



Shaping a more livable world.

EOI INVEST-003

Date: December 4, 2020

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

Subject: Expressions of Interest (EOI) INVEST-003 in support of USAID Bureau for Resilience and Food Security

Due: **1:00 pm EST on January 6, 2021**

Dear all:

Through this Expression of Interest (EOI), INVEST aims to identify potential partners and innovative approaches that leverage USAID resources to catalyze commercial investment in line with USAID/RFS objectives and priority sectors and countries.

- I. Submission of Questions – Questions must be submitted no later than **1:00 pm EST on December 14, 2020** via email to INVEST_Procurement@dai.com.
- II. Submission of EOIs – EOIs must be submitted no later than **1:00 pm EST on January 6, 2021** via email to INVEST_Procurement@dai.com, copying [Katherine Tilahun@dai.com](mailto:Katherine_Tilahun@dai.com) and [Matthew Mitchell@dai.com](mailto:Matthew_Mitchell@dai.com). The subject line of the email should be your organization name, followed by “Submission under EOI INVEST-003 Bureau for Resilience and Food Security.” Please limit file submissions to 10 megabytes or less.

Introduction

The United States Agency for International Development (USAID) recognizes that as the world’s development challenges become more complex, many can only be solved through market-based solutions. USAID’s Private Sector Engagement team is working to expand collaboration with private sector and pioneering approaches that catalyze investments into emerging markets.

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

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

INVEST enables USAID Missions, Bureaus, and Independent Offices to quickly access niche expertise from this diverse network of partner organizations. These partners work alongside USAID to deliver customized financing solutions that address investment constraints, mobilize

additional private capital, and produce development results for a variety of sectors and geographies.

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

USAID RFS Background

USAID has a long history of leadership in international agricultural development, as well as nutrition and water security, sanitation and hygiene. In the past decade, the Agency has helped partner countries make significant strides in reducing poverty, hunger, malnutrition and water insecurity. But shocks and stresses like droughts, floods, and pandemics threaten progress toward a resilient and prosperous world. Through its Bureau for Resilience and Food Security (RFS) (successor to the USAID Bureau for Food Security), USAID works with a host of partners to advance inclusive agriculture-led growth, resilience, nutrition, and water security, sanitation and hygiene in priority countries to help them accelerate and protect development progress (see Appendix I below for more information on Priority Countries and Sectors and Appendix II for External Resources).

USAID/RFS has engaged INVEST to strengthen and support USAID Missions to build resilient communities and countries, enhance their well-being, and improve food and water security to reduce hunger, poverty, and malnutrition. RFS recognizes that mobilizing finance through partnerships with multilateral development institutions, investors, banks, and other private sector actors will improve the reach, effectiveness, efficiency, and sustainability of USAID's food and water security development efforts.

Through this Request for Expressions of Interest, INVEST aims to identify potential partners and innovative approaches that leverage USAID resources to catalyze commercial investment for financial solutions in the agriculture, nutrition, and water and sanitation sectors, particularly in response to covid-19 economic impacts. USAID's RFS Bureau specifically seeks partnerships that align with its priority countries and focus areas (see Appendix I: Priority Countries and Sectors). In employing a blended finance approach for solutions in these sectors and countries, USAID aims to create avenues to mobilize private capital investment into commercial opportunities that advance development outcomes in the agriculture, nutrition, and water and sanitation sectors. In addition, given the economic disruption caused by Covid-19, USAID is interested in identifying opportunities to align with the private sector to provide recovery support to affected businesses in the RFS priority countries and sectors, where possible.

Specifically, we are interested in the following two approaches:

1. Support from transaction advisory firms to provide direct support to enterprises, USAID partnerships, and/or investors to facilitate greater access to finance in USAID/RFS priority sectors and countries (see Appendix I: Priority Countries and Sectors); and

2. Catalytic capital for funds, investment vehicles and/or products capable of mobilizing finance to advance USAID development objectives in the form of first loss capital and/or support for operational costs from USAID.

RFS seeks to support and augment Mission priorities and strategies in the agriculture, nutrition, and water and sanitation sectors (see Appendix II: External Resources). Therefore, EOIs proposing activities that support, expand or complement existing activities with Missions in focus sector in priority countries are encouraged. And, though a Covid-19 focus is not explicitly required, EOIs that take into account the current context and deploy resources to address the impacts of the pandemic are strongly encouraged.

Objectives of EOI

Through this Request for Expressions of Interest (EOI), INVEST aims to identify potential partners and innovative approaches that leverage USAID resources to catalyze commercial investment in line with USAID/RFS objectives and priority sectors and countries (see Appendices I: Priority Countries and Sectors and Appendix II: External Resources). Approaches that also engage the private sector to address the economic impacts of Covid-19 in these priority sectors and countries are encouraged (see Appendix II for USAID/RFS's Covid-19 response).

While USAID has not pre-identified solutions to this challenge, there are a number of promising blended finance approaches USAID and INVEST are interested in further exploring including:

- Technical assistance to asset managers, impact investors, and SME lending platforms in structuring water, sanitation, nutrition, and agriculture-oriented investment vehicles.
- Catalytic contributions, in the form of first-loss capital, to blended finance funds for the purpose of providing downside investor protection to crowd-in commercial investors and mobilize investment into new markets and opportunities within priority sectors.
- Technical assistance to portfolio companies alongside investments.
- Pipeline development to identify opportunities for support alongside transaction advisory services to engage with investors and close on investment deals in priority countries and sectors.

Additionally, we are seeking new ideas and creative approaches beyond those listed above and look to organizations submitting Expressions of Interest to bring fresh thinking to how USAID might use its resources to support USAID/RFS in its priority sectors and countries.

Illustrative activities include:

- Contributing to innovative finance approaches such as first-loss tranches of capital in food security vehicles or pay for performance activities, to lower risks and catalyze commercial capital interested in exploring this space, potentially to address Covid-19 impacts.
- Providing start-up support for pioneering new agriculture, resilience, water and sanitation-oriented finance vehicles with potential to help build the field.
- Reducing key investment barriers for potentially investable SMEs, by providing support including reducing information asymmetries, identifying appropriate and interested capital sources, developing investor materials, including financial models and pitch decks.

- Providing support to funds to identify investment opportunities that align with RFS priorities in select countries and building the pipeline of SMEs in geographic focus areas in USAID agriculture, nutrition, water, sanitation, and resilience programs.
- Technical assistance or advisory support for existing guarantees or other financing supports that need modifications or utilization assistance.
- Pipeline development to identify opportunities for financial support, business advisory services, and/or transaction advisory services to high-potential opportunities.

Who May Apply

INVEST and USAID hope to work with stakeholders from different parts of the investing ecosystem including investors, asset managers, intermediaries, and technical assistance providers to develop inclusive finance solutions in the water, sanitation, nutrition, and agriculture sectors. We encourage submissions from stakeholders proposing activities that either directly build upon current Mission portfolios and activities, or that augment Mission activities goals and objectives in priority countries and sectors. Expressions of Interest may come from any of type of organization that has experience and capabilities in line with the objectives of this solicitation.

Submission and Formatting Instructions

Expressions of Interest should illustrate the submitting organization's interest, capabilities, and/or experience in providing solutions USAID/RFS objectives above. Submissions should highlight an organization's initial ideas on how to achieve the objective(s) within a priority country or countries and corresponding priority sector(s) and the organization's capabilities and qualifications to implement the proposed activity(-ies).

