement@dai.com once it is issued. 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 (10) slide presentation, using 12-point standard font size. Graphics may be included, so long as text is clearly legible with a minimum font size of 10. If text or graphics are of poor resolution, the information provided may be excluded from consideration. Submissions in PowerPoint or PDF are acceptable, although PDF is

preferred along with an accompanying PowerPoint document. Please provide a copy of your cost proposal in Excel format; offerors may use the attached cost/budget template.

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** – Offeror will detail their approach to fulfilling the accompanying Statement of Objectives (SOO). The approach will clearly indicate how the proposed activities will result in the successful achievement of the objectives as detailed in the SOO and completion of all deliverables and milestones as proposed within the stated timeline. Offer should describe their approach to working with PII and should outline considerations for developing the renewable energy strategy.
2. **Institutional Capacity** – Offeror should provide details about the experience, networks, expertise, and capacity of their firm (or firms if partnering arrangement is proposed) to implement the proposed approach and complete the work as described. This should also include past performance information for similar activities as those planned under this proposal and note any previous experience working as partners if a partnering arrangement is proposed.
3. **Management Plan/Staffing Structure** – Offeror should include details of personnel assigned to the activities described in the technical approach along with their proposed roles and responsibilities, as well as a clear management plan in narrative form for the development, review, and submission of deliverables, including a milestone schedule that indicates their proposed timeline for implementation.

The offeror is permitted to engage in partnering arrangements if it will aid in providing best value to USAID, regardless of whether organizations belong to the USAID Finance and Investment Network managed by INVEST. 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, oversight, and coordination controls to ensure successful delivery.

In addition to the above, please include the following inputs, which will not be counted as part of the 10-slide limit and format may be PDF or Word:

- Two (2) examples of past performance (i.e., case studies) 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 page will be considered a non-counting page, and offerors should include one and list on it the names of all firms participating in the bid. No additional annexes or documentation are requested nor should be submitted.

Part 2 – Cost Proposal

The subcontract type for the presumptive work will be Firm Fixed Price, awarded as a subcontract by DAI Global, LLC. The cost proposal should not exceed \$245,000. Please include your total proposed fixed price along with details for specific deliverable pricing. The offeror must also include a cost breakdown of the hourly rates for proposed personnel, any other direct costs, indirect costs, and fees if applicable, with a build-up to their total proposed price or include substantiating price reasonableness documentation/justification. Cost breakdowns included will be utilized to determine price reasonableness. The offeror should 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. deliverables table with breakdown of how the deliverable totals were calculated). The successful offeror will need to demonstrate that the proposed rates, fees, etc. are reasonable and will be required to provide documentation during subcontract negotiations to substantiate costs, as needed. 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 Proposal. 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. DAI reserves the right to check the past performance, references, and other pertinent offeror information in making award decisions. Proposals will be evaluated against a stated number of factors including: the overall proposed approach, past performance, specific qualifications in the identified approach and sectors, and other evidence substantiating the bidder's ability to deliver, including 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 the offeror on the following factors, consistent with the offerors' technical proposal. The Technical Proposal will be evaluated against the following criteria:
 - a. **Technical Approach (40 Points):** Points for this section will be awarded based on the information presented in the technical approach. 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 demonstrate the offeror's specific approach(es) to develop a renewable energy strategy and recommendations for the dock expansion project and PII, taking into account relevant context and geographic factors.

