

**Date:** March 26, 2021

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

**Subject:** Expressions of Interest (EOI) INVEST-006 in support of El Salvador Investment Facilitation

**Due:** **1:00pm EDT (11:00am El Salvador) on May 05, 2021**

Dear All:

Through this Expression of Interest (EOI), INVEST, on behalf of the USAID/El Salvador Mission (USAID/ES), aims to provide support for strategic, high-impact transactions in the region that will leverage USAID resources to catalyze private investment and create jobs in El Salvador in line with USAID/ES development objectives. In order to access this support, firms should submit an EOI that outlines their approach for mobilizing capital and enabling the development impact the project would have should the EOI be selected.

Concepts should outline a discrete scope of support needed for a specified transaction or set of transactions. However, the support requested may be part of a larger activity or initiative (e.g. setting up a vehicle to finance infrastructure projects). If so, firms should explain how the services provided through INVEST fit into the larger initiative.

**Expression of Interest Summary**

*For more details on the Expression of Interest process, submission requirements, and evaluation details, please see corresponding sections in the document below.*

<p><b>Objectives</b></p>	<p>Facilitate increased private investment in El Salvador by identifying and supporting deals and investment vehicles that best advance USAID/ES objectives to mobilize investment and support jobs and job creation in El Salvador. Solicit concepts notes from funds, firms, transaction advisors, business associations, and other organizations detailing the deals or vehicles they propose to receive support from USAID. The successful respondent will be subcontracted by INVEST to carry out the activities proposed.</p>
<p><b>Submission Requirements</b></p>	<p>Interested firms should provide a PowerPoint presentation, no longer than 6 slides, that includes the following:</p> <ol style="list-style-type: none"> <li>1. Organization overview and track record</li> <li>2. Proposed approach and deal details, including size, feasibility and current stage</li> <li>3. Services proposed and why USAID support is critical</li> <li>4. Development impact in line with USAID/ES objectives</li> </ol>

	5. Projected economic and jobs impact
<b>Virtual Q&amp;A</b>	To address applicant’s questions and provide clarification on the EOI process, INVEST will offer a virtual Q&A session on <b>Thursday, April 8, 2021 at 12:00pm EDT (10:00am El Salvador)</b> . Summarized responses to the written Q&A session will be shared during this meeting and will also provide offerors an opportunity to ask further questions. The session will be recorded and shared with the written Q&A responses after the session.  If you would like to join the Q&A session, please send your contact information to <a href="mailto:INVEST_Procurement@dai.com">INVEST_Procurement@dai.com</a> , copying <a href="mailto:Matthew_Mitchell@dai.com">Matthew_Mitchell@dai.com</a> , and <a href="mailto:Leah_Day@dai.com">Leah_Day@dai.com</a> .
<b>Written Questions &amp; Answers (Q&amp;A)</b>	If any questions remain after the virtual Q&A, INVEST will provide additional clarification responses to written questions. Questions must be submitted electronically no later than <b>1:00pm EDT on April 12, 2021</b> via email to <a href="mailto:INVEST_Procurement@dai.com">INVEST_Procurement@dai.com</a> .
<b>Deadline for Receipt of Proposals</b>	EOIs must be submitted no later than <b>1:00pm EDT (11:00am El Salvador) on May 05, 2021</b> via email to <a href="mailto:INVEST_Procurement@dai.com">INVEST_Procurement@dai.com</a> , copying <a href="mailto:Matthew_Mitchell@dai.com">Matthew_Mitchell@dai.com</a> and <a href="mailto:Leah_Day@dai.com">Leah_Day@dai.com</a> . The subject line of the email should be your organization name, followed by “EOI INVEST-006: El Salvador Investment Facilitation.” Please limit file submissions to 10 megabytes or less.
<b>Anticipated Awards</b>	INVEST anticipates issuing one or more awards as a result of this EOI.