Budget. EOI submissions should also include a total budget estimate needed to accomplish the proposed concept, as well as an expected leverage ratio (i.e. the capital to be leveraged with USAID's first lost tranche, or the capital mobilized through transaction advisory services leading to investments). INVEST recommends that EOI submissions for catalytic contribution remain within a \$175,000-\$500,000 range, and for transaction advisory submissions, a \$75,000-\$300,000 range. Offerors are encouraged to propose the range that best fits their technical approach, recognizing that INVEST expects to make multiple awards at various amounts within this range.

Timeframe. EOI submissions should present concepts with an implementation timeframe of no longer than approximately 12 months. Please indicate in your submission an estimated timeline for completing the proposed activities. Priority will be given to activities that are expected to be completed by no later than March 2022.

Expressions of Interest must be submitted no later than **1:00 pm EST on January 6, 2021.**

Submissions should:

- Be in English;
- Be submitted electronically to the following e-mail addresses:
INVEST_Procurement@dai.com copying Katherine_Tilahun@dai.com and Matthew_Mitchell@dai.com.
- Be no more than six (6) PowerPoint slides in length;

- Include a title slide (not counted against slide limit) with the following information: Respondent Name/Group; Contact Information; and Response Title.
- Include two submission attachments in email, one in .ppt and one in .pdf format.

In your Expression of Interest, please describe your organization's ideas/approach to how USAID can use its resources to catalyze investment into the water, sanitation, nutrition, and agriculture sectors within the priority countries and support the objectives of USAID/RFS, including:

- Your organization's reason(s) as to why USAID's support is critical to crowd-in additional investment in order to achieve the goals of USAID/RFS; (please note any obstacles or impediments to leveraging private investment that USAID's funds can help your organization overcome.)
- Your organization's approach to supporting the objectives of USAID/RFS;
- How your organization's approach builds on or advances current Mission objectives or activities;
- Your organization's expected development outcomes or impact through the proposed activity;
- If/how your organization's approach addresses the impacts of Covid-19;
- Whom your organization targets;
- How your organization could partner with USAID to amplify your work and catalyze additional investment;
- How your approach will be sustainable beyond USAID funding;
- How you will monitor and evaluate development impact in your approach;
- Your organization's talent and other resources you are willing to dedicate to this activity; and
- Your organization's unique knowledge, capabilities, and expertise in the water, sanitation, nutrition, and/or agriculture sectors relevant to your proposed idea.

Criteria

The following criteria will be applied to all Expressions of Interest. Submissions are not evaluated against other submissions, but solely against the evaluation criteria outlined below:

1. **Idea(s) for partnering with USAID:** Fresh, informed, and realistic thinking about how USAID can work collectively with the financial sector to unlock capital and catalyze investment into RFS priority sectors and countries. Specific approaches to leveraging private capital with USAID support either through first loss support to a fund or vehicle, or transaction advisory support and other services designed to enhance the success of investments and defray costs for private investment.
2. **Approach to supporting the USAID/RFS Objectives:** Comprehensive approach based on experience in the water, sanitation, nutrition, and/or agriculture development sectors. Identification of how the proposed approach advances or augments current Mission priorities and activities, and where relevant, how the approach addresses or mitigates the impacts of Covid-19.
3. **Qualifications and Experience:** Strengths of your organization as a partner, including your ability to make a unique contribution to the achieving the objectives of this activity.

Selection Process

INVEST will review and select Expressions of Interest submitted in accordance with the guidelines and criteria set forth in this solicitation. INVEST reserves the right not to review any Expressions of Interest that do not meet the guidelines. Please note that due to the expected large number of Expressions of Interest, INVEST is unable to provide detailed information to those EOIs that are not selected to move forward.

Stage 1: INVEST and USAID/RFS will review and evaluate submitted concepts based on the guidelines and criteria set forth in this solicitation. From this evaluation, INVEST will develop a list of pre-qualified firms from the submitted offers that will be invited to submit a proposal in response to subsequent RFP(s). Please note that not all EOI submissions may be advanced to Stage 2 and asked to submit a proposal in response to one or more RFPs.

Stage 2: INVEST will release RFP(s) to the pre-qualified firms in support of USAID/RFS objectives. The RFP(s) will set forth clear Statements of Objectives, instructions for submission, guidance for the composition of proposals, and evaluation criteria that will be used to evaluate all submissions. During this proposal stage, the pre-qualified firms will be asked to submit a full proposal outlining a concrete programmatic plan, focus areas, goals, timelines, and budgets. INVEST anticipates that Stage 2 will begin in mid-January with proposals due in mid-February, but this timeline is subject to change. More information on this stage will be provided to the pre-qualified firms prior to the release of RFP(s) in Stage 2.

Stage 3: INVEST will convene a Technical Evaluation Committee to review all proposals submitted in response to the RFP(s). Proposals will be evaluated in accordance with the evaluation criteria set forth in each RFP. Proposals that are selected for award will be negotiated for scope of work and total price and will result in one or more subcontracts issued by INVEST.

INVEST reserves the right to check the past performance, references, and other pertinent offeror information in making award decisions. Previous experience with USAID is not required.

Issuance of this solicitation does not constitute a commitment, award, or engagement on the part of DAI nor does it commit DAI to any future commitment, award, or engagement.

Thank you,

DAI INVEST Procurement and Partnerships Team

INVEST_Procurement@dai.com

Appendix I: Priority Countries and Sectors

USAID/RFS goal is to advance inclusive agriculture-led growth, resilience, nutrition, and water security, sanitation and hygiene in priority countries to help them accelerate and protect development progress.

- **Agriculture and Food Security**¹: USAID is advancing global food security by helping families and individuals meet their need for a reliable source of quality food and sufficient resources to produce or purchase it. This, in turn, supports global stability and prosperity. By addressing the root causes of hunger, USAID is increasing economic opportunity and growth among vulnerable communities.
- **Resilience**²: USAID is committed to helping build the resilience of vulnerable communities in areas subject to recurrent crisis, increasing their ability to manage through crises without compromising their future well-being. USAID's investments in building resilience help share and shift the responsibility for managing risk, investing in resilience, and responding to shocks when they do occur from donors to governments, communities, and the private sector. The overriding aim is to reduce costs of recurrent crises, including the unsustainable costs of responding to large-scale humanitarian emergencies in the same places every few years.
- **Nutrition**³: USAID aims to boost prosperity and enhance the health and livelihoods of vulnerable populations through investments in the prevention of all forms of undernutrition, with an emphasis on maternal and child nutrition. Specifically, USAID's maternal and child nutrition programs improve health outcomes by implementing nutrition-specific interventions, or those that address the immediate, health-related determinants of undernutrition. These investments are closely coordinated with the Agency's nutrition-sensitive interventions, which address underlying or systemic causes of inadequate nutrition.
- **Water and Sanitation**⁴: USAID helps partner countries plan, finance, and deliver safe water and sanitation services for the neediest, while sustainably managing water resources. Access to safe drinking water and sanitation, along with adequate hygiene practices and the ability to effectively manage water resources, can profoundly shape a nation's path to stability, economic prosperity, and self-reliance.

USAID/RFS has been working with USAID Missions to identify areas of collaboration where RFS' involvement would be most needed and effective. The matrix below highlights the countries most in need and the sectors where the need is the greatest.

