

To: Offerors

Date: July 10, 2023

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

Subject: Request for Proposals (RFP) INVEST - 128: Transaction Advisory Support to Pacific International Inc. (PII)

Due: 1:00 PM Eastern Daylight Time (EDT) on **August 7, 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 \$150,000 Please note that because INVEST anticipates making only one (1) award within the stated ceiling, Offerors should submit a proposal that is priced competitively for the stated work.

1. Submission of Questions – Questions must be submitted in English no later than **1:00 PM EDT on July 17, 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 EDT on August 7, 2023** via email to INVEST_Procurement@dai.com, copying Katherine_Tilahun@dai.com and Danny_Mannka@dai.com. The subject line of the email should be your organization name, followed by “Submission under RFP INVEST - 128: Transaction Advisory Support to Pacific International Inc. (PII).” 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 preparing them for financing.
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 who might be 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 \$150,000. 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 supporting the development of PII's business through addressing operational, managerial, market, governance, legal and/or financials issues and opportunities in preparation for financing from the Development Finance Corporation (DFC) and potential other funders.

In particular, the Offeror should indicate their capabilities in the following areas:

- Approach to conducting an initial assessment and identifying and exploring capacity constraints and opportunities to improve the ability to successfully finance the dock expansion project.
 - Strategic approach to developing a revised business plan, formalized governance structure, organizational structure, risk mitigation plans, and financing models for PII that best aligns with the company's long-term goals and needs.
- 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 context 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 strategic business development and transaction advisory support. Firms with experience in the fisheries sector are also preferred.
- 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-128
USAID INVEST: Mobilizing Private Investment for Development
Transaction Advisory Support to Pacific International Inc. (PII)
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.

Growth in the use of the port has outpaced development of infrastructure and services, and the present government commercial dock has no room to expand. This, coupled with the dynamics of tuna transshipping and vessel servicing, may provide an opportunity for private sector investment in developing a dedicated tuna fisheries dock and fishing vessel service base vessel service base. A well designed and

¹ [USAID: ITAN Fact Sheet](#)

operated dock could capture more domestic value for the tuna harvest and could enable positive environmental and social outcomes for RMI and the wider WCPO fishery. It will also be crucial for an established value chain arrangement with a major global retailer to provide canned fish supplied by RMI, which could further enhance the Port of Majuro as the region's headquarters for tuna transshipment.

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. 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.

In order to complete the expansion of the Majuro Dock, PII will need to successfully secure investment and financing. In preparation, the developer now seeks technical assistance to advise on formalized business management structures and processes.

Implementation Objective and Activity Structure

This activity seeks to provide transaction advisory services to PII in order to prepare them for financing from the Development Finance Corporation (DFC) and potentially other funders. The transaction advisor will support PII to address operational, managerial, market, governance, legal and/or financial issues identified during the scoping phase.

The subcontractor will conduct an initial assessment of PII, evaluating the company's capacity constraints and identifying opportunities to improve its ability to successfully raise and deploy funds for the dock expansion project. The subcontractor will work closely with PII's management teams, in coordination with the DFC, to identify specific barriers to expansion and develop actionable solutions that will enable capital mobilization. This will include a review of PII's business plan, financials, organizational structure, systems, and processes. The advisor will assess the quality of PII's business strategy and plan and highlight potential risks in the team and governance structure.

These consultations will result in the identification of specific areas of support, which may include, but is not limited to financial projections, financial reporting, business model development, business planning, organizational structure, subsidiary/entity creation, governance/board of directors, succession planning. With the approval of activity stakeholders, the subcontractor will formalize the scope and intended engagement in a signed Letter of Engagement. The letter will include a detailed work plan and scope to deliver the necessary transaction advisory support to PII. Performance metrics with clear traceability for work performed will also be defined for each engagement and included as part of each workplan.

Upon formalization, the subcontractor will transition to extensive direct engagement. The subcontractor will utilize multi-dimensional interventions to support PII in achieving the objective of mobilizing capital. Support may include a revised business plan, formalized governance structure, organizational structure, risk mitigation plans, and financial modeling.

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. Illustrative deliverables include:

Deliverable	Metrics
Workplan	A detailed workplan outlining the overall approach and 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 PII's capacity constraints and identifying opportunities for the company to successfully raise and deploy funds. This report should include perspectives on PII's intended financing and organizational structures, business plans, systems, and processes.
Signed Letter of Engagement	An executed letter of engagement between the offeror(s) and PII for the identified areas of support. The letter will include a detailed engagement and support plan, including a workplan and scope with key performance metrics.
Monthly Reports	Monthly reports that will outline work completed that month including deliverables compiled.
Final Report	Final report that summarizes support provided under this activity, outlines milestones met and captures overarching lessons learned including challenges faced and recommendations for PII's continued trajectory of success.

Period and Place of Performance

The activity is anticipated to commence in September 2023 and take place over a period of 3-4 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.

There will be significant interaction with PII based in RMI. Work can take place remotely, however offeror(s) should consider time zones for virtual meetings and travel for in-country visits is expected since it will be critical in establishing a strong and productive working relationship with PII.

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 of each Task Order. 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.