



Iraq Governance and Performance Accountability Project (IGPA)

Request for Proposals (RFP)

RFP-DAI-IGPA-BAG-21-003

Provision of Cost Recovery Models for Electricity Services for GOI and KRG
Ministries of Electricity – Extended

Issue Date: April 07, 2021

(UPDATE: Extended deadline to May 30, 2021)

WARNING: Prospective Offerors who have received this document from a source other than the (Iraq Governance and Performance Accountability Project (IGPA), Baghdad-Iraq), should immediately contact (ProcurementIGPA@dai.com) and provide their name and mailing address in order that amendments to the RFQ or other communications can be sent directly to them. Any prospective Offeror who fails to register their interest assumes complete responsibility in the event that they do not receive communications prior to the closing date. Any amendments to this solicitation will be issued and posted in the same announcing website, where offerors are encouraged to check the website periodically.

DAI conducts business under the strictest ethical standards to assure fairness in competition, reasonable prices and successful performance or delivery of quality goods and equipment. DAI does not tolerate corruption, bribery, collusion or conflicts of interest. Any requests for payment or favors by DAI employees should be reported as soon as possible to ethics@dai.com or by visiting www.dai.ethicspoint.com. Further, any attempts by an offeror or subcontractor to offer inducements to a DAI employee to influence a decision will not be tolerated and will be grounds for disqualification, termination and possible debarment. See provision No. 9 for more details.

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Synopsis of the RFP

RFP No.	RFP-DAI-IGPA-BAG-21-003
Issue Date	April 07, 2021
Title	Provision of Cost Recovery Models for Electricity Services for GOI and KRG Ministries of Electricity – Extended
Issuing Office & Email Address for Submission of Proposals	DAI - Iraq Governance and Performance Accountability Project, Baghdad Office Al Rasheed Tulip Hotel - Baghdad, Iraq <i>(only electronic copy of the proposals will be accepted)</i> IGPAProcurementINBOX@dai.com
Deadline for Receipt of Questions	April 14, 2021, 02:00 PM Baghdad Time zone <i>E-mail subject line must contain solicitation number and title:</i> <i>“RFP-DAI-IGPA-BAG-21-003 Provision of Cost Recovery Models for Electricity Services for GOI and KRG Ministries of Electricity”</i> All questions received will be compiled and answered in writing and distributed to all interested Offerors
Deadline for Receipt of Proposals	May 05, 2021, 02:00 PM Baghdad Time zone UPDATE: Extended to May 30, 2021, 02:00 PM Baghdad Time zone <i>E-mail subject line must contain solicitation number and title:</i> <i>“RFP-DAI-IGPA-BAG-21-003 Provision of Cost Recovery Models for Electricity Services for GOI and KRG Ministries of Electricity”</i>
Point of Contact	Please send your questions <i>only</i> to ProcurementIGPA@dai.com
Anticipated Award Type	DAI anticipates issuing a subcontract agreement Issuance of this RFP in no way obligates DAI to award a subcontract or purchase order, and offerors will not be reimbursed for any costs associated with the preparation of their bid.
Basis for Award	An award will be made based on the Trade-Off Method. The award will be issued to the responsible and reasonable Offeror who provides the best value to DAI and its client using a combination of technical and price factors.

1. Introduction and Purpose

1.1 Purpose

DAI, the implementer of the USAID-funded Iraq Governance and Performance Accountability (IGPA), invites qualified offerors to submit proposals to provide cost recovery models for electricity services for GOI and KRG Ministries of Electricity in support of program implementation.

1.2 Issuing Office

The Issuing Office and Contact Person noted in the above synopsis is the sole point of contact at DAI for purposes of this RFP. Any prospective offeror who fails to register their interest with this office assumes complete responsibility in the event that they do not receive direct communications (amendments, answers to questions, etc.) prior to the closing date.

1.3 Type of Award Anticipated

DAI anticipates awarding a Firm Fixed Price Subcontract, this subcontract type is subject to change during the course of negotiations.

A Firm Fixed Price Subcontract is: An award for a total firm fixed price, for values more than \$150,000, for the provision of specific services, goods, or deliverables and is not adjusted if the actual costs are higher or lower than the fixed price amount. Offerors are expected to include all costs, direct and indirect, into their total proposed price.

2. General Instructions to Offerors

2.1 General Instructions

“Offeror”, “Subcontractor”, and/or “Bidder” means a firm proposing the work under this RFP. “Offer” and/or “Proposal” means the package of documents the firm submits to propose the work.

Offerors wishing to respond to this RFP must submit proposals in English according to the following instructions. Offerors are required to review all instructions and specifications contained in this RFP. Failure to do so will be at the Offeror’s risk. If the solicitation is amended, then all terms and conditions not modified in the amendment shall remain unchanged.

Issuance of this RFP in no way obligates DAI to award a subcontract or purchase order. Offerors will not be reimbursed for any costs associated with the preparation or submission of their proposal. DAI shall in no case be responsible for liable for these costs.

Proposals are due no later than **May 30, 2021, 02:00 PM Baghdad Time (Updated)**. An electronic copy of the Technical and Price proposal to be submitted to (IGPAProcurementINBOX@dai.com) (this is a strict access controlled e-mail account set up ONLY to receive solicitation responses), RFP number, and title of the activity must be stated in the subject line of the e-mail.

Late offers will be rejected except under extraordinary circumstances at DAI’s discretion.

The submission to DAI of a proposal in response to this RFP will constitute an offer and indicates the Offeror’s agreement to the terms and conditions in this RFP and any attachments hereto. DAI reserves the right not to evaluate a non-responsive or incomplete proposal.

Offerors are required to review all instructions and specifications included in this RFP thoroughly. Failure to agree and comply with the specifications of this RFP will result in offerors being considered unresponsive, and the proposal may be rejected.

2.2 Proposal Cover Letter

A cover letter shall be included with the proposal on the Offeror's company letterhead with a duly authorized signature and company stamp/seal using Attachment B as a template for the format. The cover letter shall include the following items:

- The Offeror will certify a validity period of 90 calendar days for the prices provided.
- Acknowledge the solicitation amendments received, if any.

2.3 Questions regarding the RFP

Each Offeror is responsible for reading and complying with the terms and conditions of this RFP. Requests for clarification or additional information must be submitted in writing via e-mail to ProcurementIGPA@dai.com by no later than the date/time specified above. No questions will be answered by phone. Any verbal information received from a DAI or (IGPA) employee or other entity shall not be considered as an official response to any question regarding this RFP.

Copies of questions and responses will be distributed in writing to all prospective bidders who are on record as having received this RFP after the submission date specified in the Synopsis above.

3. Instructions for the Preparation of Technical Proposals

Technical proposals shall be sealed in a separate envelope from cost/price proposals and shall be clearly labeled as "VOLUME I: TECHNICAL PROPOSAL".

Technical proposals shall include the following contents

1. **Technical Approach** – Description of the proposed services which meets or exceeds the stated technical specifications or scope of work. The proposal must show how the Offeror plans to complete the work and describe an approach that demonstrates the achievement of timely and acceptable performance of the work.
2. **Management approach** – Description of the Offeror's staff assigned to the project. The proposal should describe how the proposed team members have the necessary experience and capabilities to carry out the Technical Approach.
3. **Past Performance** – Provide a list of at least three (3) recent awards of similar scope and duration. The information shall be supplied as a table, and shall include the legal name and address of the organization for which services were performed, a description of work performed, the duration of the work and the value of the contract, description of any problems encountered and how it was resolved, and a current contact phone number of a responsible and knowledgeable representative of the organization. See Attachment F.

3.1 Services Specified

For this RFP, DAI requires the services described in Attachment A.

3.2 Technical Evaluation Criteria

Each proposal will be evaluated and scored against the evaluation criteria stated in the table below. Price proposals are not assigned points, but for overall evaluation purposes of this RFP, technical evaluation factors other than price, when combined, are considered significantly more important than price factors. The award will be made to the Offeror whose offer presents the best value and is the optimal combination of technical merits and reasonable cost.

Proposals will be evaluated and scored on technical aspects first. Only the price proposals of those offers that pass the minimum qualifying score of 70 points in the technical evaluation will advance to

price evaluation. Proposals not reaching this qualifying score in the technical evaluation will be considered non-competitive and will not be evaluated.

Technical Competence as presented in the Technical Proposal with the possible 100 points in total made up as follows:

Technical Competence – presented in the Technical Proposal	(100 points in total)
Technical Approach	(35 points)
Management Approach	(40 points)
Past performance	(25 points)

Offerors shall provide a clear, specific, and concise technical proposal that covers both the conceptual and practical approaches and address the following, in the order specified below:

Item	Requirement	Points Available
TECHNICAL APPROACH		
1) Work plan	Considering the Statement of Work in Attachment A of this RFP; Provide a draft work plan (implementation plan) that will include steps in chronological order that you will take to implement the work. The proposed implementation plan must include and demonstrate how the vendor intends to implement the activities in the context of achieving project objectives, addressing requirements, meeting expectations, and details for all activities within the proposed timeline. The work plan should also include all the coordination planning for the meetings and required events to take place during the period of performance: Describe clearly the practical steps you will take to ensure the involvement and engagement with government counterparts. How will Vendor select which directorates to engage for feedback (if feedback will not be requested from all directorates), how the Vendor will ensure timely inputs from government counterparts (e.g., deliverable feedback, trainee list) Coordination plans that are more realistic and achieve the project impact, local ownership, sustainability, and government counterparts' image will be evaluated more favorably than those that do not consider these factors.	5 points
2) Technical Methodology / Approach	Considering the Statement of Work, please describe all steps in chronological order that you will take to implement the work. Make sure to describe any detailed best practice approaches and methodologies you plan to use.	30 points

	a) The proposed methodology for gathering data for the cost recovery model and cost recovery analysis, which staff members will be involved in each step of data gathering, analysis, and writing, and on what basis recommendations will be made, including the illustrative questions that will be asked during the data-gathering phase interviews b) Submit a clear vision of how the new and updated cost recovery models and methodologies will be developed, building on the experience from the previous cost recovery model work and the expanded methodology and data to be detailed under this scope of work. The vision should include how you will propose alternative fee structures that can be implemented, recommend cost reduction measures and calculate the cost per unit for each service/sector. Additionally, the vision should describe Electricity Sector approaches to cost recovery analysis. c) Strategy for offering two three-day training sessions for 20 staff (approximately 10 or more people per training) from selected governmental counterpart offices for the updated cost recovery models, The proposal should include an approximate workshop timeline, agenda, and outcomes for workshops on the new models and the follow-up sessions that will be conducted to demonstrate how to use the updated cost recovery models for planning and budgeting purposes	
MANAGEMENT APPROACH		
3) Management Approach	Please provide and describe: a) An organizational chart that describes the proposed structure including the key personnel and other staff assigned to the project. The Vendor should describe how the proposed team members have the necessary experience and capabilities to carry out the technical approach. b) Systematic management approach that demonstrates the capacity to complete work in a timely and satisfactory fashion	30 points
4) Staffing Plan	Please provide relevant CVs that match the management and technical requirements in the following order: a) A staffing plan for this activity that includes the following information for each proposed staff member, including the key personnel: -Name and Proposed position on the team -Summary of relevant expertise that demonstrates the technical expertise and experience to carry out the scope of work b) CVs for each proposed staff member; the CVs shall be no	10 points

	more than two pages in length. Staffing plans that propose staff with qualifications and experience related to the scope of work of this RFP will be evaluated more favorably than staffing plans that do not take these factors into consideration	
PAST PERFORMANCE		
5) Past Performance	Please provide past performance for the electricity sector cost recovery model and cost recovery analysis projects that your company has implemented for <u>the past five years</u> with adequate details based on the given past performance form below. Offerors with past performance with similar projects in the same geographic area and/or similar scale to the activity described in this RFP will be given higher scores than offerors that do not meet these criteria. If an Offeror has current/past performance working with DAI, they cannot be positively evaluated on this experience unless it is provided in the Offeror's proposal.	25 points
Total		100 points

4. Instructions for the Preparation of Cost/Price Proposals

4.1 Cost/Price Proposals

Cost/Price proposals shall be sealed in a separate envelope from technical proposals and shall be clearly labeled as "VOLUME II: PRICE PROPOSAL."

Provided in Attachment C is a template for the Detailed Budget and price Schedule for firm-fixed-price awards. Offerors shall complete the template, including as much detailed information as possible, and submit it in PDF and Excel formats.