¹ "USAID RFS: Agriculture and Food Security," *USAID*, <https://www.usaid.gov/what-we-do/agriculture-and-food-security>.

² "USAID RFS: Resilience," *USAID*, <https://www.usaid.gov/resilience>.

³ "USAID RFS: Nutrition," *USAID*, <https://www.usaid.gov/global-health/health-areas/nutrition>.

⁴ "USAID RFS: Water and Sanitation," *USAID*, <https://www.usaid.gov/what-we-do/water-and-sanitation>.

USAID/RFS Country and Sector Priority Matrix

	Agriculture and Food Security	Resilience	Water and Sanitation	Nutrition
AFRICA				
DRC		X	X	
Ethiopia	X	X	X	X
Ghana	X		X	X
Kenya	X	X	X	X
Liberia			X	
Madagascar			X	
Malawi		X		X
Mali	X	X	X	X
Mozambique		X	X	X
Niger/Burkina	X	X		
Nigeria	X	X	X	
Rwanda				X
Senegal	X		X	X
Somalia		X		
South Sudan		X	X	
Tanzania			X	X
Uganda	X	X	X	X
Zambia				X
Zimbabwe		X		
ASIA				
Afghanistan / Pakistan			X	
Bangladesh	X			X
Cambodia				X
India			X	
Indonesia			X	
Nepal	X		X	X
LATIN AMERICA AND THE CARIBBEAN				
Guatemala	X			X
Haiti		X	X	X
Honduras	X			
MIDDLE EAST				
Jordan			X	
Lebanon			X	

Appendix II: External Resources

- **Country Development Cooperation Strategies (CDCS)** for USAID/RFS Priority Countries, <https://www.usaid.gov/results-and-data/planning/country-strategies-cdcs>.
- USAID/RFS **COVID-19** Response and Resources, <https://www.usaid.gov/who-we-are/organization/bureaus/bureau-resilience-and-food-security/responding-to-covid-19-impact-on-resilience-and-food-security>.
- USAID/RFS **Implementation Strategies**
 - **Agriculture-led growth**
 - USAID’s Food Assistance and Food Security Strategy for 2016-2025, <https://www.usaid.gov/sites/default/files/documents/1867/FFP-Strategy-FINAL%2010.5.16.pdf>.
 - U.S. Government Global Food Security Strategy 2017-2021, <https://www.usaid.gov/what-we-do/agriculture-and-food-security/us-government-global-food-security-strategy>.
 - USAID Feed the Future Initiative, <https://www.feedthefuture.gov/>.
 - **Resilience**
 - USAID’s Market Systems Resilience Measurement Framework Report, <https://www.usaid.gov/documents/1866/market-systems-resilience-framework-measurement>.
 - USAID Resilience Resources, <https://www.usaid.gov/resilience/resources>.
 - **Nutrition**
 - USAID’s Multi-Sectoral Nutrition Strategy 2014–2025, <https://www.usaid.gov/nutrition-strategy>.
 - **Water security, sanitation and hygiene**
 - U.S. Government Global Water Strategy 2017, https://www.globalwaters.org/sites/default/files/global_water_strategy_2017_final_508v2.pdf.
 - USAID supported Global Waters knowledge-sharing platform, <https://www.globalwaters.org/>.
 - Senator Paul Simon Water for the World Act of 2014, <https://www.globalwaters.org/resources/assets/senator-paul-simon-water-world-act-2014>.

To: Offerors

Date: March 15, 2021

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

Subject: Request for Proposals (RFP) INVEST: USAID's Bureau for Resilience and Food Security – Mission Engagement

Due: **3:00PM EDT on March 26, 2021**

Dear Offerors:

Enclosed is a Request for Proposals (RFP) to support the implementation of DAI's INVEST project funded by the United States Agency for International Development (USAID). DAI invites firms to submit a proposal for work as part of the USAID's Bureau for Resilience and Food Security buy-in. **The offeror is expected to submit a proposal that further expands upon the submitted and approved concept in response to the Expressions of Interest (EOI) INVEST-003. The offeror is *not* permitted to submit a new concept.**

- I. **RFP Process and deadlines:** This solicitation will result in the award of multiple Firm Fixed Price subcontracts. We anticipate issuing subcontracts with an award value aligned with your firm's EOI budget amount resulting from the implementation of this agreement. INVEST recommends that RFP submissions for catalytic contribution remain within a \$175,000-\$500,000 range, and for transaction advisory submissions, a \$75,000-\$300,000 range. Offerors are encouraged to propose the range that best fits their technical approach, recognizing that INVEST expects to make multiple awards at various amounts within this range.
 - a. Submission of Questions – Questions must be submitted no later than **3:00 pm EDT on March 17, 2021** via email to INVEST_Procurement@dai.com.
 - b. Submission of Proposals – Proposals must be submitted no later than **3:00 pm EDT on March 26, 2021** via email to INVEST_Procurement@dai.com, copying Katherine_Tilahun@dai.com and Matthew_Mitchell@dai.com. The subject line of the email should be your organization name, followed by "Submission under RFP INVEST-RFS Mission Engagement" Please certify in your submission email a validity period of 60 days for the price(s) provided and include your organization's DUNS number. Please limit file submissions to 10 megabytes or less.

- II. **Composition of Proposal:** Your organization's proposal should comprise the following submission documents. The Technical Proposal and Cost Proposal should be prepared as separate files for independent evaluation, as follows below. Technical proposals should be submitted as a slide deck presentation of no more than ten (10) slides with a minimum font size of 12, and graphics with a minimum font size of 10. Submissions in PowerPoint or in PDF are acceptable, although PDF is preferred along with an accompanying PowerPoint document. For submission of Part 1 – Technical Proposal, please submit a

single combined PDF that includes the cover page, technical proposal, case studies, and CVs. Please provide a copy of your cost proposal in Excel format.

Part 1 – Technical Proposal

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

1. **Technical Approach** – Offerors will detail their approach to fulfill the accompanying Statement of Objectives (SOO). The approach will clearly indicate how the proposed activities will result in the successful completion of all deliverables and milestones within the stated timeframe. Offerors should describe:
 - a. How the stated approach would enable USAID to use its resources to mobilize the private sector into the water, sanitation, nutrition, and/or agriculture sectors within the priority countries and in support of USAID/RFS objectives, as well as Mission objectives and activities;
 - b. The expected development outcomes or impact through the proposed activity;
 - c. The target countries in a rank list by priority;
 - d. The target beneficiaries;
 - e. What a partnership with USAID can do to amplify the work being done and catalyze additional investment;
 - f. How the planned activity will work with other existing USAID programming;
 - g. How your approach will be sustainable beyond USAID funding; and
 - h. How you will monitor and evaluate development impact in your approach.

If the submitted proposal focuses on catalytic capital, then the offeror should include in the technical approach reason(s) why USAID’s support is critical to crowd-in additional investment in order to achieve the goals of USAID/RFS (please note any obstacles or impediments to leveraging private investment that USAID’s funds can help your organization overcome). The offeror should also detail the expected leverage for catalytic capital (i.e. the capital to be leveraged with USAID’s first loss tranche, or the capital mobilized through transaction advisory services leading to investments); what the minimum fund or project size for the activity should be to be viable; a list of target investors and status of discussions for each (please redact any sensitive information as needed); and description of once borrowers or investees “graduate” from where they would most likely seek additional capital. Given that the COVID-19 pandemic will require remote work, offerors should note any mitigation strategies. If the submitted concept to the EOI listed multiple countries, then offerors should highlight one to three priority countries.