In particular, the Offeror should indicate their proposed approach to address the following areas:

- Approach to assessing and analyzing the Majuro Dock Expansion Project's energy needs as related to current available energy sources (public utility and generators), including how they will coordinate with PII and other stakeholders to receive necessary data and information.
 - Strategic approach to developing a phased renewable energy strategy and recommendations for the most feasible solutions for reliable, uninterrupted power, including anticipated associated costs and timelines.
- b. **Institutional Capacity (35 Points):** Points for this section will be awarded based on information presented in the corresponding section and any submitted case studies (i.e., examples of past performance). Preference will be given to firms and/or consortia that have past performance in the region and relevant experience working in Small Island Developing States. The Offeror should demonstrate any knowledge, technical experience and past performance of timely and successful delivery of similar renewable energy strategy development and recommendations for implementation.
- c. **Management Plan/Staffing Structure (25 Points):** Points for this section will be awarded 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. The proposal 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. The offeror should demonstrate their proposed staff's:
- Management plan for proposed activities, including clearly identified roles for each partner (if applicable);
 - Timeline and deliverables that will result in objectives of SOO being met;
 - Experience of staff to successfully implement objectives of the SOO; and
 - Knowledge of and experience working with investors in developing markets.
2. **Cost Proposal:** Total price and associated cost build-up will be evaluated separately from the technical approach, with due consideration for realism, price reasonableness, and allowability consistent with U.S. government cost principles. Evaluation for this section will be dependent upon all information presented by the Offeror in their deliverable table and supporting cost information, as well as its alignment with the proposed technical approach.

IV. Offeror’s Agreement with Terms and Conditions: Please visit the [INVEST Procurement Hub](#) website (scroll down to “Terms and Conditions”) 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 under RFP INVEST-130
USAID INVEST: Mobilizing Private Investment for Development
Renewable Energy Strategy Development for Majuro Dock Expansion Project
USAID/Asia Bureau Transaction Advisory Fund

Introduction

USAID seeks to unlock the potential of private capital to drive inclusive growth. Increasingly, private investors and businesses are looking to emerging markets for better returns and new market opportunities. Specifically, USAID can leverage its resources – grants, technical assistance, guarantees, and convening power – to help raise awareness of investment opportunities, lower transaction costs, and mitigate the risk of investments that generate positive social, economic, and environmental impact.

Through INVEST’s flexible buy-in mechanism, USAID Missions and Operating Units can access an unprecedented network of firms and individuals that have the range of technical expertise needed to identify opportunities and effectively mobilize private capital toward development priorities. Using a lean approach tailored to high potential opportunities, relevant parts of the network will come together to research, develop, and build specific solutions that align private capital with development needs.

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), with implementation support from INVEST, launched the Transaction Advisory Fund (TAF), a function of the Infrastructure Transaction and Assistance Network¹. Under TAF, 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.

Majuro Dock Expansion Project – Republic of the Marshall Islands

The Republic of the Marshall Islands (RMI) is one of eight member nations of the Parties to the Nauru Agreement (PNA) within the Western and Central Pacific Ocean (WCPO) fisheries region. About 1.7 million tons of skipjack tuna are harvested in PNA waters annually, accounting for 50 percent of the global supply of this species. Majuro is a major tuna transshipment port in the region served by regular ocean freighter service connecting to the USA, Asia and Australia and air services to regional hubs. The port has become perhaps the busiest regional tuna transshipment port in the region, with 10-15 purse seine vessels typically in the anchorage on any given day.

The Majuro Dock Expansion Project will be developed within an established business compound owned by the RMI-based developer, Pacific International Inc. (PII). The existing operation includes some existing dock space, engineering and construction workshops, industrial gas production, fuel supply, a batching plant, extensive office space, warehousing, a partially-completed fish reduction plant, and other facilities.

¹ [USAID: ITAN Fact Sheet](#)

Final construction will expand the dock to accommodate five vessels and include cold storage, provision for fuel, water, and other supplies along with agency and husbandry services. This expanded dock facility could result in a number of benefits, including but not limited to direct and indirect employment creation, incubation of spin-off businesses, broadening of the tax base, better control of environmental risks, and better monitoring and control of fishing and carrier vessel activity, which in turn will enable better catch documentation and enforcement of legal fishing.