It is important to note that the Value Added Tax (VAT) should not be included in the budget. The Subcontractor is responsible for all applicable taxes and fees, as prescribed under the applicable laws for income, compensation, permits, licenses, and other taxes and fees due as required.

5. Basis of Award

5.1 Best Value Determination

DAI will review all proposals, make an award based on the technical and cost evaluation criteria stated above, and select the offeror whose proposal provides the best value to DAI. 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.

Evaluation points will not be awarded for cost. The cost will primarily be evaluated for **realism** and **reasonableness**. DAI may award to a higher-priced offeror if a determination is made that the higher technical evaluation of that offeror merits the additional cost/price.

DAI may award to an Offeror without discussions. Therefore, the initial offer **must contain the Offeror's best price and technical terms**.

5.2 Responsibility Determination

DAI will not enter into any type of agreement with an Offeror prior to ensuring the Offeror's responsibility. When assessing an Offeror's responsibility, the following factors are taken into consideration:

1. Business Registration – offeror to provide a copy of official Iraqi business registration and required license(s) to operate in Iraq (e.g., organization registration in Iraq, or/and the organization proxy registration in Iraq – in case of non-Iraqi organization, please submit home country business registration as well), the organization also must be eligible to perform work under applicable laws and regulations of Iraq.
2. Evidence of a DUNS number (explained below in section 8.4).
3. Provide confirmation that the source, origin, and nationality of the products or services are not from a Prohibited Country (explained below in section 8.3)
4. Offerors must have adequate financial resources to finance and perform the work or deliver goods or the ability to obtain financial resources without receiving advance funds from DAI (e.g. Bank Statement, ... etc.).
5. Ability to comply with required or proposed delivery or performance schedules (e.g. detailed price schedule, ... etc.)
6. Have a satisfactory past performance record (e.g. appreciation letters or previous performance evidence, ... etc.).
7. Provide evidence to have the necessary organization, experience, accounting, operational controls, and technical skills (e.g. organizational structure, origination operation manual ... etc.).
8. Insurance and Risk Allocation (as defined in **Attachment I**)
9. The Vendor is to submit proof of manuals, standard operating procedures, and/or internal policies, including human resource policies, which reflect a commitment to non-discrimination, equity, inclusion, and reporting mechanisms including a whistleblower policy, for non-compliance with internal policies. If the Vendor is unable to produce the required documentation, in that case, the Vendor must be willing to work with IGPA/Takamul to receive training and support in the development of relevant policies.

6. Anticipated post-award Deliverables

Upon award of a subcontract, the payment will be made upon receipt of a properly executed tranche payment request, complete with a milestone report and applicable documentation for each deliverable as listed below. The Offeror should detail the proposed prices per deliverable in the Price Schedule.

Payment shall be made only in accordance with approved milestones/deliverables and payment schedule upon Technical Monitor approval of required documentation.

Requirements of this Statement of Work – as per deliverables included in the table below

Milestone No.	Task	Milestone Description and Documentation Required	Payment Amount (%)	Anticipated Completion Dates
Milestone No. 1 Conduct kick-off meeting Develop and submit project implementation plan/ timeline and participate in introductory meetings	Task 1 Tasks 2 and 3	The Vendor and IGPA/Takamul conduct kick-off meeting with agenda. Selected Vendor submits: - Project implementation plan/timeline (English) - Introductory meeting notes in English (including dates and list of participants) and sign-in sheets using IGPA forms and templates for introductory meetings conducted for government counterparts from the GOI and KRG MOE. - Approved 2 weekly progress reports covering the period of the first milestone (weeks 1-2) The report will include but not be limited to achievements, challenges, and meetings from the previous weeks, planned activities and meetings for the week ahead, and highlight all deviations from the original implementation plan. Each weekly report will be named for the contract week and dates of coverage, e.g., "WEEK-1 April 1-7". (English)	10%	End of contract week 2
Milestone No. 2 Conduct extensive interviews with each service provider to gather data. Conduct and record interviews with key staff of the KRG and GOI MOE.	Task 4	As a result of the interviews conducted and recorded, the Vendor will submit: - Interview questions in English, detailed description of data to be collected, meeting schedules, and written IGPA/Takamul approval. Meeting dates, a list of personnel interviews, and materials reviewed as part of the data gathering activity will be included in the final report as annexes. - Approved 4-weekly progress reports covering the period of the second milestone (weeks 3-6) The report will include but not be limited to achievements,	15%	End of contract week 6

		challenges, and meetings from the previous weeks, planned activities and meetings for the week ahead, and highlight all deviations from the original implementation plan. Each weekly report will be named for the contract week and dates of coverage, e.g., "WEEK-1 April 1-7". (English)		
Milestone No. 3 Evaluate fees and service delivery costs, prepare cost recovery analysis and develop cost recovery models	Task 5	The Vendor submits: Electricity cost recovery models for the KRG Ministry of Electricity and the GOI Ministry of Electricity introducing improvements. Paper explaining the assumptions used to prepare the cost recovery model. Records and summary of interviews with stakeholders. The models and all associated documents, reports, and references shall be developed in Kurdish, Arabic, and English and provided in hard and soft copies. • Prepare recommendations for fees/tariff structures and cost services reduction measures for the service providers prepared • Approved 8-weekly progress reports covering the period of the third milestone (weeks 7-14) The report will include but not be limited to achievements, challenges, and meetings from the previous weeks, planned activities and meetings for the week ahead, and highlight all deviations from the original implementation plan. Each weekly report will be named for the contract week and dates of coverage, e.g., "WEEK-1 April 1-7". (English)	35%	End of contract week 14
Milestone No. 4 Conduct Cost Recovery Model Workshops	Task 6	Conduct one (1) three-day workshop in Baghdad for the GOI MOE on using the cost recovery model for planning and budgeting purposes The Vendor submit: • Detailed workshop agenda (including time/place of the workshop), copies of all workshop materials (including	20%	End of contract week 17

		presentations, soft copy 'handouts,' workshop review/survey, follow up materials). Participant list (including a screenshot of participants on the remote call--or sign-in sheet if in person), notes taken throughout the workshop, and summary report detailing how/where/when the workshops were conducted, and an attendee course survey to indicate what went well and what could be improved Conduct one (1) three-day workshop for the KRG Ministry of Electricity to discuss the updated cost recovery models and feedback from participants. • Prepare agenda for follow up sessions and seek IGPA approval. Provide follow up sessions for the Ministry and provincial directorates to show them how to use the cost recovery model properly to calculate unit costs and revenues for cost recovery. • Provide participant list (including a screen shot of participants on the remote call--or the sign-in sheet if in person), notes taken throughout the workshop, and summary report detailing how/where/when the workshop was conducted and an attendee course survey to indicate what went well and what / obstacles/ what could be improved • Approved 3-weekly progress reports covering the period of the fourth milestone (weeks 15 - 17) The report will include but not be limited to achievements, challenges, and meetings from the previous weeks, planned activities and meetings for the week ahead, and highlight all deviations from the original implementation plan. Each weekly report will be named for the contract week and dates of coverage, e.g., "WEEK-1 April 1-7". (English)		
Milestone No. 5 Prepare two (2) cost recovery plans for electricity		The Vendor submits: • Two (2) draft and final cost recovery plans for the electricity Ministries (one for GOI		End of contract week 20

ministries and workshops/worki ng meetings	Tasks 7 and 8	and one for KRG) based on recommendations and input from the Ministries on using the cost recovery models for planning and budgeting purposes. The plans shall be developed in Arabic and English for the GOI and Kurdish and English for the KRG. All plans must be provided in hard and soft copies. - Two two-day workshops with the service delivery units to discuss the cost recovery plans for feedback and finalize them. Workshop/working meetings dates, times, locations, participants lists, draft plans, sign-sheets, workshop reports/meeting notes. - Approved 3-weekly progress reports covering the period of the fifth milestone (weeks 18-20). The report will include but not be limited to achievements, challenges, and meetings from the previous weeks, planned activities and meetings for the week ahead, and highlight all deviations from the original implementation plan. Each weekly report will be named for the contract week and dates of coverage, e.g., "WEEK-1 April 1-7". (English)		
Milestone No. 6 Prepare two (2) comprehensive, step-by-step cost recovery model guides and conduct sustainability plan work Prepare one (1) final progress	Task 9	Two (2) comprehensive, step-by-step guide on using the cost recovery models for planning and budgeting purposes linked to the stages of the national budget process. This guide will be developed in Arabic and English for the GOI MOE and Arabic, English, and Kurdish for the KRI MOE. The guide will be produced and distributed in both hard and soft copies. The Vendor submits: Approved 4-weekly progress reports covering the period of the sixth milestone (weeks 20 - 24). The report will include but not be limited to achievements, challenges, and meetings from the previous weeks, planned activities and meetings for the week ahead, and highlight all deviations from the original implementation plan.	20%	End of contract week 24

report		Each weekly report will be named for the contract week and dates of coverage, e.g., "WEEK-1 April 1-7". (English) • A +20-page FINAL REPORT with all supporting documents developed during the cost recovery work. The report will include a comprehensive description of the cost recovery analysis and proposed new fee structures and service cost reduction measures that the government entities have agreed to, achievements, results, challenges, and any recommendations for the next steps. The final report must include detailed lessons learned section that captures the activity's successes and challenges. This section should identify best practices that can be shared and replicated across future activities and an analysis describing implementation or planning challenges, with recommendations for overcoming these challenges in the future. • The report will be submitted in English, Arabic, and Kurdish. The report will clearly document the legal, financial and administrative feasibility of implementing any revised fee/tariff structure.		
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7. Inspection & Acceptance

The designated DAI Project Manager will inspect from time to time the services being performed to determine whether the activities are being performed satisfactorily and that all equipment or supplies are of acceptable quality and standards. The subcontractor shall be responsible for any countermeasures or corrective action within the scope of this RFP, which the DAI Chief of Party may require as a result of such inspection.

8. Compliance with Terms and Conditions

8.1 General Terms and Conditions

Offerors agree to comply with the general terms and conditions for an award resulting from this RFP. The selected Offeror shall comply with all Representations and Certifications of Compliance listed in Attachment G.

8.2 Prohibited Technology

Bidders MUST NOT provide any goods and/or services that utilize telecommunications and video surveillance products from the following companies: Huawei Technologies Company, ZTE Corporation, Hytera Communications Corporation, Hangzhou Hikvision Digital Technology Company, or Dahua Technology Company, or any subsidiary or affiliate thereof, in compliance with FAR 52.204-25.

8.3 Source and Nationality

Under the authorized geographic code for its contract, DAI may only procure goods and services from the following countries.

Geographic Code 937: Goods and services from the United States, the cooperating country, and "Developing Countries" other than "Advanced Developing Countries: excluding prohibited countries. A list of the "Developing Countries" as well as "Advanced Developing Countries" can be found at: <http://www.usaid.gov/policy/ads/300/310maa.pdf> and <http://www.usaid.gov/policy/ads/300/310mab.pdf> respectively.

By submitting a proposal in response to this RFP, Offerors confirm that they are not violating the Source and Nationality requirements of the goods or services being offered and that the goods and services comply with the Geographic Code and the exclusions for prohibited countries outlined above.

8.4 Data Universal Numbering System (DUNS)

There is a **mandatory** requirement for your organization to provide a DUNS number to DAI. The Data Universal Numbering System is a system developed and regulated by Dun & Bradstreet (D&B) that assigns a unique numeric identifier, referred to as a "DUNS number" to a single business entity. Without a DUNS number, DAI cannot deem an Offeror "responsible" to conduct business with and therefore, DAI will not enter into a subcontract/purchase order or monetary agreement with any organization. The determination of a successful offeror/applicant resulting from this RFP/RFQ/RFA is contingent upon the winner providing a DUNS number to DAI. Offerors who fail to provide a DUNS number will not receive an award and DAI will select an alternate Offeror.

All U.S. and foreign organizations which receive first-tier subcontracts/ purchase orders with a value of \$30,000 and above **are required** to obtain a DUNS number prior to signing of the agreement. Organizations are exempt from this requirement if the gross income received from all sources in the previous tax year was under \$300,000. DAI requires that Offerors sign the self-certification statement if the Offeror claims exemption for this reason.

