

To: Offerors

Date: November 2, 2022

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

Subject: Request for Proposals (RFP) INVEST-112: USAID E&E Bureau Investment Transparency Analysis

Due: **1:00PM EST on December 2, 2022**

Dear Offerors:

Enclosed is a Request for Proposals (RFP) to support the implementation of DAI’s INVEST project funded by the United States Agency for International Development (USAID). DAI invites firms to submit a proposal for work as part of the E&E Bureau INVEST buy-in.

- I. RFP Process and deadlines:** This solicitation will result in the award of one Firm Fixed Price subcontract. We anticipate issuing one subcontract not to exceed **\$310,000**.
- a. Submission of Questions – Questions must be submitted no later than **1:00 pm EST on November 9, 2022** via email to INVEST_Procurement@dai.com, copying Danny_Mannka@dai.com and Katherine_Tilahun@dai.com.
 - b. Submission of Proposals – Proposals must be submitted no later than **1:00 pm EST on December 2, 2022** via email to INVEST_Procurement@dai.com, copying Danny_Mannka@dai.com and Katherine_Tilahun@dai.com. The subject line of the email should be your organization name, followed by “Submission under RFP INVEST-112 USAID E&E Bureau Investment Transparency Analysis” 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. Technical proposals should be submitted as a slide deck presentation of no more than ten (10) slides with a minimum font size of 12, and graphics with a minimum font size of 10. Submissions in PowerPoint or in PDF are acceptable, although PDF is preferred along with an accompanying PowerPoint document. For submission of Part 1 – Technical Proposal, please submit a single combined PDF that includes the cover page, technical proposal, case studies, and CVs. Please provide a copy of your Cost Proposal in Excel format.

Part 1 – Technical Proposal

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

1. **Technical Approach** – Offerors will detail their approach to fulfill 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 statement of objectives and completion of all deliverables and milestones as proposed within the stated timeline.
2. **Institutional Capacity** - Offerors should provide details about the experience, networks, expertise, and/or capacity of their firm (or firms if a 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** – Offerors 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. Offerors are 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. These inputs will not be counted as part of the 10-slide limit and the format may be PDF or Word:

- One (1) to two (2) examples of past performance relevant to this activity (limited to two (2) pages per example). Examples should be within the past five (5) years.
- 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 limit and the format may be PDF or Word. 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 at this time. **For submission of Part 1 – Technical Proposal, please submit a single combined PDF that includes the cover page, technical proposal, past performance examples, and CVs.**

Part 2 – Cost Proposal

The contract type for the presumptive contract will be Fixed Price, awarded by DAI Global, LLC. 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. Cost breakdowns included will be utilized to determine price reasonableness. Offerors can 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). Note that the successful Offeror must be able to substantiate all costs and demonstrate the reasonableness of cost elements. 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 timeframe considerations.

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 (35 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 and thoughtful approach which reflects the requirements of the Statement of Objectives (SOO) and incorporates the offeror's competencies. The technical approach should clearly set forth *how* offerors will achieve the core objective of analyzing the investment transparency environment in the 10 E&E countries, both individually and vis-à-vis each other, as well as provide findings for each country. Offerors should state how they will gather the necessary information (noting if they will do so remotely or in person and whether travel will be involved) and present all findings (i.e., desk research, interviews, analysis of findings, presentation, etc.).
- 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. Preference will be given to firms and/or consortia that have past performance in timely and successful delivery of similar services and relevant experience with the conduct of landscape analyses. Offerors should also demonstrate their deep knowledge, including networks of relevant stakeholders, in the ten USAID/E&E countries (Albania, Serbia, North Macedonia, Bosnia and Herzegovina, Kosovo, Georgia, Armenia, Azerbaijan, Ukraine, and Moldova), including familiarity with the investment ecosystem.