**Purpose and Background**

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/El Salvador engaged INVEST in September 2020, as part of its efforts to support the Government of El Salvador in its efforts to recover its economy and provide economic opportunities to its people. INVEST is working with USAID/ES to advance free-market, open,

and enterprise-driven development, and help streamline procedures and promote a transparent, consistent business enabling environment in order to foster growth in the formal economy, while also leveling the playing field and creating opportunities for U.S. businesses.

Through a combination of desk-based research and key informant interviews/questionnaires with staff at USAID/Washington, USAID/El Salvador, and other USG agencies, as well as with select external stakeholders (public/private sectors) in El Salvador, INVEST conducted a rapid Scoping Mission to prioritize opportunities and sectors that demonstrate the highest potential for mobilizing strategic investments. Building on the findings from the Scoping Mission, INVEST is now seeking a partner that can propose approaches to mobilize capital and create jobs in El Salvador.

The aim of this activity is to facilitate increased private sector investment and job creation in El Salvador by identifying actionable deals and providing support to those deemed most strategic.

### **Objectives of EOI**

Through this EOI, INVEST seeks responses from funds, firms, transaction advisors, business associations, and organizations that can propose approaches and support transactions that have a high development impact and align with USAID/ES objectives to mobilize investment and support job creation, and address root causes driving irregular migration in El Salvador. INVEST is interested in different approaches that can advance investment opportunities, and open to considering discrete advisory services to specific transactions, as well as support to funds and investment vehicles. Illustrative interventions that could be proposed, either as standalone activities or as a combination of multiple interventions that result in capital mobilization, include, but are not limited to:

- Structuring support for investment vehicles that are pioneering new approaches relative to the products, sectors and/or geography targeted;
- Due diligence support for investors targeting investment in aligned vehicles and businesses;
- Technical assistance in the form of feasibility studies, legal advisory services or similar activities to enhance the investment readiness of Public Private Partnerships or other infrastructure projects;
- Investor outreach for regionally-focused enterprises or funds looking to raise capital for expansion;
- Financial modelling and valuation support for a business starting a capital raise;
- Market assessments, including market sizing/segmentation, competitive landscape, etc.;
- Development of investor materials for a fund; and/or
- Other deals with the potential to attract increased foreign direct investment to El Salvador.

Expressions of Interest submitted by interested organizations must include the following:

- **Organizational overview and track record:** Overview of firm's capacity and expertise, including details about organization's experience, years in operation, existing networks in El Salvador and the financial sector, and relevant track record raising capital and facilitating investment.
- **Proposed approach:** The proposed transaction(s), and details of the scope of services being proposed, including total targeted number, deal size and other key characteristics. Please note any existing market traction, investor interest, projected timeline and potential for scale and replicability. Responses should include the objectives of this support, and the intended outcomes of the proposed activity and how they will be achieved. Firms should outline how the intended outcomes align with USAID/ES priorities and development goals.
- **Development and Market-Building Impact:** Impact on El Salvador and the region beyond the specific transaction, in alignment with development challenges prioritized in USAID/ES's [CDCS](#). USAID/ES is particularly interested in transactions that can facilitate job creation, mitigate irregular migration, address key barriers to trade, investment, and access to capital by utilizing and building upon other U.S. government tools, networks, and relationships to mobilize Salvadoran and international private sector investment in key sectors. While the primary projected impacts are related to capital raised and jobs created, preference will be given to concepts that support one or more of the following types of market-building impacts:
  - Capacity building of investment eco-system including support to entrepreneurs, fund managers, etc.;
  - Approaches which align with the private sector to provide COVID-19 recovery support to affected private sector entities;
  - Pioneering initiatives that build the evidence base for new transactions or interventions relative to sectors, markets and/or investors;
  - Investment in undercapitalized segments of the market or key sectors such as: textiles, plastics, renewable energy, trade infrastructure, information and communication technologies, and agro-processing;
  - Investment to attract new business and support for foreign companies interested in setting up operations in El Salvador for nearshoring that generates employment opportunities
  - Infrastructure projects (e.g. manufacturing facilities, power, telecommunications, ports, roads, etc.) that can have a substantive impact on the economy
  - Projects or transactions that can improve cooperation and trade relations, and have positive economic impact in other countries in Central America, particularly the Northern triangle.
  - Approaches that attract diaspora investment to promote economic growth
- **Additionality:** Reasons why USAID's support is critical in order to achieve the success of the proposed transaction(s). Please note any obstacles or impediments to leveraging private investment and how USAID's funds can help your organization overcome them.