For those required to obtain a DUNS number, see Attachment D - Instructions for Obtaining a DUNS Number - DAI'S Vendors, Subcontractors

For those not required to obtain a DUNS number, see Attachment E: Self Certification for Exemption from DUNS Requirement

9. Anti-Corruption and Anti-Bribery Policy and Reporting Responsibilities

DAI conducts business under the strictest ethical standards to assure fairness in competition, reasonable prices and successful performance or delivery of quality goods and equipment. **DAI does not tolerate the following acts of corruption:**

- Any requests for a bribe, kickback, facilitation payment or gratuity in the form of payment, gift or special consideration by a DAI employee, Government official, or their representatives, to influence an award or approval decision.
- Any offer of a bribe, kickback, facilitation payment or gratuity in the form of payment, gift or special consideration by an offeror or subcontractor to influence an award or approval decision.

- Any fraud, such as mis-stating or withholding information to benefit the offeror or subcontractor.
- Any collusion or conflicts of interest in which a DAI employee, consultant, or representative has a business or personal relationship with a principal or owner of the offeror or subcontractor that may appear to unfairly favor the offeror or subcontractor. Subcontractors must also avoid collusion or conflicts of interest in their procurements from vendors. Any such relationship must be disclosed immediately to DAI management for review and appropriate action, including possible exclusion from award.

These acts of corruption are not tolerated and may result in serious consequences, including termination of the award and possible suspension and debarment by the U.S. Government, excluding the offeror or subcontractor from participating in future U.S. Government business.

Any attempted or actual corruption should be reported immediately by either the offeror, subcontractor or DAI staff to:

- Toll-free Ethics and Compliance Anonymous Hotline at (U.S.) +1-503-597-4328
- Hotline website – www.DAI.ethicspoint.com, or
- Email to Ethics@DAI.com
- USAID's Office of the Inspector General Hotline at hotline@usaid.gov.

By signing this proposal, the offeror confirms adherence to this standard and ensures that no attempts shall be made to influence DAI or Government staff through bribes, gratuities, facilitation payments, kickbacks or fraud. The offeror also acknowledges that violation of this policy may result in termination, repayment of funds disallowed by the corrupt actions and possible suspension and debarment by the U.S. Government.

10. ATTACHMENTS

10.1 Attachment A: Scope of Work for Services or Technical Specifications

SCOPE OF WORK

Iraq Governance and Performance Accountability (IGPA/Takamul) Cost Recovery Models for Electricity Services for GOI and KRG Ministries of Electricity Activity 2.1.1

A. BACKGROUND AND JUSTIFICATION

The purpose of the USAID-funded Iraq Governance Performance and Accountability (IGPA/Takamul) project is to advance effective, accountable, and transparent governance in Iraq. This USAID effort, implemented by DAI, supports the Government of Iraq (GOI) at all levels to better respond to citizen needs by supporting reform initiatives and Iraqi change agents on inclusive governance and public- sector transparency, accountability, and economy. Reform initiatives include support to improve service delivery functions, public financial management, and open government initiatives. IGPA/Takamul also supports the GOI and the citizens of Iraq in forming partnerships and collaborative efforts to solve problems jointly. IGPA has four (4) objectives:

1. Enhance GOI service delivery capacity
2. Improve public financial management
3. Strengthen monitoring and oversight of service delivery and public expenditure
4. Support Iraqi change agents (cross-cutting objective)

The IGPA/Takamul project provides technical assistance to build the capacity of the GOI and KRG Ministries of Electricity to organize and manage electricity services.

The aim of this activity is to develop comprehensive cost recovery models to ensure the financial sustainability of electricity services in both the Kurdistan region and Federal Iraq. The work will also involve building capacity of the Ministries of Electricity to use the cost recovery models for ongoing planning and budget and expense control. With the costs and revenue clearly identified, the Ministries can potentially reduce costs and maximize revenue where possible.

B. OBJECTIVES

During the project's third year, IGPA/Takamul initiated the cost recovery model work completing baseline cost recovery models for several directorates and Ministries, including the KRG Ministry of Electricity. The project worked closely with these Ministries and directorates to collect the data for the cost recovery models and conducted workshops to show the targeted Ministries and Directorates' staff how to update and use the models. However, the initial models were developed without input from utility experts and only for operational cost recovery, not full cost recovery. IGPA seeks a highly technical firm to develop comprehensive cost recovery models for the KRG Ministry of Electricity and GOI Ministry of Electricity. To the maximum extent possible, the models developed for KRG and GOI Ministries of Electricity should resemble each other related to content and structure.

The purpose of the activity is to develop comprehensive electricity cost recovery models for KRG and GOI MOE; conduct a three-day training session on using the cost recovery models; to use the model

developed to prepare a cost recovery plan to ensure the long-term financial sustainability of the sector; and develop comprehensive users guides for the electricity sector cost recovery models.

Under this scope of work, IGPA/Takamul will solicit proposals from a qualified Vendor to achieve the following objectives:

Objective 1: Develop comprehensive cost recovery models for a 10-year period for KRG and GOI MOE. To the maximum extent possible, the models developed for KRG and GOI Ministries of Electricity should resemble each other related to content and structure and be based on historical data for at least a three-year prior period. Document and detail the methodology to use the model for cost recovery analysis and provide alternative fee options that can realistically be implemented to maximize revenues and recommendations for cost reduction measures for operational efficiencies.

Objective 2: Build the capacity of the KRG and GOI MOE on using the cost recovery models and methodologies for planning and budgeting purposes to maximize revenues and optimize expenditures. Identify change agents within the Ministries of Electricity to support the implementation of the cost recovery models and sustain training efforts and the use of the models after the end of the implementation period.

Objective 3: Use the model to develop a cost recovery plan to ensure the financial sustainability of the electricity sector.

C. ACTIVITY SUMMARY / DESCRIPTION

The selected Vendor will develop comprehensive cost recovery models for the KRG and GOI MOE. These cost recovery models should be developed based on related cost and financial data primarily from the accounting, revenue, and technical units of the electricity ministries.

Over the course of a six-month (approximately 24-week) period of performance, the selected Vendor will collect and analyze relevant data, develop cost recovery models for the KRG and GOI Ministries of Electricity, prepare cost recovery analysis, develop comprehensive user guides for the cost recovery models, train ministry staff on the cost recovery methodologies and on using the models, and develop cost recovery sustainability plans. The trainees will be selected from the relevant departments from the KRG and GOI Ministries of Electricity in consultation with the Ministries and IGPA/Takamul.

By the end of the period of performance, the targeted Ministries will be trained and equipped with cost recovery models and methodologies for calculating operational and full financial cost recovery, and know-how to maximize revenues and be able to identify and implement cost reduction measures related to the cost of services. The Ministries will also be equipped with tools for the sustainability of the cost recovery models, including the methodologies through the completed model worksheets, cost recovery plans, and comprehensive guides that will be developed.

D. TASKS/DETAILED REQUIREMENTS

To achieve the above targets, the selected Vendor will work closely with the IGPA/Takamul team to perform the following:

Task 1: Participate in a kick-off meeting with IGPA/Takamul. The kick-off meeting may be held in- person at the IGPA/Takamul office in Erbil or Baghdad or remotely.

Task 2: Develop and submit project implementation plan/timeline to IGPA/Takamul. The implementation plan/timeline should be prepared in English and must include the approximate date of completion/submission of each task and the name and contact information of the Vendor employee responsible for coordinating each task. Implementation timeline must consider possible delays due to government holidays (e.g. abbreviated working hours during Ramadan). Any changes to the project implementation plan/timeline must be communicated to IGPA/Takamul as soon as possible or at a minimum of one week prior to the original date in the implementation plan/timeline.

Documentation: IGPA/Takamul email approval of project implementation plan/timeline and any changes or updates to the implementation plan/timeline.

Task 3: Participate in introductory meetings with relevant GOI and KRG Ministries of Electricity stakeholders. The introductory meetings will be coordinated through IGPA/Takamul. The Vendor will notify IGPA/Takamul of all future scheduled or anticipated meetings with government counterparts as early as possible or at least one week in advance. IGPA/Takamul reserves the right to participate in the meetings/discussions.

Documentation: Introductory meeting notes in English (including dates and list of participants) and sign-in sheets submitted to IGPA/Takamul in English via email within two business days of each meeting.

Task 4: Conduct extensive interviews with each Ministry to gather data. Following the introductory meetings, the Vendor will work closely with the IGPA/Takamul team to schedule interviews with staff from the respective Ministries to gather the data required to prepare the cost recovery models. The extensive interviews to collect the data will be conducted by the team to be engaged by the Vendor. IGPA/Takamul expects that the extensive interviews and data collection with both the GOI and KRG Ministries of Electricity will be conducted concurrently rather than through a phased approach.

The Vendor will submit proposed interview questions and a detailed description of the data to be collected based on the interviews, dates, times, locations, and participants list to IGPA/Takamul at least one week in advance. IGPA/Takamul reserves the right to participate in meetings.

The selected Vendor will conduct and record interviews with key directorates of the Ministries of Electricity to obtain information and data on past and current electricity usage and revenue collections and disaggregated by customer type and provincial governorate. Interviews should be conducted with staff from at least, but not limited to, the following areas of the ministry:

1. Finance Directorate - all relevant financial data (financial statements, balance sheet, etc.), O& M expenditures, depreciation, debt servicing, etc.
2. Customer Services Directorates - customer and electricity usage stats (#customers per category, sales and revenue per category, sales forecasts)

3. Generation Production and/or National Dispatch Centre - power production stats (GWh produced, plant availability, costs of production, etc.)
4. Planning Directorate - infrastructure projects under implementation, planned projects (capital investment plans for distribution, transmission, generation, other(e.g. IT, land & buildings, etc))
5. MOE Management - tariff forecasts, organizational/policy changes (e.g. privatization), etc.

The Vendor will also interview staff to solicit information on their prioritized recommendations for improving revenue generation and reducing service costs and other relevant data required to develop the cost recovery model. Finally, the Vendor should use this opportunity to identify change agents within the Ministries of Electricity who can support the development of the cost recovery models, promote the Ministries' reforms, and ensure that training given and tools developed through this activity can be sustained after the implementation period ends. The Vendor will be given a list of criteria for suitable change agents prior to the interviews. IGPA/Takamul expects the Vendor to identify at least 3 candidates from each Ministry.

Discussions should explore where the significant potential for financial improvement exists for the Ministries of Electricity through improvements in operational efficiency and without necessarily having to increase tariffs. Data collected based on the interviews should include at a minimum the following:

- Laws, policies, and regulations related to fees (tariffs) and quality of service delivery
- Prior studies on fees/tariff structures and historical data related to tariff applications and changes
- Capital budget information
- The current number of customers (per category) and growth trends in customer numbers, population data and growth rates, household size, etc.
- Historical (2 – 3 years) and most recent budgets, including operating and capital expenditure budgets
- Financial reports with actual consumption and billing (per customer category), revenues collected, and expenditures for at least the last two years, preferably three years.
- Production/generation data and costs, under-construction and planned new power stations, etc.

The interviews should be conducted such that the interviewees identify the key elements of a strategy to help ensure the financial sustainability of the services. The discussions should include identifying a combination of immediate and short-term interventions, along with medium and longer-term reforms in management and planning systems.

Documentation: Interview questions in English, detailed description of data to be collected, meeting schedules, and written IGPA/Takamul approval. Meeting dates, a list of personnel interviews, and materials reviewed as part of the data gathering activity will be included in the final report as annexes.

Task 5: Develop comprehensive cost recovery models, evaluate current fees and service delivery costs, and prepare cost recovery analysis. The Vendor will review and analyze the data collected from both Ministries to build the cost recovery models based on the data gathered during the extensive interviews with each Ministry. The Vendor should detail what factors will be taken into consideration

when developing the cost recovery model, including specific factors to consider for each Ministry's cost recovery such as:

- the current and planned service delivery level to meet demand;
- the current fees/tariffs for electricity;
- current cost recovery initiatives;
- the current state of metering for customer consumption measurement;
- any other pertinent areas to review related to the cost recovery model development.

Based on the cost analysis prepared, the Vendor should build a model to reflect key financial indicators such as surplus cash flows, debt/equity ratio, and operational KPIs such as transmission and distribution losses, annual revenues and sales, average operating costs, and financial statements such as the income statement, balance statement, cash flow statement. The Vendor is expected to work closely with the change agents during this development phase to ensure that they are equipped to explain and advocate for the models during and after the implementation of this activity. The Vendor will produce cost recovery analysis or analyses that will ensure the financial sustainability of the electricity service in the respective regions.

The selected Vendor will produce two types of cost recovery analysis:

- (a) **Operational Cost Recovery** for which the revenues are at least equal to the operating expenses of providing electricity services; and
- (b) **Full-service Cost Recovery** for which capital expenditure and costs of capital (debt servicing) and depreciation are also recovered.