- c. Management Plan/Staffing Structure (30 points)** – Points for this section will be based on the qualifications of proposed staff, including local knowledge and experience in Eastern Europe, the Caucuses, and the Balkans, clear delineation of the roles and responsibilities of each proposed staff member and each proposed firm (if firms are partnering), and the demonstrated efficacy and clarity of the management plan. Proposals will be scored based on the clarity of their management plan for the development, review, and submission of all associated deliverables, including a proposed milestone schedule, which outlines a timeline for the key components of the landscape analysis and a preliminary schedule for submission of deliverables. If the offeror is submitting a proposal along with partners, the proposal should describe the nature of the arrangement (i.e. added technical value), the division of labor among the partners, and the appropriate management, oversight and coordination measures to ensure successful delivery.
- 2. Cost Proposal:** Cost and associated cost build-up 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 Hub](#) website for RFP Terms and Conditions (scroll down to the Terms and Conditions heading).

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-112: USAID E&E Bureau Investment Transparency Analysis

Introduction

The United States Agency for International Development (USAID) recognizes that as the world's development challenges become more complex, many can only be solved through market-based solutions.

Increasingly, private investors and businesses are looking at emerging markets for new opportunities. However, investing in these markets is complex, and USAID has an important role to play in mobilizing investment into high-impact areas.

Encouraging these investments requires new forms of collaboration. In September of 2017 through a contract awarded to DAI, USAID set up the INVEST mechanism to build and engage a network of partner organizations with valuable investment and finance expertise, including those that have not worked extensively with USAID in the past.

[INVEST](#) enables USAID Missions, Bureaus, and Independent Offices to quickly access niche expertise from this diverse network of partner organizations. These partners work alongside USAID to deliver customized financing solutions that address investment constraints, mobilize additional private capital, and produce development results for a variety of sectors and geographies.

INVEST pairs innovative technical approaches with streamlined and user-friendly procurement and subcontracting processes. These simplified processes level the playing field, ensuring that USAID can work with the best firm for the job, regardless of that firm's size, locality, or previous experience with government contracting.

Background & Purpose

USAID E&E Buy-In to INVEST

The USAID Bureau for Europe and Eurasia (USAID E&E) engaged INVEST to support the scoping of USAID/E&E's Investment Transparency Assistance (ITA) activity. This activity will systematically identify economic growth and good governance concerns that arise from non-transparent investment. Investment transparency issues negatively impact efforts to support privatization, foreign direct investment (FDI), investment fund development (e.g., business angels, venture capital, private equity), infrastructure projects, and mobilization of domestic investments. Potential issues with foreign players (notably Chinese), oligarchs, and politically connected individuals leave countries vulnerable to undue influence, dampened economic growth, increased debt, poor quality infrastructure, and challenges in generating private capital into the economy.

In recent years, countries in Europe and Eurasia have experienced a dramatic increase in foreign investments. While investments can play a critical and positive role in a country's economic development and growth, certain investments can threaten a country's national security, sovereignty, and economic growth. National security concerns from foreign

investment can arise from investment in a country's critical infrastructure, national resources, critical technologies, or in projects that include access to sensitive personal data or sensitive government facilities. Malign actors can exploit weaknesses in government and financial oversight and transparency laws to clandestinely funnel money abroad, which is then used to capture foreign companies, sectors, and elites and, in turn, compromise policy decisions abroad. Economic growth concerns arise when non-transparent investment allows for corruption, inflated procurement costs, unknown agreement terms, host country indebtedness, and an inability to know the ultimate owners of major investments. These combine to preclude US and Western partners to compete on investment opportunities which can also facilitate adherence to best practices in economic governance and transparency. In addition, this deters Western investors due to the increased costs and risk, while also limiting visibility into key priorities such as labor standards and environmental impact.

Understanding investment transparency issues and identifying USAID's catalytic role in overcoming these barriers is aligned with the USAID INVEST initiative to mobilize private capital for better, more sustainable development results.