2. **Institutional Capacity** - Offerors should provide details about the experience, networks, expertise, and/or capacity of their firm (or firms if a partnering arrangement is proposed) to recommend the proposed approach and complete the work as described. This should also include past performance information for similar activities as those planned under this proposal. Offerors should demonstrate their knowledge, capabilities, and experience working in the proposed country(-ies) and sector(s). For offerors submitting a proposal focused on catalytic capital, the proposal should demonstrate the offeror’s experience and track record managing third-party capital.

3. **Management Plan/Staffing Structure** – Offerors should include details of personnel who would be assigned to the activities described in the technical approach, as well as a clear management plan in narrative form for the development, review, and submission of all associated deliverables, including a milestone schedule. Offerors are permitted to engage in partnering arrangements if it will aid in providing best value to USAID. If a partnering arrangement is being proposed, please describe the nature of the arrangement, the specific technical value being contributed by each member of the team, and the appropriate management controls to ensure successful delivery. Firms may consider partnering with other firms that bring in complementary skill sets and experience.

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

- One (1) to two (2) examples of past performance relevant to this activity (limited to two (2) pages per example). Examples should be within the past five (5) years.
- CV(s) of any individuals proposed in the staffing plan to conduct this activity (limited to two (2) pages per individual)

NOTE: These inputs (past performance examples and CVs) will not be counted as part of the 10-slide limit and the format may be PDF or Word. A cover page will be considered a non-counting page, and offerors should include one and list on it the names of all firms/individuals participating in the bid. No additional annexes or documentation are requested at this time. **For submission of Part 1 – Technical Proposal, please submit a single combined PDF that includes the cover page, technical proposal, case studies, and CVs.**

Part 2 – Price Proposal

The contract type for the presumptive contract will be Fixed Price, awarded by DAI Global, LLC. Please include your total proposed fixed price along with details for specific deliverable pricing. Offerors should also include a cost breakdown of the hourly rates for proposed personnel, if applicable, with a build-up to their total proposed price or include substantiating price reasonableness documentation/justification. Cost breakdowns included will be utilized to determine price reasonableness. Offerors can use the attached cost/budget template for guidance, but are not required to use it, as long as the cost proposal captures the necessary elements (i.e. deliverables table with breakdown of how the deliverable totals were calculated). Please limit file submissions to 10 megabytes or less.

- III. Evaluation of Proposal:** DAI will use best value determination for the award of this Request for Proposals. A best value determination means that, in DAI's estimation, the selected offer(s) will provide the greatest overall benefit to USAID in response to the requirements stated in this RFP. DAI may also exclude an offer from consideration if it determines that an Offeror is "not responsible", i.e., that it does not have the management and financial capabilities required to perform the work required. Proposals will be evaluated against a stated number of factors, including the overall proposed approach, past performance, specific qualifications in the identified sectors and other evidence

substantiating the bidder's ability to deliver, including budget and timeframe considerations.

1. **Technical Proposal:** The Technical Proposal will be scored and evaluated separately from the price proposal. Technical panel reviewers will evaluate offerors on the following factors, consistent with the offerors' technical proposal. The Technical Proposal will be evaluated against the following criteria:
 - a. **Technical Approach (40 points)** – Points for this section will be awarded based on the information presented in the technical approach. Points will be awarded to firms describing their thoughtful approach to addressing the Statement of Objectives (SOO). The offeror will be scored based on its presentation of a clear approach that reflects the requirements for each type of activity (including specific considerations for catalytic capital activities) described in the SOO and incorporates the offeror's competencies. The technical approach should clearly demonstrate the offeror's specific approach(es) to supporting USAID/RFS and its work in priority country(-ies) and sector(s) and how the additional USAID financial support and/or partnership would further leverage private capital, increase development outcomes/impact, and be sustainable beyond USAID funding. Additionally, the technical approach would demonstrate how the proposed approach advances or augments current Mission priorities and activities, and where relevant, how the approach addresses or mitigates the impacts of Covid-19.
 - b. **Institutional Capacity (30 points)** – Points for this section will be based on information presented in the corresponding section and any submitted past performance examples. The proposal should provide details about the experience, networks, expertise, and/or capacity of their firm (or firms if a partnering arrangement is proposed) to recommend the proposed approach and complete the work as described. Points will be awarded to firms who demonstrate their unique and deep knowledge, experience, and capabilities in working within the proposed country(-ies) and sector(s).
 - c. **Management Plan/Staffing Structure (30 points)** – Points for this section will be based on the qualifications of proposed staff, clear delineation of the roles and responsibilities of each proposed staff (including LOE estimates per proposed staff member) and each proposed firm (if firms are partnering), and the demonstrated efficacy and clarity of the management and staffing plan to ensure quality deliverables on time and effective coordination and communication with INVEST and USAID. Proposals should provide a clear management plan in narrative form for the development, review, and submission of all associated deliverables, including a proposed milestone schedule, which outlines a basic framework of expected deliverables and a timeline for submission of each, including time for regular meetings, review and feedback on drafts as appropriate should be included. If the offeror is submitting a proposal along with partners, the proposal should describe the nature of the arrangement (i.e. added technical value), the division of labor among the partners, and the appropriate management controls to ensure successful delivery. The offeror should demonstrate their proposed staff's knowledge and experience working in the proposed country(-ies) and sector(s).

2. **Price Proposal:** Price will be evaluated separately from the technical approach, with due consideration for realism, price reasonableness, and allowability consistent with US government cost principles. Evaluation for this section will be dependent upon all information presented by the Offeror in their deliverable table, budget with cost breakdowns, and any relevant supporting cost information, as well as its alignment with the proposed technical approach. Budgets will be analyzed for cost reasonableness of the deliverable prices as well as the cost build-up.

IV. Offeror's Agreement with Terms and Conditions: Please visit the [INVEST Procurement Forecast](#) website for RFP Terms and Conditions.

The completion of all RFP requirements in accordance with the instructions in this RFP and submission to DAI of the technical and price proposals will constitute an offer and indicate the Offeror's agreement to the terms and conditions in this RFP and any attachments hereto. DAI is not required to accept and/or evaluate proposals that do not conform to the instructions of the RFP, and additionally, DAI may reject all proposals and not award a subcontract for this RFP. DAI reserves the right to award a subcontract without discussion and/or negotiation; however, DAI also reserves the right to conduct discussions and/or negotiations, which among other things may require an Offeror(s) to revise its proposal (technical and/or price). By submitting an offer, Offerors agree to comply with the general terms and conditions for an award, including Representations and Certifications compliance. Offerors must provide full, accurate, and complete information in response to this solicitation. By submitting an offer, Offerors certify that they have not/will not attempt to bribe or make any payment to DAI employees in return for preference. Issuance of this RFP in no way obligates DAI to award a subcontract, nor does it commit DAI to pay any costs incurred by the Offeror in preparing and submitting the proposal. DAI reserves the right to award a subcontract to one organization or to issue multiple awards to different organizations based on the results of our evaluation.

Thank you,
DAI INVEST Procurement and Partnerships Team
INVEST_Procurement@dai.com

**Statement of Objectives for RFP INVEST:
USAID's Bureau for Resilience and Food Security (RFS) – Mission Engagement**

INTRODUCTION

The United States Agency for International Development (USAID) recognizes that as the world's development challenges become more complex, many can only be solved through market-based solutions. USAID's Private Sector Engagement team is working to expand collaboration with private sector and pioneering approaches that catalyze investments into emerging markets.