A comprehensive cost recovery model will be produced for the GOI and KRG Ministry of Electricity. In addition to the cost recovery models and analysis, the Vendor should evaluate different fee structures and identify cost reduction measures to achieve cost recovery for the Ministries of Electricity.

Documentation: Comprehensive cost recovery models developed in Excel worksheets with detailed reports in Word describing the methodology and assumptions used to prepare the cost recovery analysis and models, the specific factors considered for the electricity sector for the analysis and models with recommendations for new fee structures and cost reduction measures; the models and reports should be in English and Arabic for the GOI MOE, and English and Kurdish for the KRG MOE.

Task 6: Conduct cost-recovery model workshops for the GOI and KRG Ministries of Electricity. One three-day session workshop (per Ministry) to share the cost recovery models developed, solicit feedback on the models from the Ministry representatives participating, and explain the use of cost recovery models for planning and budgeting purposes. The Vendor will identify suitable areas for the identified change agents to lead parts of the workshop discussion to demonstrate internal support for the proposed reforms.

The Vendor will update the cost recovery models and the cost recovery analysis and methodology with recommendations as needed after the workshops based on any feedback from the participants and finalize the models to be submitted as deliverables.

The cost recovery model workshops will be conducted for three days with approximately 10 participants per workshop. The GOI workshop will be held in Baghdad, and the workshop for the KRG will be held in Erbil. The selected Vendor will work with Ministry managers to identify the relevant staff to attend the workshops. The Vendor will be responsible for providing the workshop venue, food, travel expenses, and printing of workshop materials.

Documentation: Workshop dates, times, locations, participant lists, electronic workshop materials in English, Arabic for non-KRI Ministries, and English and Kurdish for the KRG ministries, sign-sheets, workshop reports. Final cost recovery models and cost recovery analysis reports in English, Arabic for GOI Ministry of Electricity, and English and Kurdish for the KRG Ministry of Electricity.

Task 7: Develop cost recovery plans for financial sustainability based on recommendations and input from the KRG and GOI Ministries of Electricity on using the cost recovery model for planning and budgeting purposes. A plan will be developed for each Ministry of Electricity.

The two cost recovery sustainability plans should include at a minimum the following:

1. Financial Sustainability
2. Infrastructure Investment Requirements
3. Operational Efficiencies
4. Number of Customers per Employee for Staff Efficiency

The cost recovery plans should be a maximum of 25 pages each.

Documentation: Two cost recovery plans. The GOI MOE plan will be prepared in Arabic and English, and the KRG MOE plan will be prepared in both Kurdish and English.

Task 8: Conduct workshops to discuss the cost recovery plans. The Vendor will then conduct two two-day workshops, one per Ministry, to share the plans developed, solicit feedback on the plans from the Ministry of Electricity representatives participating, and answer any queries regarding how to use the plans for cost recovery analysis. The Vendor will identify suitable areas for the identified change agents to lead parts of the workshop discussion to demonstrate internal support for the proposed reforms. The Vendor will update the cost recovery plans after the workshops based on any feedback from the participants and finalize the plans to be submitted as a deliverable under this scope of work.

The workshops will be conducted for two days with 10 participants per workshop. The KRG Ministry of Electricity workshop will be held in Erbil, and the GOI Ministry of Electricity workshop will be held in Baghdad. The selected Vendor will work with the Ministry managers to identify the relevant staff to attend the workshops. The Vendor will be responsible for providing the workshop venue, food, travel expenses, and printing of workshop materials.

Documentation: Workshop/working meetings dates, times, locations, participants lists, final cost recovery plans, sign-sheets, workshop reports/meeting notes.

Task 9: Develop comprehensive step-by-step cost recovery model guides for each Ministry.

The Vendor will develop and provide a comprehensive, step-by-step guide on using the cost recovery model for planning and budgeting purposes linked to the national budget process stages in accordance with the GOI Public Financial Management laws and regulations. A comprehensive, step-by-step guide

should be developed for each model, with limited adaptations to address any specific findings. For the GOI Ministry of Electricity, the Vendor will collaborate with the Ministry's training center to develop the manual and design training material to ensure proper use of the manual. In the KRG Ministry of Electricity, the Vendor is expected to collaborate with change agents to ensure that the Ministry has the skills and information needed to provide future trainings on the manual and the cost recovery model.

Documentation. Two cost recovery model guides - one guide developed in **Arabic and English** for the GOI MOE and one guide developed in **English and Kurdish** for the KRI MOE. The guides will be produced and distributed in both hard and soft copies.

Task 10: Develop and submit a completion report. After completing the above tasks, the Vendor will prepare a completion report, preferably less than 20 pages, excluding supporting documents developed during the cost recovery work. The report will include a description of the cost recovery analysis and recommended service cost reduction measures. The report will also discuss the legal, financial, and administrative considerations for the implementation of fee/tariff recommendations. The report will highlight achievements and results, recommendations and next steps and any challenges and proposed solutions. The final report must include a detailed lessons learned section that captures the activity's successes and challenges. This section should identify best practices that can be shared and replicated across future activities and an analysis describing implementation or planning challenges, with recommendations for overcoming these challenges in the future. The report will be submitted in English, Arabic, and Kurdish.

During the implementation period (anticipated duration six-months/24-weeks), the Vendor will provide weekly reports in English, including but not limited to achievements, challenges, high-quality photos, and meeting notes, and be in constant communication with the IGPA/Takamul regional technical coordinator responsible for reporting and implementation of this activity.

E. ACTIVITY LOCATION

Most of the work may be conducted remotely with occasional on-site visits to the government counterpart offices in Erbil and Baghdad

F. DETAILED DELIVERY/PAYMENT SCHEDULE

Milestone No.	Task	Milestone Description and Documentation Required	Payment Amount (%)	Anticipated Completion Dates
Milestone No. 1	Task 1	The Vendor and IGPA/Takamul conduct kick-off meeting with agenda. Selected Vendor submits: - Project implementation plan/timeline (English) - Introductory meeting notes in English (including dates and list of participants) and sign-in sheets	10%	End of contract week 2
Conduct kick-off meeting				
Develop and				

submit project implementation plan/ timeline and participate in introductory meetings	Tasks 2 and 3	using IGPA forms and templates for introductory meetings conducted for government counterparts from the GOI and KRG MOE. Approved 2 weekly progress reports covering the period of the first milestone (weeks 1-2) The report will include but not be limited to achievements, challenges, and meetings from the previous weeks, planned activities and meetings for the week ahead, and highlight all deviations from the original implementation plan. Each weekly report will be named for the contract week and dates of coverage, e.g., "WEEK-1 April 1-7". (English)		
Milestone No. 2 Conduct extensive interviews with each service provider to gather data. Conduct and record interviews with key staff of the KRG and GOI MOE.	Task 4	As a result of the interviews conducted and recorded, the Vendor will submit: - Interview questions in English, detailed description of data to be collected, meeting schedules, and written IGPA/Takamul approval. Meeting dates, a list of personnel interviews, and materials reviewed as part of the data gathering activity will be included in the final report as annexes. - Approved 4-weekly progress reports covering the period of the second milestone (weeks 3-6) The report will include but not be limited to achievements, challenges, and meetings from the previous weeks, planned activities and meetings for the week ahead, and highlight all deviations from the original implementation plan. Each weekly report will be named for the contract week and dates of coverage, e.g., "WEEK-1 April 1-7". (English)	15%	End of contract week 6
Milestone No. 3 Evaluate fees and service delivery costs, prepare cost recovery analysis and develop cost recovery	Task 5	The Vendor submits: Electricity cost recovery models for the KRG Ministry of Electricity and the GOI Ministry of Electricity introducing improvements. Paper explaining the assumptions used to prepare the cost recovery model. Records and summary of interviews with stakeholders. The models and all associated documents, reports, and references shall be developed in Kurdish, Arabic, and English and provided in hard and soft copies.	35%	End of contract week 14

models		• Prepare recommendations for fees/tariff structures and cost services reduction measures for the service providers prepared • Approved 8-weekly progress reports covering the period of the third milestone (weeks 7-14) The report will include but not be limited to achievements, challenges, and meetings from the previous weeks, planned activities and meetings for the week ahead, and highlight all deviations from the original implementation plan. Each weekly report will be named for the contract week and dates of coverage, e.g., "WEEK-1 April 1-7". (English)		
Milestone No. 4 Conduct Cost Recovery Model Workshops	Task 6	Conduct one (1) three-day workshop in Baghdad for the GOI MOE on using the cost recovery model for planning and budgeting purposes The Vendor submit: • Detailed workshop agenda (including time/place of the workshop), copies of all workshop materials (including presentations, soft copy 'handouts,' workshop review/survey, follow up materials). Participant list (including a screenshot of participants on the remote call--or sign-in sheet if in person), notes taken throughout the workshop, and summary report detailing how/where/when the workshops were conducted, and an attendee course survey to indicate what went well and what could be improved Conduct one (1) three-day workshop for the KRG Ministry of Electricity to discuss the updated cost recovery models and feedback from participants. • Prepare agenda for follow up sessions and seek IGPA approval. Provide follow up sessions for the Ministry and provincial directorates to show them how to use the cost recovery model properly to calculate unit costs and revenues for cost recovery. • Provide participant list (including a screen shot of participants on the remote call--or the sign-in sheet if in person), notes taken throughout the workshop, and summary report detailing how/where/when the workshop was conducted	20%	End of contract week 17

		and an attendee course survey to indicate what went well and what / obstacles/ what could be improved Approved 3-weekly progress reports covering the period of the fourth milestone (weeks 15 - 17) The report will include but not be limited to achievements, challenges, and meetings from the previous weeks, planned activities and meetings for the week ahead, and highlight all deviations from the original implementation plan. Each weekly report will be named for the contract week and dates of coverage, e.g., "WEEK-1 April 1-7". (English)		
Milestone No. 5 Prepare two (2) cost recovery plans for electricity ministries and workshops/working meetings	Tasks 7 and 8	The Vendor submits: - Two (2) draft and final cost recovery plans for the electricity Ministries (one for GOI and one for KRG) based on recommendations and input from the Ministries on using the cost recovery models for planning and budgeting purposes. The plans shall be developed in Arabic and English for the GOI and Kurdish and English for the KRG. All plans must be provided in hard and soft copies. - Two two-day workshops with the service delivery units to discuss the cost recovery plans for feedback and finalize them. Workshop/working meetings dates, times, locations, participants lists, draft plans, sign- sheets, workshop reports/meeting notes. - Approved 3-weekly progress reports covering the period of the fifth milestone (weeks 18-20). The report will include but not be limited to achievements, challenges, and meetings from the previous weeks, planned activities and meetings for the week ahead, and highlight all deviations from the original implementation plan. Each weekly report will be named for the contract week and dates of coverage, e.g., "WEEK-1 April 1-7". (English)		End of contract week 20
Milestone No. 6		Two (2) comprehensive, step-by-step guide on using the cost recovery models for planning and budgeting purposes linked to the stages of the national budget	20%	End of contract

Prepare two (2) comprehensive, step-by-step cost recovery model guides and conduct sustainability plan work Prepare one (1) final progress report	Task 9	process. This guide will be developed in Arabic and English for the GOI MOE and Arabic, English, and Kurdish for the KRI MOE. The guide will be produced and distributed in both hard and soft copies. The Vendor submits: • Approved 4-weekly progress reports covering the period of the sixth milestone (weeks 20 - 24). The report will include but not be limited to achievements, challenges, and meetings from the previous weeks, planned activities and meetings for the week ahead, and highlight all deviations from the original implementation plan. Each weekly report will be named for the contract week and dates of coverage, e.g., "WEEK-1 April 1-7". (English) • A +20-page <u>FINAL REPORT</u> with all supporting documents developed during the cost recovery work. The report will include a comprehensive description of the cost recovery analysis and proposed new fee structures and service cost reduction measures that the government entities have agreed to, achievements, results, challenges, and any recommendations for the next steps. The final report must include detailed lessons learned section that captures the activity's successes and challenges. This section should identify best practices that can be shared and replicated across future activities and an analysis describing implementation or planning challenges, with recommendations for overcoming these challenges in the future. • The report will be submitted in English, Arabic, and Kurdish. The report will clearly document the legal, financial and administrative feasibility of implementing any revised fee/tariff structure.		week 24
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G. Key Personnel:

To carry out these tasks, the selected Vendor will be required to hire key personnel to include but not be limited to one (1) Cost Recovery Finance Senior Advisor, and one (1) Senior Electricity Utility Experts, and one (1) Financial Modeler/Data Analyst. The minimum qualifications for the key personnel are described below.

