



**To:** Offerors

**Date:** August 10, 2020

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

**Subject:** Request for Proposals (RFP) INVEST-055: Technical Assistance to Facilitate Multi-Purpose Disinfecting Cleaning Product Partnerships in Afghanistan

**Due:** **1:00PM EDT on September 4, 2020**

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 part of the USAID/Afghanistan buy-in.

- I. RFP Process and deadlines:** This solicitation will result in the award of one or multiple Fixed Price subcontracts.
- a. Submission of Questions – Questions must be submitted no later than **1:00 pm EDT on August 17, 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 EDT on September 4, 2020** 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-055: Technical Assistance to Facilitate Multi-Purpose Cleaning Product Partnerships in Afghanistan” 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 Price Proposal should be prepared as separate files for independent evaluation, as follows below. Technical proposals should be submitted as a maximum ten (10) slide/page presentation, using a minimum 12-point standard font 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 not be considered. Submissions in PowerPoint or in PDF are acceptable, although PDF is preferred along with an accompanying PowerPoint document. Price proposals should be submitted in Excel format, and include within the spreadsheet any budget notes.

### **Part 1 – Technical Proposal**

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.

2. **Institutional Capacity** - Offerors should provide details about the experience, expertise, or capacity of their firm to recommend the proposed approach and complete the work as described. Offerors should detail existing relationships with international cleaning brands and demonstrate their experience and expertise in structuring and closing partnerships in developing countries like Afghanistan. This section should also include past performance information for similar contexts. If a partnering arrangement is being proposed, please provide details about the experience, expertise, capacity, and local presence of the partner firm(s) as well.
3. **Management Plan/Staffing Structure** – Offerors should include details of personnel who will be assigned to activities as proposed in the technical approach, as well as a clear management plan for the development, review, and submission of all associated deliverables, including a milestone schedule. Offerors are permitted to engage in partnering/consortium arrangements if it will aid in providing best value to USAID. 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 local firms that bring in complementary skill sets and experience, as well as local knowledge and networks in Afghanistan.

In addition to the above, please include the following. These inputs will not be counted as part of the 10-slide/page 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)

Note: These inputs (past performance examples and CVs) will not be counted as part of the 10 slide/page limit and the format may be PDF or Word. A cover page will be considered a non-counting page. Offerors should include a cover page and list on it the names of all firms participating in the bid. No additional annexes or documentation are requested.

### **Part 2 – Price Proposal**

The contract type for the presumptive activity will be Fixed Price Subcontract(s), awarded by DAI Global, LLC. Please include your total proposed fixed price along with details for specific deliverable pricing. Offerors must 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. Offerors are expected to use their 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(s) 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 that demonstrate regional familiarity, networks, and/or presence in addition to relevant technical qualifications and experience providing technical assistance and investment support.

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. 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. Points will be awarded to firms describing their thoughtful approach to addressing the statement of objectives. The offeror will be scored based on its presentation of a clear approach per phase as outlined in the SOO, which reflects the requirements of this specific activity but also incorporates the offeror's competencies. Points will be given for the following areas:
    - i. Ability to research, profile, and map the principle supply chains of the target products;
    - ii. Methodology proposed to structure, facilitate, and close a partnership between an international brand and Afghan distributor;
    - iii. Outline of strategy to vet potential partners and identify their needs, as well as provide the requisite technical assistance.
  - b. **Institutional Capacity (35 points)** – Points for this section will be based on information presented in the corresponding section and any submitted case studies. Preference will be given to firms and/or consortia that have past performance in timely and successful delivery of similar services and/or relevant experience in Afghanistan. The offeror must demonstrate the following, as appropriate (or relevant) to their technical approach:
    - i. Demonstrated commitment and relevant experience in delivering technical assistance to forming regional or international partnerships;
    - ii. Relevant networks and relationships as well as experience providing technical, operational, financial, legal and/or investment support to businesses;
    - iii. If a partnering arrangement is being proposed, please provide details about the experience, expertise, capacity, and local presence of partner firm(s).
  - c. **Management Plan/Staffing Structure (25 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), 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, including a proposed milestone schedule. If the offeror is submitting a proposal along 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 include:

- i. Management plan for proposed activities, including clearly defined technical roles for each partner (if applicable);
- ii. Timeline and deliverables that will result in objectives of SOO being met;
- iii. Experience of staff in providing technical assistance as appropriate to the technical approach proposed. Please include all relevant CVs for proposed staff (maximum 2 pages per staff person).