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

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

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

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

USAID RFS BACKGROUND

USAID has a long history of leadership in international agricultural development, as well as nutrition and water security, sanitation and hygiene. In the past decade, the Agency has helped partner countries make significant strides in reducing poverty, hunger, malnutrition and water insecurity. But shocks and stresses like droughts, floods, and pandemics threaten progress toward a resilient and prosperous world. Through its Bureau for Resilience and Food Security (RFS) (successor to the USAID Bureau for Food Security), USAID works with a host of partners to advance inclusive agriculture-led growth, resilience, nutrition, and water security, sanitation and hygiene in priority countries to help them accelerate and protect development progress (see Appendix I below for more information on Priority Countries and Sectors and Appendix II for External Resources).

USAID/RFS has engaged INVEST to strengthen and support USAID Missions to build resilient communities and countries, enhance their well-being, and improve food and water security to reduce hunger, poverty, and malnutrition. RFS recognizes that mobilizing finance through partnerships with multilateral development institutions, investors, banks, and other private sector actors will improve the reach, effectiveness, efficiency, and sustainability of USAID's food and water security development efforts.

INVEST released a call for Expressions of Interest (EOI) to identify potential partners and innovative approaches that leverage USAID resources to catalyze commercial investment for financial solutions in the agriculture, nutrition, and water and sanitation sectors, particularly in response to covid-19 economic impacts. USAID's RFS Bureau is specifically seeking partnerships that align with its priority countries and focus areas (see Appendix I: Priority Countries and Sectors). In employing a blended finance approach for solutions in these sectors and countries, USAID aims to create avenues to mobilize private capital investment into commercial opportunities that advance development outcomes in the agriculture, nutrition, and water and sanitation sectors. In addition, given the economic disruption caused by Covid-19, USAID is interested in identifying opportunities to align with the private sector to provide recovery support to affected businesses in the RFS priority countries and sectors, where possible.

Specifically, INVEST seeks proposals grounded in the following two approaches:

1. Support from transaction advisory firms to provide direct support to enterprises, USAID partnerships, and/or investors to facilitate greater access to finance in USAID/RFS priority sectors and countries (see Appendix I: Priority Countries and Sectors); and/or
2. Catalytic capital for funds, investment vehicles and/or products capable of mobilizing finance to advance USAID development objectives in the form of first loss capital and/or support for operational costs from USAID.

RFS seeks to support and augment Mission priorities and strategies in the agriculture, nutrition, and water and sanitation sectors (see Appendix II: External Resources). Offerors should note how proposed activities support, expand, or complement existing activities with Missions in focus sector in priority countries while taking into account the current context, and deploying resources accordingly, to address the impacts of the Covid-19 pandemic.

OBJECTIVES AND ACTIVITIES

Through this Request for Proposals (RFP), INVEST aims to identify partners and innovative approaches that leverage USAID resources to catalyze commercial investment in line with USAID/RFS objectives and priority sectors and countries (see Appendices I: Priority Countries and Sectors and Appendix II: External Resources). Approaches should also look to engage the private sector where appropriate to address the economic impacts of Covid-19 in these priority sectors and countries (see Appendix II for USAID/RFS's Covid-19 response).

While USAID has not pre-identified solutions to this challenge, there are a number of promising blended finance approaches USAID and INVEST are interested in further exploring including:

- Technical assistance to asset managers, impact investors, and SME lending platforms in structuring water, sanitation, nutrition, and agriculture-oriented investment vehicles.
- Catalytic contributions, in the form of first-loss capital, to blended finance funds for the purpose of providing downside investor protection to crowd-in commercial investors and mobilize investment into new markets and opportunities within priority sectors.
- Technical assistance to portfolio companies alongside investments.
- Pipeline development to identify opportunities for support alongside transaction advisory services to engage with investors and close on investment deals in priority countries and sectors.

Additionally, we are seeking new ideas and creative approaches beyond those listed above and look to organizations submitting proposals to bring fresh thinking to how USAID might use its resources to support USAID/RFS in its priority sectors and countries.

Illustrative activities include:

- Contributing to innovative finance approaches such as first-loss tranches of capital in food security vehicles or pay for performance activities, to lower risks and catalyze commercial capital interested in exploring this space, potentially to address Covid-19 impacts.
- Providing start-up support for pioneering new agriculture, resilience, water and sanitation-oriented finance vehicles with potential to help build the field.
- Reducing key investment barriers for potentially investable SMEs, by providing support including reducing information asymmetries, identifying appropriate and interested capital sources, and developing investor materials including financial models and pitch decks.
- Providing support to funds to identify investment opportunities that align with RFS priorities in select countries and building the pipeline of SMEs in geographic focus areas in USAID agriculture, nutrition, water, sanitation, and resilience programs.
- Technical assistance or advisory support for existing guarantees or other financing supports that need modifications or utilization assistance.
- Pipeline development to identify opportunities for financial support, business advisory services, and/or transaction advisory services to high-potential opportunities.

DELIVERABLES & IMPLEMENTATION TIMEFRAME

Illustrative deliverables for **transaction advisory** activities might include:

- Criteria for selecting investees: A list of criteria that will be used to identify and assess investment opportunities well-positioned for growth within the priority country(-ies) and sector(s).
- Pipeline of investible opportunities: A pipeline dataset listing investment opportunities with critical pieces of information about the investment opportunity and how it fits within the agreed-upon selection criteria.

- Technical guidelines and criteria for WASH and other relevant sector investments: Technical input and support for funds and investee companies in relevant RFS sectors to enhance both development impact and returns.
- Letter(s) of engagement: Specific letter of engagement for each transaction supported to mobilize capital. It should include with a description of the support to be provided by the subcontractor to each enterprise, key transaction metrics and targets (e.g. amount and type of capital to be raised, projected development impacts such as jobs to be created or others as appropriate), and requisite NDA, communications, and other requirements. A copy of the fully executed letter of engagement signed by all parties will be submitted as evidence that services are formally initiated to support the enterprises in achieving the proposed interventions, and the subcontractor will develop individual workplans reflective of the proposed SOW and associated performance metrics.
- Business plan and other guiding documents for investee companies: Specific documents demonstrating progress toward achieving activity objectives to mobilize capital, such as financial valuation package submitted to a client firm, loan applications and supporting documentation, and engagement deliverables include business plans, market assessments, financial models, pitch decks, etc.
- Transaction closeout reports: Once a transaction is closed, submission of a transaction closeout report (template provided by INVEST) and secure letters of transaction confirmation from the investee and, as appropriate, investors, to document the requisite transaction terms, conditions, parties, impacts and detail the support received from the subcontract contributing to transaction close. Along with letters from transaction parties, additional verification documents such as signed financial agreements between transaction parties should also be included in close-out report.

Illustrative deliverables for **catalytic capital** activities might include:

- Investment thesis: An investment thesis that demonstrates alignment with the stated objectives to the activity, specifically as it relates to USAID/RFS priority country(ies) and sector(s).
- Fund structure, additionality, and other metrics: Information regarding the blended finance nature of the fund structure, as well as how the additional funds from USAID would be catalytic in mobilizing private capital. Additionally, information on how data will be collected and learning captured to feed into the USAID/RFS and INVEST goals.
- Capital raise timeline and strategy: Information outlining the plan to raise capital, where in the timeline the fund currently stands, and a strategy of how to achieve the specified targets within the stated timelines.
- Investor closeout reports: Evidence of private capital mobilized in the form of executed transaction documents or signed letters by the investee and/or investor attesting to the transaction's timing, amount, and structure.