The Vendor must include the CVs for the cost recovery finance advisor, senior utility expert, financial modeler/data analyst in the proposal. Proficiency in English (read, write, speak) is essential, preference

is that the advisors speak a local language, Arabic and/or Kurdish (for the work with the Ministry of Electricity). Previous experience with both the electricity sector and cost recovery work is a must.

At a minimum, the cost analysis finance advisors and electricity utility experts should meet the following qualifications:

1.1 Cost Recovery Finance Senior Advisor (1)

- Bachelor's or Master's degree in accounting, finance, auditing or related fields
- At least 10 years of experience in cost recovery, budgeting, financial accounting, financial reporting, auditing, internal audit, risk management related to public utilities, preferably electricity utilities.
- Proficiency in the development of business financial models using MS-Excel
- Thorough knowledge of electricity utility business practices and principles
- International experience advising governments and public utility companies on electricity utility financials and cost recovery, preferably in a developing country context;
- At least 5 years of experience in conducting activities or trainings in relevant technical topics
- Extensive knowledge and understanding of Iraq and KRG's public financial management system, Ministry of Finance rules and regulations, accounting, financial, and operating manuals.

1.2 Senior Electricity Utility Advisor

- Minimum of 15 years direct and applicable experience in managing and improving the performance and capacity of electricity utilities, preferably in a developing country context;
- Bachelor's degree in electrical engineering with relevant technical knowledge in the electricity utility field;
- Minimum 10 years' experience in a public or commercial electricity utility preferred;
- Experience working or supporting USAID or other donor-funded projects preferred;
- Thorough knowledge of standard electricity utility business practices and principles, including an operational understanding of electricity utility accounting and budgeting processes;
- International experience advising governments and public utility companies on electricity utility operations, preferably in a developing country context;
- Deep understanding of electricity utility asset management, planning and implementing O & M, fault management and rehabilitation of network infrastructure;
- Experience making efficiency and service quality improvements of electricity utility organizations, including dealing with the overstaffing; optimizing work labor; economy of scale and options for cooperation of electricity utilities and/or regionalization; and effective use of outsourcing and public-private partnerships;
- Experience with energy loss management, electricity utility O & M and CAPEX planning and implementation, and budget preparation and management work for electricity utilities;
- Knowledge of general legal, policy, and regulatory issues related to electricity service delivery;
- Excellent oral and written communication and team participation skills;
- Excellent English language skills required;
- Previous experience in MENA region preferred.

Financial Modeler/Data Analyst

- Bachelor's degree in accounting, finance, auditing or related fields

- At least 10 years of experience in cost recovery, budgeting, financial accounting, financial reporting,
- Proficiency in the development of business financial models using MS-Excel
- Knowledge of electricity utility business practices preferred
- At least 5 years of experience in conducting activities or trainings in the technical topics
- Knowledge and understanding of Iraq and KRG's public financial management system, Ministry of Finance rules and regulations, accounting, financial, and operating manuals.

G. REFERENCES

Name	Category	Link
Cost recovery models	Models	Click Here
Cost recovery analysis	Analysis report	Click Here
Utility	Overview	Click Here

H. MONITORING AND EVALUATION

IGPA/TAKAMUL Standard Documentation Requirements: The Monitoring, Evaluation, and Learning (MEL) Plan is a tool used by IGPA/Takamul to assess and report progress toward achieving key program outcomes and results. It makes mid-course adjustments (monitoring), assesses and reports the results of its major components, and analyzes intended and unintended results and the impact of the program as a whole (evaluation).

Performance Indicators: This activity (2.1.1) will report on qualitative and quantitative indicators selected by IGPA/Takamul staff to assess the impact of the proposed initiatives and monitor the progress of the project. These indicators have been selected in line with IGPA/Takamul MEL Plan indicators based on their utility and efficiency in measuring progress and being independently validated or verified. Indicative numbers are presented in Table 1 below (Proposed Indicators).

Data Collection and Monitoring: During the implementation of activities, standardized IGPA/Takamul MEL tools of data collection will be collected and processed. IGPA/Takamul MEL tools of data collection may include, but are not limited to, Attendance Sheets¹ (Sign-in Sheet), Pre- and Post- Tests,² Home Letters,³ Training Evaluation Form, and Short Report letterhead. (Kindly refer to the MEL Requirements Protocols for additional information.)

The IGPA/Takamul MEL Unit will provide the required templates and protocols for submitting deliverables. The IGPA/Takamul MEL Unit will share DAI Collect forms' links (URLs) with the IGPA/Takamul technical team for all forms that need to be completed by participants/trainees. The IGPA/Takamul technical team will share the DAI Collect 'forms' links (URLs) with the vendor/contractor/implementer. The implementer will be responsible for ensuring that the participants/trainees complete the required MEL tools during the activity.

¹ An Attendance Sheet is an official document for listing those attending a training session, workshop, meeting, class, or course.

² A Pre- and Post- Test is an evaluation design, defined as a "before and after" assessment, that measures whether the expected changes took place in the participants in a program.

³ A Home Letter is a tool to assess the increased level of knowledge as result of training provided by IGPA/Takamul. The difference between a Home Letter and a Pre- and Post- Test is that the latter measures short-term impact while the former, a) assesses the impact of our training in the long term, and b) measures whether trainees have utilized the knowledge gained in their respective jobs.

Submission of Deliverables: General guidance on how to submit the required deliverables is listed below.

- a) Reports, approvals, and meeting notes may be submitted electronically.
- b) Attendance Sheets (Sign-in Sheets), Pre- and Post- Tests, Home Letters, and Training Evaluation Forms must be submitted in both original hardcopy and electronically.
- c) All relevant information detailed in this section should be provided to IGPA/Takamul no later than ten working days before each event.

For Assessment and Surveys:

- a) The Assessment Questionnaire and Surveys shall be shared with the MEL Unit seven days in advance of the survey/assessment by the activity implementer.
- b) The activity implementer is responsible for ensuring that the assessment forms are adequately completed.

For Training Events (or any intervention where knowledge is being transferred)⁴:

- a) MEL forms required are listed below:

Attendance Sheets (Sign-in Sheets) – may be completed electronically for remote/online implementation or in hard copy in the case of on-ground implementation. Attendance Sheets are shared by the IGPA/Takamul MEL Unit with the Implementer the Thursday before the event is scheduled to commence.

Pre- and Post-Tests – are implemented through DAI Collect. Pre- and Post-Tests are designed by the trainer or the curriculum expert and shared with the MEL team three days before the training event. The MEL team is responsible for designing the coding, while the technical team is responsible for uploading the forms onto DAI Collect. The MEL Unit will only review and verify what is received from the technical team.

Once the tests are implemented, the implementer will need to scan the forms completed by participants and conduct data entry using the DAI Collect link provided by the MEL Unit. The MEL Unit will conduct Pre- and Post-Test analyses. The findings should be included in the event report.

Home Letters and Training Evaluation Forms – are implemented through DAI Collect. They are provided by the IGPA/Takamul MEL Unit the Thursday before the event is scheduled to commence. During the last day of the training session, the trainer will distribute a "Home Letter" to each participant, collect the letters, and submit them to the MEL Unit.

- b) Following the event's completion, the implementor should have submitted the documentation: Completed Attendance Sheets (Sign-in Sheets), Pre- and Post-Tests, Training Evaluation Forms, Home Letters, PowerPoint presentations, photos, assessment report, and detailed budget (if applicable).

For On-the-job Training:

⁴ Based on the USAID definition, training is defined as sessions in which participants are educated according to a defined curriculum and set learning objectives. Sessions that could be informative or educational, such as meetings, but which do not have a defined curriculum or learning objectives are not counted as training. The purpose of training is to improve one's capability, productivity, and performance.

- a) MEL forms required are detailed below:

Attendance Sheets – may be completed electronically for remote/online implementation or in hard copy in the case of on-ground implementation. Attendance Sheets are shared by the IGPA/Takamul MEL Unit the Thursday before the event is scheduled to commence.

Home Letters and Training Evaluation Forms – are implemented through DAI Collect. They are provided by the IGPA/Takamul MEL Unit the Thursday before the event is scheduled to commence. During the last day of the training session, the trainer will distribute the electronic and/or hardcopy Home Letters and Training Evaluation Forms to each participant, collect the letters and forms, and submit them to the MEL Unit.

- b) Following the event's completion, the implementor should have submitted the documentation: completed Attendance Sheets (Sign-in Sheets), Home Letters, Training Evaluation Forms, PowerPoint presentations, photos, assessment report, and detailed budget (if applicable).

For Follow-up Sessions:

- a) MEL forms required are described below:

Attendance Sheets – may be completed electronically for remote/online implementation or in hard copy in the case of on-ground implementation. Attendance Sheets are shared by IGPA/Takamul MEL Unit the Thursday before the event is scheduled to commence.

Training Evaluation Forms – are implemented through DAI Collect. They are provided by the IGPA/Takamul MEL Unit the Thursday before the event is scheduled to commence. During the last day of the training session, the trainer will distribute the electronic and/or hardcopy Training Evaluation Forms to each participant, collect the forms, and submit them to the MEL Unit.

- b) Following the event's completion, the implementor should have submitted the documentation: completed Attendance Sheets (Sign-in Sheets), Training Evaluation Forms, PowerPoint presentations, photos, assessment report, and detailed budget (if applicable).

For Workshops,⁵ Seminars,⁶ Technical Assistance, and Round Tables⁷:

- a) MEL forms required are listed below:

Attendance Sheets – may be completed electronically for remote/online implementation or in hard copy in the case of on-ground implementation. Attendance Sheets are shared by the IGPA/Takamul MEL Unit the Thursday before the event is scheduled to commence.

⁵ A *workshop* refers to a seminar or discussion group used to exchange ideas and demonstrate any subject. Workshops could be a meeting or session where a group of people is engaged in discussing a topic. In a workshop, sharing specialized material with participants is very rare.

⁶ A *seminar* may be defined as a gathering of people for the purpose of discussing a stated topic. Such gatherings are usually interactive sessions where the participants engage in discussions about the delineated topic.

⁷ A *round-table discussion/meeting* is one where people meet and talk in conditions of equality.

- b) Following the event's completion, the implementor should have submitted the documentation: completed Attendance Sheets (Sign-in Sheets), photos, PowerPoint presentations, assessment report, and detailed budget (if applicable).

All the data/actuals must be reported, and supporting documentation provided. Achievement shall not be counted if there is not supportive documentation.

All photos and videos of civilians and participants must comply with international best practices. The documentation described in the Detailed Delivery/Payment Schedule shall serve as deliverables and is not considered complete until the IGPA/Takamul Team Leader provides written approval. The following section notes when key government stakeholder approval is also required. Approvals will not be considered valid unless they are in writing.

TABLE 1: Proposed Indicators

Indicator	Definition	Male	Female	Total
6. Number of government institutions adopting SOPs as a result of IGPA/Takamul support at the national, regional or provincial level	Standard Operating Procedures (SOP) is defined as detailed step-by-step instructions developed by a specialized and experienced subject matter individual or group of individuals within the Federal Government or Provincial Governments (with or without external support) to help employees and other users carry out routine operations in a consistent manner. Implemented means operationalized through/as a direct result of IGPA/Takamul support. For an SOP to be considered operationalized, it will meet all the following criteria: 1. Specific approval/instruction issued by the Federal and/or Provincial Government, and disseminated to all concerned parties, and, 2. Formal and on-the-job training provided to employees on how to carry out the instructions. PFM functions: PFM refers to the set of laws, rules, systems, and processes used by the central government and provincial to mobilize revenue, allocate public funds, undertake public spending, account for funds and audit results.	N/A	N/A	1

I. SPECIAL CONSIDERATIONS

IGPA/Takamul supports vendors which do not discriminate based on race, religion, gender, ethnicity, political party affiliation, disability, or any other minority/vulnerability/marginalized identity. In line with this policy, IGPA/Takamul aims to have equal access to training as well as participation. For the selection criteria, IGPA/Takamul attempts to reflect the demographics of the target communities and government institution in the composition of training participants. The identification with any minority/vulnerable population/marginalized group does not supersede the need to select participants who meet the minimum requirements.