- **Overarching Considerations:** While there is no minimum dollar value parameter for transaction size, the deal size and the potential for scalability will be considered in order to support strategic capital mobilization. In addition, impact in terms of potential or projected job creation will merit additional consideration.

### **Who May Apply**

INVEST and USAID are open to working with stakeholders from different parts of the investing ecosystem including investors, asset managers, intermediaries, and technical assistance providers. INVEST encourages submissions from funds/vehicles, firms, and organizations with either a presence in El Salvador or a regional presence in Latin America (or seeking a regional presence). Investors looking to invest in the region may also be considered. Respondents may not be individuals or government organizations. Proposed projects must be in El Salvador.

### **Submission and Formatting Instructions**

Expressions of Interest should illustrate the offeror's background, capabilities, and/or experience in providing the proposed services and mobilizing capital. In your Expression of Interest, please describe your organization's ideas, approaches and strategies to catalyze investment in El Salvador, including details about any specific deals or transactions you propose to support. Submissions should include the elements outlined above and align with the USAID/ES presented objectives.

Anticipated Awards: INVEST anticipates issuing a single award, but could consider multiple. Should EOI respondents be willing to cost-share the cost of advisory services and/or cover success-based payments (e.g. a fee paid upon certain capital-raising milestones), please note this and the corresponding available budget parameters.

Timeframe: EOI submissions should present concepts with an implementation timeframe of no longer than 12-14 months. Please indicate in your submission an estimated timeline for completing the proposed activities (with an estimate that the proposed activity will begin o/a July 2021). All activities under this EOI are required to be completed by July 2022 at the latest.

Budget. EOI submissions should also include a total cost estimate needed to accomplish the proposed concept, as well as an expected leverage ratio, if appropriate (i.e. projected capital mobilized vs. the total proposed budget). EOI cost submissions should not exceed \$750,000-\$1,000,000 USD. Offerors are encouraged to propose the range that best fits their technical approach.

Expressions of Interest must be submitted no later than **1:00pm EDT (11:00am El Salvador) on May 05, 2021**. Submissions should:

- Be in English or Spanish;
- Be submitted electronically to the following e-mail addresses:

- [INVEST\\_Procurement@dai.com](mailto:INVEST_Procurement@dai.com) copying [Matthew\\_Mitchell@dai.com](mailto:Matthew_Mitchell@dai.com) and [Leah\\_Day@dai.com](mailto:Leah_Day@dai.com).
- Be no more than six (6) PowerPoint slides in length. Below is a suggested outline of elements that should be included in EOI submissions. This outline is *illustrative* and offerors are free to use alternative formats that best align with their approach. For more details, please refer to “Objectives of EOI” section above:
  - **Organizational overview and track record:** Respondents should provide an overview of firm's capacity and expertise, track-record and existing network.
  - **Proposed approach:** This section should provide details about the transaction(s), and scope of services being proposed, including total targeted number, deal size and, projected timeline, and intended outcomes of the activity, including potential for scale and replicability.
  - **Development and Market-Building Impact:** This section should detailed the proposed activity’s projected impact on El Salvador and the region, beyond the specific transaction, and how it aligns with development challenges prioritized in USAID ES’s priorities and development goals.
  - **Additionality:** Applicants should indicate why USAID's support is critical in order to achieve the success of the proposed transaction, and how USAID’s funds can be used to overcome obstacles to leveraging private investment.
  - **Budget & Timeframe:** Respondents should include an estimate of the total cost needed to accomplish the proposed concept, as well as an expected leverage ratio if appropriate. Respondents should also indicate in your submission an estimated timeline for completing the proposed activities.
- 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.