General Implementation Structure

Onboarding and Work-Planning

- The Subcontractor, USAID RFS, and DAI INVEST teams will meet for an implementation kickoff meeting. The purpose and goal of this meeting is to align expectations and contexts and plan for the activities listed below.
- Partner Onboarding: DAI will work closely with USAID RFS to provide the selected partner(s) with all necessary context, as well as to develop the work plan(s) for the determined countries.

Implementation

- Project Implementation: The selected partner(s) will implement the work as prescribed by the work plan. DAI INVEST will provide management support and technical oversight throughout all activities and anticipates working closely with the subcontractor(s) and maintaining ongoing communications through periodic (e.g. weekly and monthly) check-ins/reporting as well as possible onsite meetings. USAID staff will be engaged throughout implementation, supporting the initial identification of challenges and root causes, and providing guidance and feedback as appropriate throughout the activity.

Timeframe

The activities outlined above are estimated to take place over a roughly 12-month period starting around May 2021. Offerors should propose timelines, workplan, and level of effort associated with the various components of the planned activities.

Appendix I: Priority Countries and Sectors

USAID/RFS goal is to advance inclusive agriculture-led growth, resilience, nutrition, and water security, sanitation and hygiene in priority countries to help them accelerate and protect development progress.

- **Agriculture and Food Security**¹: USAID is advancing global food security by helping families and individuals meet their need for a reliable source of quality food and sufficient resources to produce or purchase it. This, in turn, supports global stability and prosperity. By addressing the root causes of hunger, USAID is increasing economic opportunity and growth among vulnerable communities.
- **Resilience**²: USAID is committed to helping build the resilience of vulnerable communities in areas subject to recurrent crisis, increasing their ability to manage through crises without compromising their future well-being. USAID's investments in building resilience help share and shift the responsibility for managing risk, investing in resilience, and responding to shocks when they do occur from donors to governments, communities, and the private sector. The overriding aim is to reduce costs of recurrent crises, including the unsustainable costs of responding to large-scale humanitarian emergencies in the same places every few years.
- **Nutrition**³: USAID aims to boost prosperity and enhance the health and livelihoods of vulnerable populations through investments in the prevention of all forms of undernutrition, with an emphasis on maternal and child nutrition. Specifically, USAID's maternal and child nutrition programs improve health outcomes by implementing nutrition-specific interventions, or those that address the immediate, health-related determinants of undernutrition. These investments are closely coordinated with the Agency's nutrition-sensitive interventions, which address underlying or systemic causes of inadequate nutrition.
- **Water and Sanitation**⁴: USAID helps partner countries plan, finance, and deliver safe water and sanitation services for the neediest, while sustainably managing water resources. Access to safe drinking water and sanitation, along with adequate hygiene practices and the ability to effectively manage water resources, can profoundly shape a nation's path to stability, economic prosperity, and self-reliance.

USAID/RFS has been working with USAID Missions to identify areas of collaboration where RFS' involvement would be most needed and effective. The matrix below highlights the countries most in need and the sectors where the need is the greatest.

¹ "USAID RFS: Agriculture and Food Security," USAID, <https://www.usaid.gov/what-we-do/agriculture-and-food-security>.

² "USAID RFS: Resilience," USAID, <https://www.usaid.gov/resilience>.

³ "USAID RFS: Nutrition," USAID, <https://www.usaid.gov/global-health/health-areas/nutrition>.

⁴ "USAID RFS: Water and Sanitation," USAID, <https://www.usaid.gov/what-we-do/water-and-sanitation>.

USAID/RFS Country and Sector Priority Matrix

	Agriculture and Food Security	Resilienc e	Water and Sanitatio n	Nutritio n
AFRICA				
DRC		X	X	
Ethiopia	X	X	X	X
Ghana	X		X	X
Kenya	X	X	X	X
Liberia			X	
Madagascar			X	
Malawi		X		X
Mali	X	X	X	X
Mozambique		X	X	X
Niger/Burkina	X	X		
Nigeria	X	X	X	
Rwanda				X
Senegal	X		X	X
Somalia		X		
South Sudan		X	X	
Tanzania			X	X
Uganda	X	X	X	X
Zambia				X
Zimbabwe		X		
ASIA				
Afghanistan / Pakistan			X	
Bangladesh	X			X
Cambodia				X
India			X	
Indonesia			X	
Nepal	X		X	X
LATIN AMERICA AND THE CARIBBEAN				
Guatemala	X			X
Haiti		X	X	X
Honduras	X			
MIDDLE EAST				
Jordan			X	
Lebanon			X	

Appendix II: External Resources

- **Country Development Cooperation Strategies** (CDCS) for USAID/RFS Priority Countries, <https://www.usaid.gov/results-and-data/planning/country-strategies-cdcs>.
- USAID/RFS **COVID-19** Response and Resources, <https://www.usaid.gov/who-we-are/organization/bureaus/bureau-resilience-and-food-security/responding-to-covid-19-impact-on-resilience-and-food-security>.
- USAID/RFS **Implementation Strategies**
 - **Agriculture-led growth**
 - USAID’s Food Assistance and Food Security Strategy for 2016-2025, <https://www.usaid.gov/sites/default/files/documents/1867/FFP-Strategy-FINAL%2010.5.16.pdf>.
 - U.S. Government Global Food Security Strategy 2017-2021, <https://www.usaid.gov/what-we-do/agriculture-and-food-security/us-government-global-food-security-strategy>.
 - USAID Feed the Future Initiative, <https://www.feedthefuture.gov/>.
 - **Resilience**
 - USAID’s Market Systems Resilience Measurement Framework Report, <https://www.usaid.gov/documents/1866/market-systems-resilience-framework-measurement>.
 - USAID Resilience Resources, <https://www.usaid.gov/resilience/resources>.
 - **Nutrition**
 - USAID’s Multi-Sectoral Nutrition Strategy 2014–2025, <https://www.usaid.gov/nutrition-strategy>.
 - **Water security, sanitation and hygiene**
 - U.S. Government Global Water Strategy 2017, https://www.globalwaters.org/sites/default/files/global_water_strategy_2017_final_508v2.pdf.
 - USAID supported Global Waters knowledge-sharing platform, <https://www.globalwaters.org/>.
 - Senator Paul Simon Water for the World Act of 2014, <https://www.globalwaters.org/resources/assets/senator-paul-simon-water-world-act-2014>.

Questions & Answers RFP INVEST: RFS Mission Engagement

Technical Questions

- 1. Under Part 1 – Technical Proposal, the guidance asks for the status of discussions with target investors. Can INVEST clarify what type of information is desired under “status” and with which counterparty – potential investees or co-investors?**

The status here refers to the latest developments with targeted investors who would be potentially investing in the fund. For example, the status can be that only initial conversations have taken place or that the investor is close to making a commitment or has already made a commitment but has yet to transfer the funds. The technical proposal should include at a minimum, a list of investors identified and the investors’ initial responses indicating their level of interest if contact has been made in order to provide a clear idea of the status of the fund’s fundraising efforts to the Technical Evaluation Committee.