2. **Price Proposal:** Price will be evaluated separately from the technical approach, with due consideration for realism, price reasonableness, and allowability consistent with US government cost principles. Evaluation for this section will be dependent upon all information presented by the Offeror in their deliverable table, budget with cost breakdowns, and any relevant 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 Forecast](#) 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)

**Statement of Objectives RFP INVEST-055**  
**USAID INVEST: Mobilizing Private Investment for Development**  
**Multi-Purpose Disinfecting Cleaner Partnerships, USAID/Afghanistan Buy-In Activity**

**Introduction**

Through INVEST, USAID/Afghanistan seeks to unlock the potential of the private sector to drive inclusive growth in countries around the world. Increasingly, private investors and businesses are looking to emerging markets for better returns and new market opportunities. However, encouraging private investment and activity 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 private sector. This means proactive engagement and collaboration throughout every stage of program cycle and integrating collaboration across USAID sectors to catalyze more market-based approaches for sustainable outcomes.

In support of its efforts to mobilize private investment within the agency, the USAID Office of Private Capital and Microenterprise (USAID/PCM) awarded the INVEST contract to DAI in September of 2017. 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**

INVEST is working in collaboration with USAID/Afghanistan to weave Afghanistan's economy into international markets and reduce dependence on foreign aid on its journey to self-reliance. To do so, INVEST's focus has been on export-promotion and expansion by increasing international private investment across economic sectors in Afghanistan. Through a multi-phased, \$15 million buy-in, INVEST is building business-to-business linkages between Afghanistan and foreign investors and partners. Sector-specific transaction advisors and firms are matchmaking and closing deals in civil aviation/airport services, mining, marble, finance, carpets, gems, jewelry, and more.

The Covid-19 crisis has had a global impact, with over 18 million confirmed cases and almost 700,000 deaths across 216 countries – numbers that continue to increase at an alarming rate each day and create uncertainty about how this will evolve over the coming weeks and months<sup>1</sup>. The rapid spread of the virus has put pressure on governments worldwide to develop innovative solutions that will combat further transmission and flatten the curve, with many looking to the private sector as a means of addressing supply and resource shortages. In Afghanistan, one such shortage exacerbated by the Covid-19 pandemic is access to effective and reliable multi-purpose, disinfecting cleaning products. Though frequent handwashing and the continual cleaning and disinfection of households are at the core of the Center for Disease Control and Prevention's guidance for preventing the spread of illness<sup>2</sup>, the high cost and scarcity of international cleaning brands preclude Afghan distributors from accessing these essential antibacterial and antiviral products.

The lack of access to reputable brands forces Afghan manufacturers to develop their own formulations and attempt to mimic well-regarded and popular regional products. However, the absence of clear regulations to guide the manufacture of multi-purpose, disinfecting cleaning solutions in Afghanistan results in a market overwhelmed by local products that are either ineffective or not proven to be effective in stemming contamination and the spread of germs. Partnerships between Afghan distributors and international brands, known for their adherence to strict quality and efficacy requirements, will

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<sup>1</sup> <https://www.who.int/emergencies/diseases/novel-coronavirus-2019>

<sup>2</sup> <https://www.cdc.gov/coronavirus/2019-ncov/prevent-getting-sick/index.html>

provide Afghanistan with tested, verified, and authentic multi-purpose, disinfecting cleaners successful in preventing the spread of germs and disease.

To this end, the USAID/Afghanistan Office of Economic Growth is utilizing the INVEST mechanism to establish partnerships between international cleaning brands and local Afghan distributors that will increase the quality and distribution of multi-purpose, disinfecting cleaning products and aid in stemming the spread of infectious disease.

### **Implementation Objectives**

This activity aims to support the Covid-19 response effort by providing access to effective multi-purpose, disinfecting cleaning products that will enable Afghanistan to maintain safe and clean environments and slow the spread of this and other viruses. The goal will be to research, identify, and establish impactful partnerships between international cleaning brands and local Afghan distributors.

The first phase will include in-depth desk research that investigates the availability of multi-purpose, disinfecting cleaners in the Afghan market and summarizes the cleaning habits of the local population to identify germ killing products with antibacterial and antiviral properties that will have the greatest impact once introduced. This phase will also include the identification and vetting of prospective international and local partners, with a focus on international partners that have a regional presence and whose products are currently popular in regional markets.

The second phase will use previously conducted research to structure and facilitate lasting partnerships that will introduce high-quality multi-purpose, disinfecting cleaning products quickly and efficiently into the Afghan market. Once a formal agreement is signed to establish a partnership between the international and local partner(s), this activity will also explore the viability of manufacturing the products locally in Afghanistan and detail the actions necessary to achieve this objective.