### **Evaluation 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:

- **Track Record:** The approach includes the strengths of your organization as a partner, including your ability and relevant experience to make a unique contribution to achieving the objectives of this activity.
- **Approach for mobilizing capital:** The approach will mobilize capital, including private investment and/or foreign direct investment in El Salvador, or create the necessary conditions to attract investments to the country down the line. Priority will be given to approaches that can support larger scale transactions.
- **Projected Impact and alignment with USAID/ES priorities:** The approach will create an outsized impact in El Salvador to drive economic growth that creates jobs, address key barriers to trade, investment, and access to capital, and/or mobilizes Salvadoran and international private sector investment in key sectors. EOIs that provide greater impact

such as larger transactions, those that indicate scalability, or those with large potential for job creation will be incorporated into this consideration and be given preference.

- **Additionality:** The response indicates why USAID's support is critical in order to achieve the success of the proposed transaction(s) and how USAID's funds can be used to overcome obstacles to leveraging private investment.
- **Transaction Viability:** The response clearly indicates the viability of the transactions noting the feasibility of success and any associated risks, including viability within a 12-14 month period.

### **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 INVEST is unable to provide detailed information to those EOIs that are not selected to move forward given the expected volume of responses.

**Stage 1:** INVEST and USAID/ES will review and evaluate submitted concepts based on the guidelines and criteria set forth in this solicitation. From this evaluation, INVEST will develop a shortlist of 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 an RFP.

**Stage 2:** INVEST will release RFP(s) to the pre-qualified firms in support of USAID/ES's 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 late-May with proposals due in early-June, 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. Proposals for Stage 2 will consist of a streamlined slide deck that builds on the firm's EOI submission, providing additional details about their proposed approach and transaction(s), a milestone and deliverable schedule for activity implementation, and detailed cost proposal.

**Step 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. The proposal selected for award will be negotiated for scope of work and total price and will result in one or more subcontract issued by INVEST.

Please see the [INVEST Data Protection Policy](#) section "Safeguarding of Technical Contributions from Partners," for information regarding how EOI responses will be protected in line with our policy concerning technical proposals.

*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](mailto:INVEST_Procurement@dai.com)



**To:** Offerors

**Date:** May 27, 2021

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

**Subject:** Request for Proposals (RFP) INVEST: USAID/El Salvador Investment Facilitation

**Due:** **1:00PM EDT on June 16, 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 El Salvador INVEST buy-in. **Offerors are expected to submit a proposal that further expands upon the submitted and approved concept in response to the Expressions of Interest (EOI) INVEST-006. Offerors are not permitted to submit a new concept.**