Access to reliable energy is a critical component to not only the continued success of the current dock operations, but also of the Majuro Dock Expansion Project. It is anticipated that PII energy requirements will increase from one megawatt to at least four megawatts of power over the course of the dock expansion project. The dock currently relies on public utility power through local provider, Marshalls Energy Company (MEC), coupled with generator backup power, however these energy sources are not reliable both in terms of the status on an hourly/daily basis, but also in how much PII can draw on from the utility. As operations grow and the dock expansion project moves forward, PII will require an assured uninterrupted, stable power source, additional capacity, and redundant power for continuation of increased operations.

Implementation Objective and Activity Structure

This activity seeks to assess and analyze the Majuro Dock Expansion Project's energy needs and develop a renewable energy (RE) strategy for PII that would complement public utility power to provide reliable, uninterrupted power with minimal reliance on generators. The strategy and recommendations should consider viable RE options including solar, wind, and hydropower and take into account relevant factors within the Pacific Islands region such as salt, corrosion, and climate impacts.

The successful offeror will estimate the associated costs of the various options included in the RE strategy and put forth recommendations for the most feasible and reliable solutions, and the estimated costs and timing for each solution. It is anticipated that the energy needs will grow over time, and as such the offeror should provide a potential implementation plan for a modular or phased approach to meet the requirements of the business for the long term.

The renewable energy strategy should consider the following aspects (offerors are welcome to make additions that would add value to an actionable strategy for PII):

- Energy resource assessment
- Energy demand analysis
- Technological evaluation, including analysis of hybrid systems
- Financial analysis
- Environmental impact considerations
- Legal and regulatory considerations
- Risk assessment
- Final recommendation(s)
- Implementation roadmap

The renewable energy strategy should be developed in close consultation with PII to obtain the company's buy-in for the potential recommended solutions.

INVEST is looking for a firm, or combination of firms or expert individuals, that have expertise in renewable energy solutions within a similar context and experience working in Small Island Developing States (SIDS).

Illustrative Deliverables

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

Deliverable	Metrics
Inception Report and Workplan	A detailed approach and workplan outlining planned activities, identifying the main milestones and a detailed plan for each milestone with their associated timelines. This should include a Gantt chart that details the entire timeline, highlighting phases of work and deliverables.
Initial Assessment Report	Prepare an assessment report evaluating the current energy situation in-country, PII's energy use and structure and anticipated energy needs for the dock expansion.
Site Visit Report(s)	Reports detailing the activities and outcomes of any site visit(s) to the Majuro Dock project.
Renewable Energy Strategy - First Draft	Develop a renewable energy strategy for the dock expansion project. Options detailed in the strategy should include anticipated associated costs and timings with each of the options.
Renewable Energy Strategy – Final Version	The final strategy should incorporate comments from INVEST, USAID, DFC, PII, and other stakeholders as needed.

Period and Place of Performance

The activity is anticipated to commence in December 2023 and take place over a period of 3 months. However, offerors should propose a timeline that is representative of their proposed technical approach and management plan that delivers the scope of work as described.

Travel for in-country sites visits is expected. Otherwise, work can take place remotely, however offeror(s) should consider time zones for virtual meetings with both in-country stakeholders and the INVEST team located in Washington, DC.

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 Support:** INVEST will also work with the successful offeror(s) to establish a plan for monitoring performance, including setting targets, to track progress during implementation. USAID encourages developing a Monitoring, Evaluation, and Learning (MEL) system that demonstrates how you will implement and monitor performance of your proposed activities. INVEST asks respondents to include in the proposal how the

organization intends to set targets and report progress toward those targets, including verification documentation. Additionally, describe the offeror should describe capabilities to provide qualitative and quantitative data associated with the USAID development objectives described in this SOO. Firms are encouraged to propose indicators as appropriate for your proposed technical approach.

- INVEST will work with the subcontractor to define indicators during the subcontracting process, collect and review MEL data from subcontractors for requisite reporting to USAID and will conduct data quality assessments as necessary.