Data Protection:

Because IGPA/Takamul works according to the principles of Do No Harm and because the project has a focus on vulnerable, marginalized and minority populations, especially women and children, it is essential that all activities work towards implementing a data protection policy or framework. The purpose of data protection is multi-faceted. First, a data protection policy is essential to protect the fundamental, legal rights and freedoms of persons that are related to the data to be protected. Simultaneously, data protection is essential to ensure a person's rights and freedoms are not violated or abused. Data protection regulations regulate the collection, usage, access, transfer and disclosure of data. The vendor/STTA must be familiar with data protection policies, including those that are in place under Iraq legislation, and must be willing to adhere to the data protection policy of DAI.

Equity and Inclusion:

IGPA/Takamul will ensure that all activities are designed, planned, and implemented with due consideration to disparate effects on different genders and the various marginalized and minority populations within Iraq to avoid perpetuating cultural and traditional practices that may inhibit participation of any specific group in society.

Conflict Sensitivity:

IGPA/Takamul will strictly apply the principles of "**do no harm**" in the design, planning and implementation of activities. The purpose of "**do no harm**" is to avoid exposing people to additional risks through our action. "**Do No Harm**" means taking a step back from an intervention to look at the broader context and mitigate potential negative effects on the social fabric, the economy, and the environment.

J. TECHNICAL DIRECTION

The IGPA/Takamul assigned Regional Technical Coordinators are responsible for day-to-day supervisory work and coordination (e.g., receives initial submission of all communications, weekly reports, deliverables, and approval requests including meeting and training event dates, etc.). The IGPA/Takamul PFM Team Lead is responsible for providing written technical approval for all deliverables.

10.2 Attachment B: Proposal Cover Letter

[On Firm's Letterhead]

<Insert date>

TO: Click here to enter text.
DAI Global, LLC

We, the undersigned, provide the attached proposal in accordance with **RFP**-Click here to enter text.-Click here to enter text. issued on Click here to enter text.. Our attached proposal is for the total price of <Sum in Words (\$0.00 Sum in Figures) >.

I certify a validity period of Click here to enter text. days for the prices provided in the attached Price Schedule/Bill of Quantities. Our proposal shall be binding upon us subject to the modifications resulting from any discussions.

Offeror shall verify here the items specified in this RFP document.

We understand that DAI is not bound to accept any proposal it receives.

Yours sincerely,

Authorized Signature:

Name and Title of Signatory: Click here to enter text.

Name of Firm: Click here to enter text.

Address: Click here to enter text.

Telephone: Click here to enter text.

Email: Click here to enter text.

Company Seal/Stamp:

10.3 Attachment C: Price Schedule

The budget below includes examples of the types of costs that may be included in the budget. Actual budget submissions may include different costs and should be prepared in line with the offerors' technical proposal. Please provide a budget per directorate included in the proposal.

Please include an accompanying budget narrative linking costs with the work required in Attachment A. Additional supporting documentation for any of the costs included below may be requested.

Detailed Budget Template:

Line Item	Unit	Quantity	Unit Price	Total Cost	Budget notes (details, calculation, specification, and/or justification)
LABOR					
For example, Team Leader and project manager	(e.g., day)	(e.g., # of days)	(e.g., cost per day)		
For example, expert					
Other staff					
Other staff					
Staff Subtotal					
Fringes and benefits					
G&A					
Fringes					
Staff Subtotal					
TRAVEL COSTS					
For example, local transportation					
For example, per diem					
For example, international travel					
For example, hotel costs					
Other travel cost					
Travel Subtotal					
OTHER DIRECT COSTS (ODC)					
For example, workshops and Meetings					
For example, Room rental (1 day in a local hotel)					
For example, Printing documents/maps					
For example, Anticipated ODC					
ODC Subtotal					
Total Program Expenses Subtotal					
INDIRECT COSTS AND FEE					
Fee					
GRAND TOTAL (USD)					

Price Schedule

Milestone No.	Milestone Description and Required Documentation	Payment Amount (%)	Price (USD)
Milestone No. 1		10 %	\$
Milestone No. 2		15 %	\$
Milestone No. 3		35 %	\$
Milestone No. 4		20 %	\$
Milestone No. 5			\$
Milestone No. 6		20 %	\$
Total		100%	\$

NOTE: Offerors must submit *comprehensive budget narrative/ budget notes that provide information on each of the line items in the budget and explain why these items are needed to implement the activity.*

If indirect rates are charged, Offerors must provide supporting computations for the allocation for indirect/overhead costs. A copy of an audit report and balance sheet and a profit and loss (P&L)/income & expenditure/revenue & expenditure statement OR a copy of the current Negotiated Indirect Cost Rate Agreement (NICRA).

10.4 Attachment D: Instructions for Obtaining a DUNS Number - DAI'S Vendors, Subcontractors

Note: There is a Mandatory Requirement for your to Provide a DUNS number to DAI

I. **SUBCONTRACTS/PURCHASE ORDERS: Organization** All domestic and foreign organizations which receive first-tier subcontracts/ purchase orders with a value of \$30,000 and above are required to obtain a DUNS number prior to signing of the agreement. *Your organization is exempt from this requirement if the gross income received from all sources in the previous tax year was under \$300,000. Please see the self-certification form attached.*

II. **MONETARY GRANTS:** All foreign entities receiving first-tier monetary grants (standard, simplified and FOGs) with a value equal to or over \$25,000 and performing work outside the U.S. must obtain a DUNS number prior to signing of the grant. All U.S. organizations who are recipients of first-tier monetary grants of any value are required to obtain a DUNS number; the exemption for under \$25,000 applies to foreign organizations only.

NO SUBCONTRACTS/POs (\$30,000 + above) or MONETARY GRANTS WILL BE SIGNED BY DAI WITHOUT PRIOR RECEIPT OF A DUNS NUMBER.

Note: The determination of a successful offeror/applicant resulting from this RFP/RFQ/RFA is contingent upon the winner providing a DUNS number to DAI. Organizations who fail to provide a DUNS number will not receive an award and DAI will select an alternate vendor/subcontractor/grantee.

Background:

Summary of Current U.S. Government Requirements- DUNS

The Data Universal Numbering System (DUNS) is a system developed and managed by Dun and Bradstreet that assigns a unique nine-digit identifier to a business entity. It is a common standard world- wide and users include the U.S. Government, European Commission and the United Nations. The DUNS number will be used to better identify related organizations that are receiving U.S. federal funding, and to provide consistent name and address data for electronic application systems.

Instructions detailing the process to be followed in order to obtain a DUNS number for your organization begin on the next page.

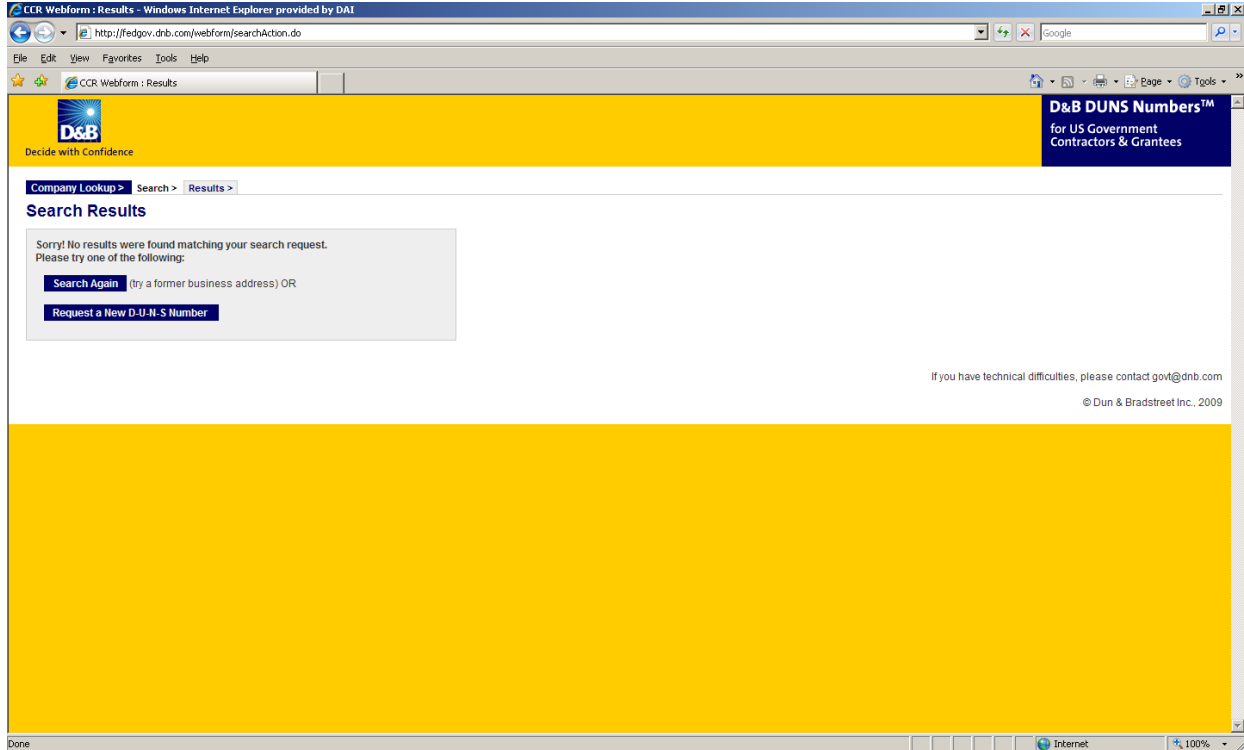
THE PROCESS FOR OBTAINING A DUNS NUMBER IS OUTLINED BELOW:

1. Log on to the D&B (Dun & Bradstreet) DUNS registration website to begin the process of obtaining a DUNS number free of charge.

<http://fedgov.dnb.com/webform/index.jsp>

Please note there is a bar on the left for Frequently Asked Questions as well as e-mails and telephone numbers for persons at Dun & Bradstreet for you to contact if you have any questions or difficulties completing the application on-line. DAI is not authorized to complete the application on your organization's behalf; the required data must be entered by an authorized official of your organization.

2. Select the Country where your company is physically located.
3. You will first be asked to search the existing DUNS database to see whether a DUNS number already exists for your organization/entity. Subcontractors/grantees who already have a DUNS number may verify/update their DUNS records.
4. Potential DAI subcontractors/vendors/grantees who do not already have a DUNS number will be shown the screen below. To request a new DUNS Number, the "Request a New D-U-N-S Number" button needs to be selected.



RFP-DAI-IGPA-BAG-21-003 Provision of Cost Recovery Models for Electricity Services for GOI and KRG Ministries of Electricity

5. Enter the information regarding your organization listed on the next three screens. (See screen shots below.) Make sure you have the following information available (in English) prior to beginning the process of entering this Section in order to ensure successful registration.
 - Legal Business Name (commas are allowed, periods are not allowed)
 - Address
 - Phone
 - Name of Owner/Executive
 - Total Number of Employees
 - Annual Sales or Revenue (US Dollar equivalent)
 - Description of Operations
6. Note that some fields are Optional, however all other fields must be completed to proceed further with the application process. For example, all applicants must complete the Organization Information sections. The Company Name and Physical Address fields are self-populated based on information previously entered during the initial DUNS search. The question marks to the left of the field provide additional information when you click on them.

The screenshot shows a web browser window titled "CCR Webform : New Duns Number Request - Windows Internet Explorer provided by DAI". The address bar shows a URL from "http://fedgov.dnb.com/webform/newReq.do". The page has a yellow header with the D&B logo and the text "Decide with Confidence". On the right, there is a blue box with "D&B DUNS Numbers™ for US Government Contractors & Grantees". Below the header, there is a search bar and a link to "Enter Your Company Information". The main heading is "Request for New D-U-N-S Number". A note states: "Any affiliated companies at the same address, will not be affected. If there are affiliated companies at the same address, please specify in the Notes section." Another note says: "Complete the information below to obtain a new D-U-N-S Number for your company's physical location." A third note states: "Note: All fields are required unless otherwise indicated." The form is divided into sections: "Company Name" with fields for Legal Name (filled with "DNB TEST, INC."), Legal Structure (dropdown menu showing "Proprietorship"), Tradestyle Name 1 (optional), Tradestyle Name 2, and Tradestyle Name 3. The "Physical Address" section includes fields for Street (filled with "100 Jalan Abdul Rahman"), City (filled with "Kabul"), State, Zip Code + 4/Postal Code, and Country (dropdown menu showing "AFGHANISTAN"). There is a checkbox for "Mailing Address (optional)" and a checkbox for "Same as Physical Address". The "Mailing Address" section has fields for Street/ P.O. Box and City.

