



USAID INVEST Project  
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RFP INVEST-073

**To:** Offerors

**Date:** December 15, 2020

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

**Subject:** Request for Proposals (RFP) INVEST-073: USAID Asia Bureau, Infrastructure Transaction Identification

**Due:** 1:00PM EST on January 19, 2021

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 under the USAID Transaction Advisory Fund buy-in activity, which is part of the broader Infrastructure Transaction and Assistance Network (ITAN) initiative.

- I. RFP Process and deadlines:** This solicitation will result in single firm-fixed price subcontract award with a budget range of US\$275,000-\$300,000 to implement this agreement.
  - a. Submission of Questions – Questions must be submitted no later than **1:00 pm EST on December 22, 2020** via email to [INVEST\\_Procurement@dai.com](mailto:INVEST_Procurement@dai.com).
  - b. Submission of Proposals – Proposals must be submitted no later than **1:00 pm EST on January 19, 2021** via email to [INVEST\\_Procurement@dai.com](mailto:INVEST_Procurement@dai.com), copying [Matthew\\_Mitchell@dai.com](mailto:Matthew_Mitchell@dai.com) and [Carly\\_Gorelick@dai.com](mailto:Carly_Gorelick@dai.com). The subject line of the email should be your organization name, followed by “Submission under RFP INVEST-073: USAID/ITAN-TAF Transaction ID.” 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 slide deck of no more than ten (10) slides, using 12-point standard font size with one inch margins. Graphics may be included, so long as text is clearly legible. If text or graphics are of poor resolution, the information provided may be excluded from consideration. Submissions in PowerPoint or in PDF are acceptable, although PDF is preferred along with an accompanying PowerPoint document. Cost proposals should be submitted in Excel format, and include within the spreadsheet all budget notes, if applicable.

### **Part 1 – Technical Proposal**

Please limit your technical proposal to no more than ten (10) slides. The technical proposal is composed of the following three (3) sections:

1. **Technical Approach** – Offerors 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 completion of all deliverables and milestones within the stated timeframe. Offerors should demonstrate clearly how they will perform the work to achieve the stated objectives, including potential stakeholders they will interview. Offerors should include what criteria they will use to consider and shortlist infrastructure projects and specific transaction support activities for potential ITAN-TAF assistance. Given that the COVID-19 pandemic may require remote work, including a virtual workshop, offerors should note how they will facilitate remote activities, including methodologies, types of software and platforms proposed, etc.
2. **Institutional Capacity** - Offerors should provide details about the experience, expertise, or capacity of their firm (or firms if a partnering arrangement is being proposed) to recommend the proposed approach and complete the work as described. This should also include past performance information for Sri Lanka, Bangladesh, and Indonesia or similar contexts performing services like those requested under this RFP. Offerors should demonstrate their experience conducting assessments to identify and recommend activities for USAID or other donor support. Please note that the findings from this assessment may result in subsequent activities and procurements. *Results from this RFP will be made public should follow-on activities be programmed; successful Offerors completing this ITAN-TAF Transaction ID assignment will not be precluded from bidding on any follow-on activities.*
3. **Management Plan/Staffing Structure** – Offerors should include information on personnel who will be assigned to the activities described in the technical approach, where they are based, as well as a clear management plan in narrative form that outlines how expected deliverables and milestones will be developed and reviewed. The management plan should also include a timeline of key activities, milestones, and deliverables. Additionally, Offerors are required to have local presence in Sri Lanka, Bangladesh, and Indonesia (or at least one partner if multiple firms engage in a consortium) given COVID-19 international travel restrictions, as well as provide an alternative plan for implementing the work with relevant ongoing travel restrictions (as applicable).

Offerors are permitted to engage in partnering/consortium arrangements that will provide the best value and capability to achieve the objectives of this RFP. If a partnering arrangement is proposed, please describe the nature of the arrangement, the specific technical value being contributed by each consortium member, and the appropriate management controls to ensure successful project delivery.

In addition to the above, please include the following documents, in PDF or Word. These inputs will not be counted as part of the 10-slide limit:

- 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, limited to two (2) pages per individual.

Offerors must include a non-counting cover slide that includes the name of the Offeror and any proposed partners. No additional annexes or documentation are requested at this time.