Draft Interagency Investment Transparency Assistance Planning Framework

This Statement of Objectives has been developed in pursuit of the strategic goals discussed in the draft Interagency Investment Transparency Assistance Planning Framework. The Planning Framework, pending final clearance and approval, was developed under the aegis of the Department of State's Office of the Coordinator of U.S. Assistance to Europe and Eurasia (EUR/ACE) with participation by State's Bureau of Economic and Business Affairs (EB), Commerce's Commerce Law Development Program (CLDP), USAID's E&E Bureau, and Treasury, including the Committee on Foreign Investment in the United States (CFIUS). Investment transparency pertains to multiple areas of foreign assistance, including Good Governance (e.g., Anti-Corruption Reforms, Executive Authority - Security Sector [Civilian]), Economic Growth (e.g., Trade and Investment Enabling Environment), and Peace and Security (e.g., countering-terrorism and narcotics). ***USAID will focus only on the Economic Growth and Good Governance aspects of Investment Transparency, requesting collaboration with CLDP, and deferring to Treasury and CFIUS to address the areas related to Security and Investment Screening.***

Objectives and Activities

This solicitation is designed to identify and award a vendor for the completion of the Investment Transparency Applied Landscape Analysis. This analysis will focus on the ten countries identified below and will provide USAID with a cumulative and comparable set of countries' data and findings regarding investment transparency. USAID will utilize the findings from this analysis to inform possible pilot activities in the region. Should USAID proceed with a set of pilots, the findings and final analysis from this activity will be made public and available to all parties interested in implementing that work.

Investment Transparency Applied Landscape Analysis

INVEST is seeking potential partners to conduct an investment transparency landscape analysis of the ten E&E focus countries (Albania, Serbia, North Macedonia, Bosnia and Herzegovina, Kosovo, Georgia, Armenia, Azerbaijan, Ukraine, and Moldova). The analysis will review the current/existing state of play related to investment transparency policies, laws, mechanisms, and stakeholders in the region, including gaps and weaknesses, and provide a set of findings that could inform pilot activities in the region. If feasible, the analysis will also capture on an anecdotal basis the impact of non-transparent investments on governance and economic growth. It is important that the analysis focus on the economic growth and good governance aspects of investment transparency, as well as instances of and opportunities to counteract malign influence, but should not focus on investment screening (e.g., national security, public order, etc.). The landscape analysis should cover the following key areas, among others:

- **Country’s investment environment** – transparency and integrity of foreign investment laws and commercial legal frameworks (e.g., frequent changes, consistency of the related legislation), public institutions that develop and oversee investment policies and reforms, political economy, enforcement of laws and policies, and institutional capacity that reduce economic vulnerabilities and corruption
- **National public procurement systems** – open and transparent public data on foreign investments; use of international best practices to ensure fairness, efficiency, and accountability in delivery of goods and services; and potentially the evaluation of government’s ability to evaluate bids, negotiate, and complete contracts with investors
- Privatization/Investment in **State-Owned Enterprises/SOEs** (or “the other Government”) – focus on disclosure and transparency of large SOEs that are engaged in economic or commercial activities and in particular those that are active in competitive markets (enterprises concerned with public policy objectives should not be the focus of this assessment)
- **Country’s digitization of investment transactions** – level of sophistication and modernization of business e-registries, eProcurement, and eGov as it relates to foreign investment
- **Ultimate beneficiary ownership/“know your customer”** – mechanisms to correctly identify the ultimate owners of entities engaged in investment activities, to include both equity and greenfield/brownfield investments and level of accessibility, openness, and transparency
- **Identification of possible regulatory frameworks that would be needed** to strengthen governance, transparency and compliance using more developed markets, particularly those in neighboring EU countries, as examples of measures that have been used successfully
- **Identify market trends, opportunities, and risks in the current geo-political environment.** The pandemic, war in Ukraine, supply chain disruptions, energy supply disruptions, sanctions on Russia, rising tensions with China, etc. are impacting and reorienting investment decisions and strategies. Many EE countries that have been heavily tied to trade with Russia are in a position to strengthen EU ties as companies and governments reduce economic ties to Russia