7. You must select the legal structure of your organization from the pull down menu. To assist you in selecting the appropriate structure that best represents your organization, a brief description of the various types follows:

- **Corporation** – A firm that meets certain legal requirements to be chartered by the state/province in which it is headquartered by the filing of articles of incorporation. A corporation is considered by law to be an entity separate and distinct from its owners. It can be taxed; it can be sued; it can enter into contractual agreements.
- **Government** - central, province/state, district, municipal and other U.S. or local government entities. Includes universities, schools and vocational centers owned and operated by the government.
- **Limited Liability Company (LLC)** - This is a type of business ownership combining several features of corporation and partnership structures. It is designed to provide the limited liability features of a corporation and the tax efficiencies and operational flexibility of a partnership. Its owners have limited personal liability for the LLC's debts and obligations, similar to the status of shareholders in a corporation. If your firm is an LLC, this will be noted on the organizations registration and licensing documents.
- **Non-profit** - An entity which exists for charitable reasons and is not conducted or maintained for the purpose of making a profit. Any money earned must be retained by the organization, and used for its own expenses, operations, and programs. Most organizations which are registered in the host country as a non-governmental organization (NGO) rather than as a commercial business are non-profit entities.

Community based organizations, trade associations, community development councils, and similar entities which are not organized as a profit making organization should select this status, even if your organization is not registered formally in Country as an NGO.

- **Partnership**- a legal form of operation in which two or more individuals carry on a continuing business for profit as co-owners. The profits and losses are shared proportionally.
 - **Proprietorship**-These firms are owned by one person, usually the individual who has day-to-day responsibility for running the business. Sole proprietors own all the assets of the business and the profits generated by it.
8. One of the most important fields that must be filled in is the Primary SIC code field. (See screen shot below.) The Primary Standard Industrial Code classifies the business' most relevant industry and function.

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CCR Webform: New Duns Number Request - Windows Internet Explorer provided by DAI

http://fedgov.dnb.com/webform/newReq.do?hdncompanynumber=1&browser=8&hdnCompanyName=8&hdnAddress=8&hdnCity=8&hdnState=8&hdnZip=8&hdnCountry=8&hdnDuns=8&hdnTradeStyleName=8newComp...

File Edit View Favorites Tools Help

CCR Webform: New Duns Number Request.

Street/ P.O. Box
City
State
Zip Code + 4/Postal Code
Country

Organization Information

Executive Name
Title
Primary SIC code
Description of Operations
Socioeconomic Data
Number of Employees (includes owners, partners, and/or officers)
Annual Sales or Revenue

Parent Organization (optional)

Name
Street
City
State
Zip Code + 4/Postal Code
Country

Notes (optional)

Submit Your Request

If you have technical difficulties, please contact gov@dnb.com

9. If you are unsure of which SIC Code your organization's core business falls under, please refer to the following website: <http://www.osha.gov/oshstats/sicser.html>

Standard Industrial Classification (SIC) System Search - Windows Internet Explorer provided by DAI

http://www.osha.gov/pls/jims/sicsearch.html

File Edit View Favorites Tools Help

Standard Industrial Classification (SIC) System Search

UNITED STATES DEPARTMENT OF LABOR

OSHA

Occupational Safety & Health Administration

STATISTICS & DATA | SIC MANUAL

This page allows the user to search the 1987 version SIC manual by keyword, to access descriptive information for a specified 2,3,4-digit SIC, and to examine the manual structure.

Enter a SIC CODE:

Enter the search keyword(s):

Submit Clear

Search Help and Examples

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Telephone: 800-321-OSHA (6742) | TTY: 877-889-5627
www.OSHA.gov

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You will need to enter certain keywords to bring up the potential SIC Codes. In the case above, “Research” was entered as the keyword, and resulted in the following:

Standard Industrial Classification (SIC) System Search - Windows Internet Explorer provided by DAI

http://www.osha.gov/pls/jmis/sicsearch.html?ip_sic=&ip_search=Research

File Edit View Favorites Tools Help

Standard Industrial Classification (SIC) System Search

[STATISTICS & DATA](#) | [SIC MANUAL](#)

This page allows the user to search the 1987 version SIC manual by keyword, to access descriptive information for a specified 2,3,4-digit SIC, and to [examine the manual structure](#).

Enter a SIC CODE:

Enter the search keyword(s):

[Search Help and Examples](#)

- 3721 Aircraft
- 3724 Aircraft Engines and Engine Parts
- 3728 Aircraft Parts and Auxiliary Equipment, Not Elsewhere Classified
- 3761 Guided Missiles and Space Vehicles
- 3764 Guided Missile and Space Vehicle Propulsion Units and Propulsion Unit Parts
- 3769 Guided Missile Space Vehicle Parts and Auxiliary Equipment, Not Elsewhere Classified
- 3844 X-Ray Apparatus and Tubes and Related Irradiation Apparatus
- 6282 Investment Advice
- 6411 Insurance Agents, Brokers, and Service
- 6732 Educational, Religious, and Charitable Trusts
- 6733 Trusts, Except Educational, Religious, and Charitable
- 8731 Commercial Physical and Biological Research
- 8732 Commercial Economic, Sociological, and Educational Research
- 8733 Noncommercial Research Organizations
- 8742 Management Consulting Services
- 9511 Air and Water Resource and Solid Waste Management
- 9531 Administration of Housing Programs
- 9532 Administration of Urban Planning and Community and Rural Development
- 9641 Regulation of Agricultural Marketing and Commodities
- 9661 Space and Research and Technology

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Telephone: 800-321-OSHA (6742) | TTY: 877-889-5627

www.OSHA.gov

PLEASE NOTE: Many of the DAI subcontractors and grantees fall under one of the following SIC codes:

8742 Management Consulting Services

1542 General Contractors-Nonresidential Buildings, Other than Industrial Buildings and Warehouses or one of the codes within:

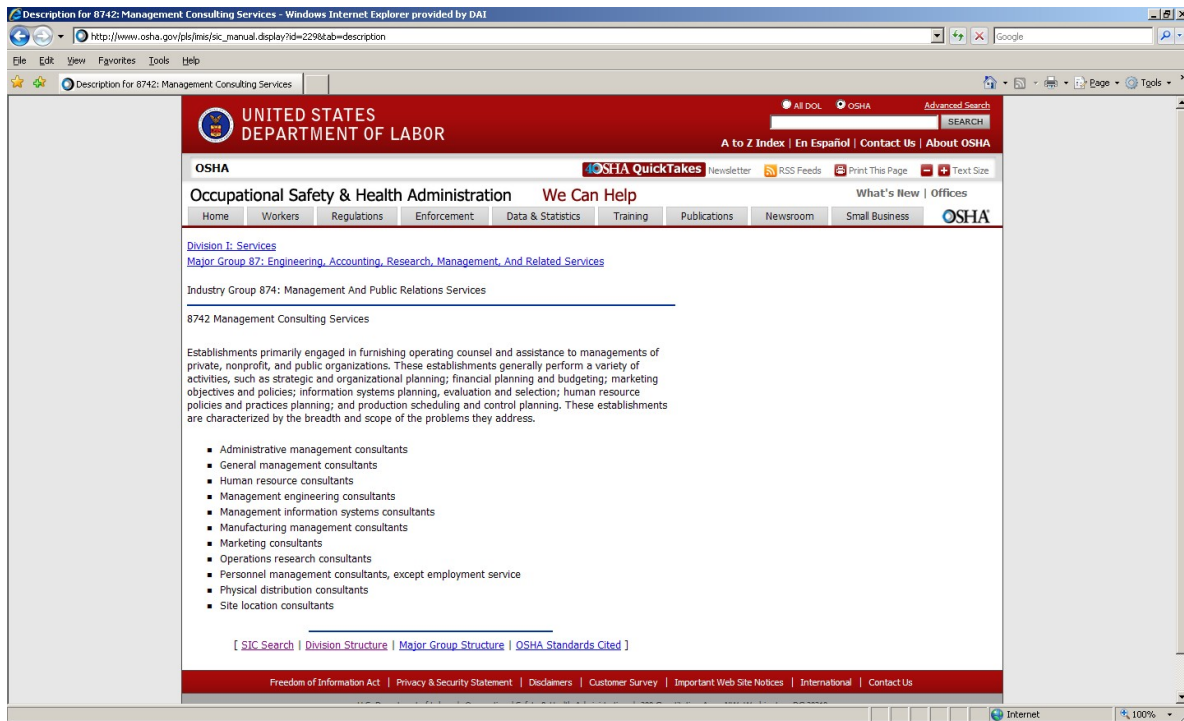
Industry Group 357: Computer And Office Equipment

Industry Group 355: Special Industry Machinery, Except Metalworking

Industry Group 356: General Industrial Machinery And Equipment

Industry Group 359: Miscellaneous Industrial And Commercial

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10. Description of Operations- Enter a brief description of the primary services you provide the example below, “agricultural technical assistance” was chosen as the primary function of the business.

The screenshot shows the "CCR Webform: New Duns Number Request" in a Windows Internet Explorer browser. The form is for a new Duns Number Request and includes the following fields:

- Country: Afghanistan
- Mailing Address (optional):
 - Street/ P.O. Box: [Empty]
 - City: [Empty]
 - State: [Empty]
 - Zip Code + 4/Postal Code: [Empty]
 - Country: [Select one]
- Organization Information:
 - Executive Name: Mohammad Ali
 - Title: Owner
 - Primary SIC code: [Empty]
 - Description of Operations: Agricultural Technical Assistance
 - Socioeconomic Data: No special Ownership Status
 - Number of Employees (includes owners, partners, and/or officers): 10
 - Annual Sales or Revenue: USD 500,000
- Parent Organization (optional):
 - Name: [Empty]
 - Street: [Empty]
 - City: [Empty]
 - State: [Empty]
 - Zip Code + 4/Postal Code: [Empty]
 - Country: [Select one]
- Notes (optional): [Empty]

The "Submit Your Request" button is at the bottom of the form.

11. The Annual Sales or Revenue figure should be provided in USD (US Dollar) equivalent.

RFP-DAI-IGPA-BAG-21-003 Provision of Cost Recovery Models for Electricity Services for GOI and KRG Ministries of Electricity

12. Once all of the fields have been completed, click on “Submit Your Request” to be taken to the Verification page.
13. Note: Representative (Principal, Owner or Officer) needs to verify and provide affirmation regarding the accuracy of the data under criminal or civil penalties as per Title 18, Section 1001 of the US Criminal Code.
14. Once “Yes, Continue” button is clicked, the registration application is sent to D&B, and a DUNS number should be available within 24-48 hours. DUNS database can be checked in 24-48 hours by entering the Business Information in the Search window – which should now display a valid result with the new DUNS number for the entity.

CCR Webform : verification page - Windows Internet Explorer provided by DAI

http://fedgov.dnb.com/webform/NewDunsRequest.do

File Edit View Favorites Tools Help

CCR Webform : verification page

D&B DUNS Numbers™
for US Government
Contractors & Grantees

D-U-N-S Number Request > Search > Enter Your Company Information > Verify Information Page >

Verification Page

Company Name	
Legal Name	DNB TEST, INC
Phone Number of Business	20-555-1212

Physical Address	
Street	100 Jalan Abdul Rahman
City	Kabul
State	
Zip Code + 4/Postal Code	
Country	AFGHANISTAN

Organization Information	
Executive Name	Mohammad Ali

You affirm that you are a principal, owner or officer of the entity for which you are submitting proposed information and/or changes and that you are properly authorized to submit these changes. You also agree not to knowingly provide any false or misleading information to D&B. Knowingly providing false or misleading information may result in criminal or civil penalties as per [Title 18, Section 1001 of the US Criminal Code](#), and may negatively impact the status of the D&B report maintained on this company.

This also includes the use of a Shelf Corporation. D&B defines a Shelf Corporation as one that exhibits either of the following characteristics: (1) An aged corporation where no prior business activities could be confirmed or (2) An aged corporation that was revoked, dissolved or went to a dormant status, and is subsequently reinstated and is under new control. It is D&B's policy that the historical business activity of a Shelf Corporation, if any, will not be factored into the determination of such Shelf Corporation's start date. As such, any individual who attempts to misrepresent the start date of their business through the use of a Shelf Corporation or any other means is immediately put on information alert status or higher-risk status. In addition, the criminal penalties mentioned above may apply.