- 2. Would ag. fintech be considered as part of this overall strategy or is there a preference for / focus on more traditional ag. investments?**

Technical proposals should be in line with the submitted and approved concept under the EOI. However, if the offeror is expanding upon that concept and exploring ag. fintech as well as ag. investments, then please ensure that it is compliant with the parameters and objectives as laid out in the SOO. There is no preference either way, ag. fintech and more traditional ag. investments are both in line with USAID/RFS objectives.

- 3. If the EOI-submitted concept targeted two countries, is it still possible to add one target country at this stage?**

Offerors can add, remove, or change, a country as long as the EOI-submitted concept remains largely intact, added countries are within the RFS priority matrix, geographies are ranked by priority (refer to the RFP for instructions), and the total budget remains within the ranges specified in the RFP (see responses to questions 8 & 9). Note that USAID Mission support will be required for any final country of operation; offerors are not required to obtain that approval of support from Missions, rather this process will take place upon award and will be handled by USAID and INVEST.

- 4. The RFP asks for a list of “the target countries in a rank by priority,” and states that “If the submitted concept of the EOI listed multiple countries, then offerors should highlight one to three priority countries.” If the EOI was tailored to country-specific Mission objectives and activities for one country, is it necessary to rank multiple target countries? Should RFP responses be focused on a specific country?**

If the concept submitted under the EOI was tailored to a single country, then the proposal submitted in response to the RFP should likewise focus only on the target country. The guidance referenced in the question is specifically for concepts that listed multiple countries.

- 5. Which we have already experienced fund managers in-house we will hire 2-3 additional staff upon the launch of the fund. Do you want us to share also their CVs (our candidates are open for that) or should we just state “to be hired upon project approval”?**

If offerors have already identified individuals to fill roles but will sign employment agreements based on an award decision, then yes, please send those individuals’ CVs. If recruitment efforts are underway, then note that accordingly in the staffing plan for the positions where candidates have yet to be identified. As outlined in the RFP, staff qualifications are important, as are institutional-level capabilities of the organization to carry out the planned technical approach.

- 6. Does the proposed staffing structure need to include local members from the proposed target geography?**

The proposed staff should be capable of executing the proposed technical approach in its entirety. If local staff are required for that execution, then please note accordingly, in line with the response to question 5; if local staff are not needed for activity execution, then it is not required from INVEST and USAID’s objectives.

- 7. Do supplementary activities (the provision of legal and accounting services, for instance) need to be provided by local firms in the target geography?**

In line with the response to question 6, if local firms are required to fully implement the proposed technical approach, then they should be included in the technical and cost proposals.

Cost Questions

- 8. In the concept note we have presented a rough project budget. Is it allowed to still shift costs between cost categories? And if so, how much? And can the total budget still change? If yes, within what margins?**

Per the RFP, INVEST recommends that submissions for catalytic contribution remain within a \$175,000-\$500,000 range, and for transaction advisory submissions, a \$75,000-\$300,000 range. If offerors need to shift costs or increase their original budgets, they are permitted to do so as long as it remains within the ranges noted above and in the RFP.

- 9. The RFP states that “INVEST recommends that RFP submissions for catalytic contribution remain within a \$175,000-500,000 range.” Is this referring to the budget ceiling for a single project focused in one of the target countries, or for a submission including multiple projects within multiple of the target geographies?**

The budget ceiling range of \$175,000-\$500,000 for catalytic contribution proposals is for the entire proposal. Therefore, if a submission includes multiple countries, then the total must

remain within the stated range. If there is a need to exclude a country(-ies) for the benefit of a larger impact in a single geography, then that can be proposed and should be explained in the technical proposal.

To: Offerors

Date: March 18, 2021

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

Subject: Request for Proposals (RFP) INVEST: USAID's Bureau for Resilience and Food Security – Mission Engagement (Modification 1)

Due: 3:00PM EDT on March 31, 2021

Dear Offerors:

Enclosed is a Request for Proposals (RFP) to support the implementation of DAI's INVEST project funded by the United States Agency for International Development (USAID). DAI invites firms to submit a proposal for work as part of the USAID's Bureau for Resilience and Food Security buy-in. **The offeror is expected to submit a proposal that further expands upon the submitted and approved concept in response to the Expressions of Interest (EOI) INVEST-003. The offeror is not permitted to submit a new concept.**

- I. **RFP Process and deadlines:** This solicitation will result in the award of multiple Firm Fixed Price subcontracts. We anticipate issuing subcontracts with an award value aligned with your firm's EOI budget amount resulting from the implementation of this agreement. INVEST recommends that RFP submissions for catalytic contribution remain within a \$175,000-\$500,000 range, and for transaction advisory submissions, a \$75,000-\$300,000 range. Offerors are encouraged to propose the range that best fits their technical approach, recognizing that INVEST expects to make multiple awards at various amounts within this range.
 - a. Submission of Questions – Questions must be submitted no later than **3:00 pm EDT on March 17, 2021** via email to INVEST_Procurement@dai.com.
 - b. Submission of Proposals – Proposals must be submitted no later than **3:00 pm EDT on March 31, 2021** via email to INVEST_Procurement@dai.com, copying Katherine_Tilahun@dai.com and Matthew_Mitchell@dai.com. The subject line of the email should be your organization name, followed by "Submission under RFP INVEST-RFS Mission Engagement" Please certify in your submission email a validity period of 60 days for the price(s) provided and include your organization's DUNS number. Please limit file submissions to 10 megabytes or less.

- II. **Composition of Proposal:** Your organization's proposal should comprise the following submission documents. The Technical Proposal and Cost Proposal should be prepared as separate files for independent evaluation, as follows below. Technical proposals should be submitted as a slide deck presentation of no more than ten (10) slides with a minimum font size of 12, and graphics with a minimum font size of 10. Submissions in PowerPoint or in PDF are acceptable, although PDF is preferred along with an accompanying PowerPoint document. For submission of Part 1 – Technical Proposal, please submit a

single combined PDF that includes the cover page, technical proposal, case studies, and CVs. Please provide a copy of your cost proposal in Excel format.

Part 1 – Technical Proposal

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

1. **Technical Approach** – Offerors will detail their approach to fulfill the accompanying Statement of Objectives (SOO). The approach will clearly indicate how the proposed activities will result in the successful completion of all deliverables and milestones within the stated timeframe. Offerors should describe:
 - a. How the stated approach would enable USAID to use its resources to mobilize the private sector into the water, sanitation, nutrition, and/or agriculture sectors within the priority countries and in support of USAID/RFS objectives, as well as Mission objectives and activities;
 - b. The expected development outcomes or impact through the proposed activity;
 - c. The target countries in a rank list by priority;
 - d. The target beneficiaries;
 - e. What a partnership with USAID can do to amplify the work being done and catalyze additional investment;
 - f. How the planned activity will work with other existing USAID programming;
 - g. How your approach will be sustainable beyond USAID funding; and
 - h. How you will monitor and evaluate development impact in your approach.

If the submitted proposal focuses on catalytic capital, then the offeror should include in the technical approach reason(s) why USAID’s support is critical to crowd-in additional investment in order to achieve the goals of USAID/RFS (please note any obstacles or impediments to leveraging private investment that USAID’s funds can help your organization overcome). The offeror should also detail the expected leverage for catalytic capital (i.e. the capital to be leveraged with USAID’s first loss tranche, or the capital mobilized through transaction advisory services leading to investments); what the minimum fund or project size for the activity should be to be viable; a list of target investors and status of discussions for each (please redact any sensitive information as needed); and description of once borrowers or investees “graduate” from where they would most likely seek additional capital. Given that the COVID-19 pandemic will require remote work, offerors should note any mitigation strategies. If the submitted concept to the EOI listed multiple countries, then offerors should highlight one to three priority countries.