## **Part 2 – Cost Proposal**

The contract type will be a firm fixed price subcontract issued by DAI Global, LLC. The cost proposal should not exceed US\$300,000. Please include your total proposed fixed price along with details for specific deliverable pricing. Offerors should also include a cost breakdown of the hourly rates for proposed personnel, if applicable, with a build-up to their total proposed price or include substantiating price reasonableness documentation/justification. Offerors can use the attached cost/budget template but are not required as long as the cost criteria is met; 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 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. 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. Preference will be given to firms with experience conducting similar assessments. An organization's past performance and the managerial and technical ability of the person or team of people engaged in the endeavor are always considerations in assessing proposals. INVEST reserves the right to check the past performance, references, and other pertinent Offeror information in making award decisions. Previous experience with USAID is not required.

Given the current health and travel restrictions related to the COVID-19 pandemic and uncertainty as to when these restrictions will be lifted, Offerors should suggest creative, phased approaches or other alternatives that may take into account a combination of remote desk research, virtual interviews and workshops, and subsequent field visits/direct meetings when the time allows. Offerors are encouraged to propose creative solutions that take the COVID-19 situation into account to best achieve the objectives stated in the SOO based on their experience and knowledge of Sri Lanka, Bangladesh, and Indonesia. If relevant, Offerors should provide examples of their institutional capacity and experience in conducting similar work using both remote and in-person approaches.

- 1. Technical Proposal:** The Technical Proposal will be scored and evaluated separately from the cost proposal. Technical panel reviewers will evaluate Offerors on the following factors, consistent with the Offerors' technical proposal.
  - a. Technical Approach (30 points)** - Points for this section will be awarded based on the information presented in the technical approach that address the statement of objectives. The successful Offeror shall demonstrate how they will assess the overall projects and discrete activities which may potentially receive ITAN-TAF

support. Offerors are expected to demonstrate the key elements for consideration and how they will analyze each project/activity. Offerors shall provide example questions and/or outline what type of information will be collected and through what method. Offerors should demonstrate how they will structure the prioritization workshop to validate findings and integrate feedback from stakeholders.

- b. **Institutional Capacity (35 points)** – Points for this section will be based on information presented in the corresponding section and any submitted past performance examples. Offerors should demonstrate their experience conducting assessments to assess the viability of potential infrastructure projects and identifying specific, targeted activities that will help advance the overall project. Offerors should clearly show relevant experience in providing actionable recommendations to USAID or other donors to inform and design infrastructure activities. Experience in Sri Lanka, Bangladesh, and Indonesia is required. Additionally, given the current COVID-19 situation, Offerors should provide examples of their institutional capacity and experience in combining remote and in-person approaches to conducting similar assignments.
- c. **Management Plan/Staffing Structure (35 points)** - Points for this section will be based on the qualifications of proposed staff, clear delineation of the roles and responsibilities of each proposed staff and each proposed firm (if firms are partnering), where staff are located geographically, and the demonstrated efficacy, reasonability, and clarity of the management plan. Proposals should provide a clear management plan that outlines how expected deliverables and milestones will be developed and reviewed. The management plan should also include a timeline of key activities, milestones, and deliverables. If the Offeror is submitting a consortium-based proposal, the proposal should describe the nature of the arrangement (i.e. added technical value of each partner), the division of labor among the partners, and the appropriate management controls to ensure successful delivery. At least one consortium partner must have experience and physical presence in Sri Lanka, Bangladesh, and Indonesia.

2. **Cost Proposal:** Cost 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.

**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; additionally, DAI may reject all proposals and not award a subcontract for this RFP. DAI reserves the right to award a subcontract without discussion and/or negotiation; however, DAI also reserves the right to conduct discussions and/or negotiations, which among other things may require an Offeror(s) to revise its proposal (technical and/or price). By submitting an offer, Offerors agree to comply with the general terms and conditions for an award, including Representations and Certifications compliance. Offerors must provide full, accurate, and complete information in response to this

solicitation. By submitting an offer, Offerors certify that they have not/will not attempt to bribe or make any payment to DAI employees in return for preference. Issuance of this RFP in no way obligates DAI to award a subcontract, nor does it commit DAI to pay any costs incurred by the Offeror in preparing and submitting the proposal. DAI reserves the right to award a subcontract to one organization or to issue multiple awards to different organizations based on the results of our evaluation.

Thank you,

**DAI INVEST Procurement and Partnerships Team**

[INVEST\\_Procurement@dai.com](mailto:INVEST_Procurement@dai.com)

**INVEST: Mobilizing Private Investment for Development**  
**Statement of Objectives under RFP INVEST-073:**  
**USAID/Asia Bureau Infrastructure Transaction Identification**

**Introduction**

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

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<sup>1</sup> (TAF), a function of the Infrastructure Transaction and Assistance Network<sup>2,3</sup>. 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.