INVEST is looking for a firm, or combination of firms, that has franchise, distributorship, or manufacturing experience, as well as experience conducting market assessments and establishing partnerships through business matchmaking. INVEST anticipates this activity to last approximately six (6) months. However, INVEST expects offerors to propose a timeframe that is representative of their proposed technical approach and management plan. INVEST encourages firms to present an adaptable strategy reflective of the Covid-19 environment. The firm(s) will report to the INVEST Afghanistan team based in Washington, DC. Flexibility in staffing as the project evolves is important.

### **Activity Structure**

#### **Activity 1: Desk Study**

The successful offeror will conduct a comprehensive desk study that:

- Profiles the multi-purpose, disinfecting cleaning products currently available in the Afghan market and examines driving consumer preferences.
- Compares locally available products against international best practices for products used in stemming virus spread.
- Identifies international and regional stakeholders who manufacture and/or distribute germ killing products, maps the principle supply chains, and identifies opportunities to expand the distribution nationally and regionally in the Afghan market.
- Focuses on one all-purpose germ killing product that can be used in home and business environments.

Deliverables may include:

- Summary report that presents desk study findings, profiles current multi-purpose, disinfecting cleaning products in the Afghan market, and addresses all points above.

#### Activity 2: Partner Vetting

The successful offeror will:

- Liaise with international cleaning brands, with an emphasis on American brands, interested in partnership opportunities in Afghanistan. Stakeholders identified should be based on offeror's previous work experiences, contacts, and relationships, as well as on desk study findings.
- Conduct follow-on vetting of both the international companies and the local Afghan distributors.
- Propose potential challenges in structuring and closing partnerships in the current political, regulatory, and COVID environment and recommend specific workarounds to address these challenges.

Deliverables may include:

- At least three (3) vetted and verified opportunities for partnership that the firm will pursue in Activity 3.
- Report that summarizes prospective international and local partners and provides justification for partnership opportunities proposed.

#### Activity 3: Partnership Close

The successful offeror will:

- Determine and deliver the level of support and technical assistance the potential partnership will require for both parties – the local Afghan partner and the international partner. The appropriate level of assistance should be proposed by the successful offeror, specific to the partnership and the partners involved. Assistance may include:
  - Technical, financial, and legal investment advisory services to address operational, managerial, governance, and/or financial issues identified, to include, as appropriate, investment vehicles and operational models
  - Developing financial models, legal contracts, and business cases/pitch decks
- Structure and facilitate at least one (1) partnership and obtain a written and formal agreement between an international brand and Afghan distributor.
- The technical assistance provided to both parties should also include presenting a 6-month operational plan to implement the partnership, post USAID support.

Deliverables may include:

- Progress reports.
- Fully executed partnership agreement between an international cleaning brand and Afghan distributor.
- Final report, in the form of a 10-15-page PowerPoint presentation, to include:
  - Detailed documentation of partnership execution
  - A 6-month operational rollout plan for the partnership that may include:
    - Responsibilities and challenges facing both parties;
    - Ways to address challenges and risks;
    - Analysis of the viability of production in Afghanistan and steps required to produce the multi-purpose, disinfecting cleaning products locally; and
    - Recommendations for potential follow-on deals that may be complementary to the finalized partnership.

**Role of INVEST Project**

INVEST will work closely with USAID/Afghanistan 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 weekly check-ins (as needed), reporting, deliverable review prior to client presentation and approval, and manage an ongoing ME&L framework.

- Partner Onboarding: DAI will work closely with USAID/Afghanistan to provide the successful firm(s) with all necessary context and information in order to avoid duplication of efforts.
- Project Implementation: The selected partner(s) will implement the work as prescribed by the work plan(s). DAI will provide management support and ensure regular check-ins/reporting
- Ongoing Monitoring, Evaluation, and Learning: DAI will define indicators in the subcontract and collect and review M&E data from subcontractors for requisite reporting to USAID. DAI will conduct data quality assessments as necessary.

**Illustrative Implementation Timeframe\***

In the proposal, offerors should clearly identify the proposed milestones, deliverables, targets, and expected delivery dates. Upon selection and award, INVEST will work closely with the Awardee to determine the contract structure, including final timelines, milestones, deliverables, and associated costs. Payment to the Awardee will be based on completion of deliverables.

<b>Activity</b>	<b>Timeframe</b>
Onboarding & Work planning	1-2 weeks
Activity 1: Desk Study	2 weeks
Activity 2: Partner Vetting	2-3 weeks
Activity 3: Partnership Close	4 months

\*INVEST expects offerors to propose an implementation timeline that is representative of their proposed technical approach and management plan.

**Contract Type and Budget Ceiling**

DAI anticipates awarding a fixed price type subcontract. Proposed budget is in the range of USD \$400,000 to \$500,000.