2. **Institutional Capacity** - Offerors should provide details about the experience, networks, expertise, and/or capacity of their firm (or firms if a partnering arrangement is proposed) to recommend the proposed approach and complete the work as described. This should also include past performance information for similar activities as those planned under this proposal. Offerors should demonstrate their knowledge, capabilities, and experience working in the proposed country(-ies) and sector(s). For offerors submitting a proposal focused on catalytic capital, the proposal should demonstrate the offeror’s experience and track record managing third-party capital.

3. **Management Plan/Staffing Structure** – Offerors should include details of personnel who would be assigned to the activities described in the technical approach, as well as a clear management plan in narrative form for the development, review, and submission of all associated deliverables, including a milestone schedule. Offerors are permitted to engage in partnering arrangements if it will aid in providing best value to USAID. If a partnering arrangement is being proposed, please describe the nature of the arrangement, the specific technical value being contributed by each member of the team, and the appropriate management controls to ensure successful delivery. Firms may consider partnering with other firms that bring in complementary skill sets and experience.

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

- One (1) to two (2) examples of past performance relevant to this activity (limited to two (2) pages per example). Examples should be within the past five (5) years.
- CV(s) of any individuals proposed in the staffing plan to conduct this activity (limited to two (2) pages per individual)

NOTE: These inputs (past performance examples and CVs) will not be counted as part of the 10-slide limit and the format may be PDF or Word. A cover page will be considered a non-counting page, and offerors should include one and list on it the names of all firms/individuals participating in the bid. No additional annexes or documentation are requested at this time. **For submission of Part 1 – Technical Proposal, please submit a single combined PDF that includes the cover page, technical proposal, case studies, and CVs.**

Part 2 – Price Proposal

The contract type for the presumptive contract will be Fixed Price, awarded by DAI Global, LLC. Please include your total proposed fixed price along with details for specific deliverable pricing. Offerors should also include a cost breakdown of the hourly rates for proposed personnel, if applicable, with a build-up to their total proposed price or include substantiating price reasonableness documentation/justification. Cost breakdowns included will be utilized to determine price reasonableness. Offerors can use the attached cost/budget template for guidance, but are not required to use it, as long as the cost proposal captures the necessary elements (i.e. deliverables table with breakdown of how the deliverable totals were calculated). Please limit file submissions to 10 megabytes or less.

- III. Evaluation of Proposal:** DAI will use best value determination for the award of this Request for Proposals. A best value determination means that, in DAI's estimation, the selected offer(s) will provide the greatest overall benefit to USAID in response to the requirements stated in this RFP. DAI may also exclude an offer from consideration if it determines that an Offeror is "not responsible", i.e., that it does not have the management and financial capabilities required to perform the work required. Proposals will be evaluated against a stated number of factors, including the overall proposed approach, past performance, specific qualifications in the identified sectors and other evidence

substantiating the bidder's ability to deliver, including budget and timeframe considerations.

1. **Technical Proposal:** The Technical Proposal will be scored and evaluated separately from the price proposal. Technical panel reviewers will evaluate offerors on the following factors, consistent with the offerors' technical proposal. The Technical Proposal will be evaluated against the following criteria:
 - a. **Technical Approach (40 points)** – Points for this section will be awarded based on the information presented in the technical approach. Points will be awarded to firms describing their thoughtful approach to addressing the Statement of Objectives (SOO). The offeror will be scored based on its presentation of a clear approach that reflects the requirements for each type of activity (including specific considerations for catalytic capital activities) described in the SOO and incorporates the offeror's competencies. The technical approach should clearly demonstrate the offeror's specific approach(es) to supporting USAID/RFS and its work in priority country(-ies) and sector(s) and how the additional USAID financial support and/or partnership would further leverage private capital, increase development outcomes/impact, and be sustainable beyond USAID funding. Additionally, the technical approach would demonstrate how the proposed approach advances or augments current Mission priorities and activities, and where relevant, how the approach addresses or mitigates the impacts of Covid-19.
 - b. **Institutional Capacity (30 points)** – Points for this section will be based on information presented in the corresponding section and any submitted past performance examples. The proposal should provide details about the experience, networks, expertise, and/or capacity of their firm (or firms if a partnering arrangement is proposed) to recommend the proposed approach and complete the work as described. Points will be awarded to firms who demonstrate their unique and deep knowledge, experience, and capabilities in working within the proposed country(-ies) and sector(s).
 - c. **Management Plan/Staffing Structure (30 points)** – Points for this section will be based on the qualifications of proposed staff, clear delineation of the roles and responsibilities of each proposed staff (including LOE estimates per proposed staff member) and each proposed firm (if firms are partnering), and the demonstrated efficacy and clarity of the management and staffing plan to ensure quality deliverables on time and effective coordination and communication with INVEST and USAID. Proposals should provide a clear management plan in narrative form for the development, review, and submission of all associated deliverables, including a proposed milestone schedule, which outlines a basic framework of expected deliverables and a timeline for submission of each, including time for regular meetings, review and feedback on drafts as appropriate should be included. If the offeror is submitting a proposal along with partners, the proposal should describe the nature of the arrangement (i.e. added technical value), the division of labor among the partners, and the appropriate management controls to ensure successful delivery. The offeror should demonstrate their proposed staff's knowledge and experience working in the proposed country(-ies) and sector(s).

2. **Price Proposal:** Price will be evaluated separately from the technical approach, with due consideration for realism, price reasonableness, and allowability consistent with US government cost principles. Evaluation for this section will be dependent upon all information presented by the Offeror in their deliverable table, budget with cost breakdowns, and any relevant supporting cost information, as well as its alignment with the proposed technical approach. Budgets will be analyzed for cost reasonableness of the deliverable prices as well as the cost build-up.

IV. Offeror's Agreement with Terms and Conditions: Please visit the [INVEST Procurement Forecast](#) website for RFP Terms and Conditions.

The completion of all RFP requirements in accordance with the instructions in this RFP and submission to DAI of the technical and price proposals will constitute an offer and indicate the Offeror's agreement to the terms and conditions in this RFP and any attachments hereto. DAI is not required to accept and/or evaluate proposals that do not conform to the instructions of the RFP, and additionally, DAI may reject all proposals and not award a subcontract for this RFP. DAI reserves the right to award a subcontract without discussion and/or negotiation; however, DAI also reserves the right to conduct discussions and/or negotiations, which among other things may require an Offeror(s) to revise its proposal (technical and/or price). By submitting an offer, Offerors agree to comply with the general terms and conditions for an award, including Representations and Certifications compliance. Offerors must provide full, accurate, and complete information in response to this solicitation. By submitting an offer, Offerors certify that they have not/will not attempt to bribe or make any payment to DAI employees in return for preference. Issuance of this RFP in no way obligates DAI to award a subcontract, nor does it commit DAI to pay any costs incurred by the Offeror in preparing and submitting the proposal. DAI reserves the right to award a subcontract to one organization or to issue multiple awards to different organizations based on the results of our evaluation.

Thank you,
DAI INVEST Procurement and Partnerships Team
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