Done

Internet 100%

10.5 Attachment E: Self Certification for Exemption from DUNS Requirement

Legal Business Name:

Physical Address:

Physical City:

Physical Foreign Province (if applicable):

Physical Country:

Signature of Certifier

Full Name of Certifier (Last Name, First/Middle
Names):

Title of Certifier:

Date of Certification (mm/dd/yyyy):

The sub-contractor/vendor whose legal business name is provided herein, certifies that we are an organization exempt from obtaining a DUNS number, as the gross income received from all sources in the previous tax year is under USD \$300,000.

*By submitting this certification, the certifier attests to the accuracy of the representations and certifications contained herein. The certifier understands that s/he and/or the sub-contractor/vendor may be subject to penalties, if s/he misrepresents the sub-contractor/vendor in any of the representations or certifications to the Prime Contractor and/or the US Government.

The sub-contractor/vendor agrees to allow the Prime Contractor and/or the US Government to verify the company name, physical address, or other information provided herein. Certification validity is for one year from the date of certification.

10.6 Attachment F: Past Performance Form

Include projects that best illustrate your work experience relevant to this RFP, sorted by decreasing order of completion date.

Projects should have been undertaken in the past three years. Projects undertaken in the past six years may be taken into consideration at the discretion of the evaluation committee.

#	Project Title	Description of Activities	Location Province/ District	Client Name/Tel No/Email	Cost in US\$	Start-End Dates	Complete d on schedule (Yes/No)	Completion Letter Received? (Yes/No)	Type of Agreement, Subcontract, Grant, PO (fixed price, cost reimbursable)
1									
2									
3									
4									
5									

10.7 Attachment G: Representations and Certifications of Compliance

1. Federal Excluded Parties List - The Bidder Select is not presently debarred, suspended, or determined ineligible for an award of a contract by any Federal agency.
2. Executive Compensation Certification- FAR 52.204-10 requires DAI, as prime contractor of U.S. federal government contracts, to report compensation levels of the five most highly compensated subcontractor executives to the Federal Funding Accountability and Transparency Act Sub-Award Report System (FSRS)
3. Executive Order on Terrorism Financing- The Contractor is reminded that U.S. Executive Orders and U.S. law prohibits transactions with, and the provision of resources and support to, individuals and organizations associated with terrorism. It is the legal responsibility of the Contractor/Recipient to ensure compliance with these Executive Orders and laws. Recipients may not engage with, or provide resources or support to, individuals and organizations associated with terrorism. No support or resources may be provided to individuals or entities that appear on the Specially Designated Nationals and Blocked persons List maintained by the US Treasury (online at www.SAM.gov) or the United Nations Security Designation List (online at: http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml). This provision must be included in all subcontracts/sub awards issued under this Contract.
4. Trafficking of Persons – The Contractor may not traffic in persons (as defined in the Protocol to Prevent, Suppress, and Punish Trafficking of persons, especially Women and Children, supplementing the UN Convention against Transnational Organized Crime), procure commercial sex, and use forced labor during the period of this award.
5. Certification and Disclosure Regarding Payment to Influence Certain Federal Transactions – The Bidder certifies that it currently is and will remain in compliance with FAR 52.203-11, Certification and Disclosure Regarding Payment to Influence Certain Federal Transactions.
6. Organizational Conflict of Interest – The Bidder certifies that will comply FAR Part 9.5, Organizational Conflict of Interest. The Bidder certifies that is not aware of any information bearing on the existence of any potential organizational conflict of interest. The Bidder further certifies that if the Bidder becomes aware of information bearing on whether a potential conflict may exist, that Bidder shall immediately provide DAI with a disclosure statement describing this information.
7. Prohibition of Segregated Facilities - The Bidder certifies that it is compliant with FAR 52.222-21, Prohibition of Segregated Facilities.
8. Equal Opportunity – The Bidder certifies that it does not discriminate against any employee or applicant for employment because of age, sex, religion, handicap, race, creed, color or national origin.
9. Labor Laws – The Bidder certifies that it is in compliance with all labor laws.
10. Federal Acquisition Regulation (FAR) – The Bidder certifies that it is familiar with the Federal Acquisition Regulation (FAR) and is in not in violation of any certifications required in the applicable clauses of the FAR, including but not limited to certifications regarding lobbying, kickbacks, equal employment opportunity, affirmation action, and payments to influence Federal transactions.
11. Employee Compliance – The Bidder warrants that it will require all employees, entities and individuals providing services in connection with the performance of an DAI Purchase Order to comply with the provisions of the resulting Purchase Order and with all Federal, State, and local laws and regulations in connection with the work associated therein.

By submitting a proposal, offerors agree to fully comply with the terms and conditions above and all applicable U.S. federal government clauses included herein, and will be asked to sign these Representations and Certifications upon award.

10.8 Attachment H: Branding and Marking Plan

Note: This is not required as part of the proposal. It is included as information for the Offeror. Upon subcontract award, this will be the first deliverable due.

Appendix N: Marking Plan

Sub Project Number and Name: _____

Name of Implementing Partner: _____

Name and Title of Partner's Agent: _____

Name and Title of DAI Project Manager: _____

Instructions: This form has been created to provide implementing partners (subcontractors and grantees) and DAI Project Managers with a summary of marking requirements found in the Project's Branding Implementation Plan (BIP). This form must be completed by the DAI Project Manager in conjunction with the agent of the implementing partner. Once completed, the Project Manager must upload the form to TAMIS.

Subproject Activities

Provide a short summary of the activities to be completed including the project location. For example, what materials or equipment will be purchased? What events will take place?

Include 2-3 sentence summary here:

Please place an "X" below for each activity that will take place as part of this Sub project. The implementing partner will be responsible for ensuring the Marking noted in the table below is implemented according to standards and templates provided.

Mark "X"	Activity/Documents	Required Marking
Activities		

Mark "X"	Activity/Documents	Required Marking
Documents		
	Reports	
	Certificates (training or other)	
	Invitations	
	Other (please describe)	

Co- Branding and Co-Marking:

DAI logo must not appear on any USAID funded programmatic material.

Requests for Exceptions or Waivers of Marking Requirements – If you do not feel it is possible to mark one or more of the items or events listed above, please describe below (1) what marking you want to be exempt from (2) how the activity or item meets the requirement for an exception or waiver.

Include full detailed justification here:

10.9 Attachment I: Insurance and Risk Allocation

By submitting an offer to this RFP, you agree to the following Insurance and Risk Allocation requirements:

1- Insurance: The Subcontractor shall purchase and maintain through the course of the Work such insurance as will protect the Subcontractor, Client and Contractor from the following claims which may arise out of or result from its operations hereunder (whether by itself, any Subcontractors, anyone directly or indirectly employed by any of them, or anyone for whose acts any of them may be liable): claims under workmen's compensation, disability benefit, and other similar employee benefit acts; claims for damages because of bodily injury, occupational sickness or disease, or death, of its employees or any other person; claims which are sustained by any person as a result of the actions of the Subcontractor or by any other person; and claims for damages because of injury to or destruction of tangible property, including loss of use resulting there from. If requested, the Subcontractor will provide the Contractor with satisfactory evidence of compliance with this requirement.

The Subcontractor further agrees that if DAI should legally incur any reasonable cost whatsoever resulting from the lack of the aforementioned Insurance, on the part of the Subcontractor, while engaged in work, the Subcontractor will, to the extent permitted by applicable law, indemnify, and hold harmless DAI and the Client Organization from any such costs which they may legally be required to pay. The Subcontractor agrees to flow down the substance of this clause to all applicable consultants.

2- Indemnification: To the extent permitted by applicable law, the Subcontractor shall defend, indemnify, and hold harmless the Client and the Contractor, and its agents, officers and directors and employees from and against any and all claims, liability, losses, cost or expenses, including attorney's fees, arising out of the acts, errors or omissions of the Subcontractor, its officers, agents, employees, and anyone directly or indirectly employed by any of them or anyone for whose acts any of them may be liable. This indemnification obligation shall not be limited in any way by required, actual, or available insurance coverage. The Subcontractor agrees to flow down the substance of this clause to all applicable consultants.

Likewise, DAI shall defend, indemnify, and hold harmless the Subcontractor and their agents, officers and directors, and employees from and against all claims, liability, losses, cost or expenses, including attorney's fees, arising out of the acts, errors or omissions of DAI, its officers, agents, employees, subcontractors, and anyone directly or indirectly employed by any of them or anyone for whose acts any of them may be liable.

3- Intellectual Property Rights: Intellectual Property Rights: The Subcontractor warrants that it is not aware of any copyright, patent, trademark, trade secret or other proprietary right that it might infringe upon in providing the work required under the Agreement. The Parties shall indemnify and save each other harmless from any and all claims, suits, liability, expense or damages for any alleged or actual infringement of any copyright, patent, trademark, trade secret or other proprietary right arising in connection with the work provided by the Subcontractor under this Agreement.

Any deliverable produced under this subcontract shall be the property of DAI's Client, if applicable and as defined in DAI's prime contract with its Client. Additionally, any pre-existing item from either party shall remain the property of that party throughout the life of this subcontract agreement, and said party shall retain all rights and privileges to ownership. Any item that is jointly developed during the course of this subcontract agreement shall be either owned by DAI's Client or jointly owned by both parties, dependent upon the terms and conditions of DAI's prime contract with its Client.

4- DBA Insurance: Subcontractor shall, throughout the period when work is performed and until final acceptance by DAI, carry and maintain, and ensure that all Subcontractors carry and maintain, DBA insurance in accordance with the applicable laws. It is required that a copy of DBA insurance policies shall be submitted to the DAI Contract Administrator prior to the commencement of any overseas work. To meet this requirement, the Subcontractor is requested to immediately submit the copy of Subcontractor's existing DBA insurance policies and DBA insurance certification to the DAI Contract Administrator.

5- Proof of Insurance. Prior to the commencement of the Work, Subcontractor shall provide for Contractor's review evidence of Insurance reflecting full compliance with the requirements set forth in Article 7, as applicable in the form of a Certificate of Insurance and other related documents. Such documents shall be kept current and in compliance throughout the period when work is being performed and until final acceptance by Contractor, and shall, based on Subcontractor's best efforts, provide for thirty (30) days advance written notice to Contractor in the event of cancellation. Failure of Subcontractor or any Subcontractors to furnish Proof of Insurance, or to procure and maintain the Insurance required herein, or failure of Contractor to request such proof of coverage shall not constitute a waiver of the respective Subcontractors obligations hereunder.

10.10 Attachment J: Proposal Checklist

Offeror: _____

Have you?

- ☐ Submitted your proposal to DAI electronic E-mail address IGPAProcurementINBOX@dai.com (as specified in General Instructions above?)

Does your proposal include the following?

- ☐ Signed Cover Letter (*use template in Attachment B*)
- ☐ Price Proposal (submitted in PDF and Excel format as described in section 4)
- ☐ Technical Proposal
- ☐ Past Performance (*use template in Attachment F*).
- ☐ Documents use to determine Responsibility (As required in section “Responsibility Determination”):
1. Business Registration: Please provide a copy of official Iraqi business registration and required license(s) to operate in Iraq (e.g., organization registration in Iraq, or/and the organization proxy registration in Iraq – in case of non-Iraqi organization, please submit home country business registration as well), the organization also must be eligible to perform work under applicable laws and regulations of Iraq.
 2. Evidence of a DUNS number (explained in section 8.4).
 3. The source, origin, and nationality of the products or services are not from a Prohibited Country (explained in section 8.3).
 4. Offerors must have adequate financial resources to finance and perform the work or deliver goods or the ability to obtain financial resources without receiving advance funds from DAI (e.g. Bank Statement, ... etc.).
 5. Ability to comply with required or proposed delivery or performance schedules (e.g. detailed price schedule, ... etc.)
 6. Have a satisfactory past performance record (e.g. appreciation letters or previous performance evidence, ... etc.).
 7. Have the necessary organization, experience, accounting, and operational controls and technical skills (e.g. organizational structure, ... etc.).
 8. Insurance and Risk Allocation (as defined in **Attachment I**)
 9. The Vendor is to submit proof of manuals, standard operating procedures, and/or internal policies, including human resource policies, which reflect a commitment to non-discrimination, equity and inclusion, and reporting mechanisms, including a whistleblower policy, for non-compliance with internal policies. If the Vendor is unable to produce the required documentation, the Vendor must be willing to work with IGPA/Takamul to receive training and support in the development of relevant policies.