- **Outline specific measures and frameworks that foreign investors look for** as they consider investments in this region and the issues and challenges facing investment decision making

INVEST is interested in creative and efficient approaches that build on each offeror’s practical experiences and networks in the region. While each offeror should propose an approach that they feel best meets the objectives of this activity, INVEST anticipates the selected offeror will carry out some combination of desk research and key informant interviews. The USAID Mission in each of the ten E&E countries will provide the successful offeror a point of contact to support coordination, as well as available and existing datasets on the current laws and processes in each country.

Following the analysis, the selected offeror is expected to present its analysis to USAID Washington and the relevant Mission representatives to validate the key findings. This analysis will be further used by USAID to define actions to better integrate investment transparency into governmental programming and processes to meet national economic development objectives. The final report should present cumulative data for the countries in the E&E region, compare the findings across the ten target countries, and provide summary reports for the findings for each country individually.

Illustrative Deliverables & Milestones

Illustrative deliverables are listed below, however, offerors should propose deliverables in line with their approach while meeting the objectives outlined in this SOO. Deliverables will be submitted for review and approval in English.

- **Work Plan** – description of approach/activities (combining desk research and key informant interviews), implementation schedule, timing for presentations of draft and final reports and final presentation
- **Interview guides / questionnaires**– to be shared for feedback to support initial identification of areas of inquiry for informant interviews; offerors should plan to develop one questionnaire for government officials and one for the private sector (enterprises, investors, etc.)
- **Draft Report** – to include methodology and approach, information on data used and interviews held, main findings per county and for the E&E region, analysis of findings including gaps to meeting international best practices/standards in investment transparency, and comparison across countries
- **Final Report** – should incorporate feedback obtained from USAID throughout the drafting process to ensure findings align with host government priorities and capacity
- **Final Presentation** – presentation on the approach and methodology applied to the ITA activity and overview discussion of high-level findings

Upon selection and award, INVEST will work closely with the awardee(s) to determine the contract structure including final timelines, deliverables, and associated costs. Payment will be made upon completion of deliverables.

Role of INVEST and Implementation Structure

INVEST will work closely with the selected subcontractor during all stages of this work. DAI will subcontract the selected offeror directly and provide review and oversight throughout the life of the activity in accordance with INVEST's management approach. The INVEST team will administer periodic check-ins, reporting, deliverable review prior to client presentation and approval, and manage the subcontract governing the activity and oversee the work of the successful offeror(s).

- *Subcontractor Onboarding:* INVEST will provide the successful offeror(s) with all necessary context to implement the activity, request all necessary contractual inputs to negotiate and sign the subcontract, and coordinate all communications between USAID and the successful offeror and work with the successful offeror(s) to develop work plan(s), as necessary
- *Project Implementation:* The selected subcontractor(s) will implement the work as prescribed by the work plan(s) and agreed upon subcontract and deliverable schedule. INVEST will provide management support and conduct periodic check-ins/reporting as well as coordinate all communications between USAID and the successful offeror(s)
- *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

As the ITA is a technically dense activity, the USAID ITA team and liaison point of contact from the targeted Missions will provide support to the selected offeror through the provision of data and past analysis, key contacts, and coordination where appropriate.

Additionally, INVEST and USAID will also work closely with the awardee(s) on the overall learning agenda, including the appropriate cadence for reporting, communications, and other general ongoing project management activities, as well as be a resource to help the awardee achieve overall objectives.

Period and Place of Performance

The activities outlined above are estimated to take place over a one-year period from approximately December 2022 to December 2023. Offerors are free to propose an implementation timeframe within that range that best aligns with their technical approach.

There will be significant interaction between the selected offeror(s), INVEST, and USAID staff, but this can be done remotely. Bidders should specify anticipated presence in and/or travel to E&E countries as appropriate to their approach and include the corresponding costs.