**Background**

The COVID-19 pandemic has had an unprecedented global impact. Dovetailed with the strict responses to curtail the virus is the significant economic impact that this crisis has had and will continue to have globally. While countries in the region have redirected significant funding to response and recovery packages, it is anticipated that debt burdens will increase as Indo-Pacific countries struggle or are unable to meet their financial obligations. Infrastructure project planning and rollouts are also likely to suffer as countries face increased debt burdens and financial constraints due to the crisis.

To continue supporting Indo-Pacific infrastructure efforts and help mitigate these potential financial scenarios resulting from COVID-19, the INVEST project will amplify the reach of Transaction Advisory Fund (TAF) assistance by identifying ongoing infrastructure projects and project concepts which are good candidates for TAF assistance. These transactions will be consolidated into a prioritized pipeline of potential support packages to present to USAID for consideration and subsequent support. This enhanced approach – which would now include actively identifying where and how TAF can support infrastructure development in the Indo-Pacific region – will not only help countries continue their infrastructure efforts, but also demonstrate U.S. commitment to a free and open Indo-Pacific, ensuring peace, stability, and growing prosperity in the region during these challenging times.

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

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

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

## **Objectives/Activities**

The purpose of this activity is to identify and shortlist potential TAF activities to support specific infrastructure projects<sup>4</sup> in the following Indo-Pacific countries: Bangladesh, Indonesia, and Sri Lanka. This “pipeline” of shortlisted activities may then be supported directly by TAF.

### **Project Identification**

The successful offeror will identify and assess the status of ongoing national, state/provinces, or municipal level infrastructure projects or concepts to determine their appropriateness for discrete transaction advisory services available from TAF. The advisory team will perform desk research to source and review recent, ongoing, and/or potential infrastructure projects in the target countries and identify the relevant stakeholders involved. Prior to engaging with stakeholders, the successful offeror will have a framing workshop or meeting with USAID and US Embassy counterparts in each country to review the initial findings of the desk research and validate potential areas of further investigation through interviews. The meeting will also serve to validate and adjust as needed the stakeholder interview list.

In consultation with USAID Mission and other US Embassy personnel in the country, the technical experts will conduct outreach to relevant stakeholders in government, USAID implementing partners, and the private sector to validate desk research findings, gather additional details on the project status and potential opportunity areas for support, and to assess the interest for in-kind technical assistance.

Depending on prevailing travel restrictions, the advisory team will likely combine remote engagement, travel, and/or engagement of in-country staff to develop a shortlist of 3-4 potential activities in each of the three identified countries.

### **Prioritization Workshop**

In order to better refine the recommended activity(s) and to ensure the appropriate incorporation of U.S. Embassy guidance and priorities, the successful offeror shall organize a workshop with the U.S. Embassy, ITAN Interagency counterparts such as the State Department and USAID, and relevant host country government institutions to review the shortlisted activities, integrate feedback and insights from participants, and validate or refine the final recommendations for the scoping activity.

### **Final Report**

The successful offeror shall summarize all the findings collected through desk research, stakeholder interviews, and the prioritization workshop into a final report. The report will include the validated recommendations for future TAF activities with relevant project details such as:

- Overall infrastructure project description, including needs or gaps in project development.
- Proposed activity support from TAF, and how the proposed activity addresses specific needs or gaps in the overall project.
- TAF-supported activity timeline.
- Host Government ministry and officials who would be involved in the activity, and assessment of their level of support for the activity. The successful offeror shall note any potential for political sensitivities or considerations and any recommendations on how to mitigate potential risks.
- Identification of other relevant donor, development finance institution (DFI), multilateral development bank (MDB) support or interest in the identified activities. Should the TAF activity proposed involve an infrastructure project which has multiple donors or stakeholders, the

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<sup>4</sup> For the purposes of this SOO, “infrastructure” refers to transportation, digital connectivity and internet, water and sanitation, and energy projects.

successful offeror shall note the proposed role and scope of the TAF activity and note how that relates to the other work completed through other mechanisms.

- Private sector feedback/interest on the potential opportunity.

### **Illustrative Deliverables**

- Inception report and workplan
- Desk research and shortlist of 3-4 potential activities per country
- Prioritization Workshop
- Final Report

### **Implementation Timeframe**

Four months from contract signing.

### **Place of Performance**

Bangladesh, Indonesia, and Sri Lanka

### **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, in coordination with USAID. The INVEST team will administer periodic check-ins, reporting, deliverable review prior to client presentation and approval, and manage an ongoing monitoring, evaluation and learning framework.

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