- I. **RFP Process and deadlines:** This solicitation will result in the award of one Firm Fixed Price subcontract. We anticipate issuing a subcontract with an award value aligned with the offeror's EOI budget amount resulting from the implementation of this agreement. INVEST recommends that RFP submissions should remain within a \$750,000-\$1,000,000 range.
  - a. Submission of Questions – Questions must be submitted no later than **1:00 pm EDT on June 1, 2021** via email to [INVEST\\_Procurement@dai.com](mailto:INVEST_Procurement@dai.com).
  - b. Submission of Proposals – Proposals must be submitted no later than **1:00 pm EDT on June 16, 2021** via email to [INVEST\\_Procurement@dai.com](mailto:INVEST_Procurement@dai.com), copying [Leah\\_Day@dai.com](mailto:Leah_Day@dai.com) and [Matthew\\_Mitchell@dai.com](mailto:Matthew_Mitchell@dai.com). The subject line of the email should be your organization name, followed by "Submission under RFP INVEST- El Salvador Investment Mobilization" 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 how they plan to identify and select projects/transactions, proposed interventions to accelerate projects to bankability, and the expected development and market impacts that their approach would unlock. The technical approach should also include the total proposed number of transactions/projects that the offeror proposes to support, how many are expected to close within the life of the activity, and the total capital that is expected to be mobilized by the end of the proposed engagement.
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 successfully building investable pipelines, advising projects/transactions, and supporting capital raise efforts. Any experience supporting infrastructure projects should also be outlined.
3. **Management Plan/Staffing Structure** – Offerors should include details of personnel who might 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 deliverables, including a milestone schedule that indicates their proposed timeline for identifying and selecting projects/transactions, offering comprehensive support services to accelerate projects and ensure bankability, as appropriate, supporting capital raise efforts and reaching financial close for proposed transactions. Offerors are permitted to engage in partnering arrangements if it will aid in providing best value to USAID, regardless of whether organizations belong to the USAID Finance and Investment network managed by INVEST. If a partnering arrangement is being proposed, please describe the nature of the arrangement, the specific technical value being contributed by each member of the team, and the appropriate management 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, past performance examples, 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 and viable approach that reflects the requirements for the proposed interventions described in the SOO and incorporates the offeror’s competencies. This section will be evaluated based on how the proposed approach will lead to successful mobilization of capital, the volume of transactions/projects that the offerors proposes to support, the amount of capital to be raised by the end of the activity, and the additionality of USAID’s support. Emphasis will also be placed on the proposed approach’s alignment with USAID/ES’s priorities, as well as projected market and development impact, with particular focus on potential for job creation.
- b. Institutional Capacity (40 points)** – Points for this section will be based on information presented in the corresponding section and any submitted past performance examples. Emphasis will be placed on firms that have relevant networks in El Salvador, and a successful track-record implementing

interventions that result in capital mobilization. Preference will be given to firms and/or consortia that have past performance in timely and successful delivery of similar services and/or relevant experience in designing and/or conducting acceleration programs, supporting infrastructure projects, and facilitating investment in El Salvador or similar markets, particularly in the priority sectors outlined in the SOO.

- c. Management Plan/Staffing Structure (20 points)** – Points for this section will be based on the qualifications of proposed staff, clear delineation of the roles and responsibilities of each proposed staff and each proposed firm (if firms are partnering), and the demonstrated efficacy and clarity of the management plan. Proposals should provide a clear management plan in narrative form for the development, review, and submission of all associated deliverables, including a proposed milestone schedule, which outlines a timeline for selecting transactions/projects, deploying support and advisory services, and reaching financial close, and a preliminary schedule for submission of deliverables. If the offeror is submitting a proposal along with partners, the proposal should describe the nature of the arrangement (i.e. added technical value), the division of labor among the partners, and the appropriate management controls to ensure successful delivery. Offerors must demonstrate how the proposed staff will successfully manage the activity within the Covid-19 environment which may feature travel restrictions, limitations on in-person coordination, and/or travel to/within El Salvador.

- 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. In submitting their cost proposal, offerors should keep in mind that INVEST will employ a “pay for success” model, and as a result, a portion of payments should be tied to the successful capital mobilization. INVEST encourages offerors to structure their proposed deliverables and corresponding payments competitively.

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

The completion of all RFP requirements in accordance with the instructions in this RFP and submission to DAI of the technical and price proposals will constitute an offer and indicate the Offeror’s agreement to the terms and conditions in this RFP and any attachments hereto. DAI is not required to accept and/or evaluate proposals that do not conform to the instructions of the RFP, and additionally, DAI may reject all proposals and not award a subcontract for this RFP. DAI reserves the right to award a subcontract without discussion and/or negotiation; however, DAI also reserves the right to conduct discussions and/or negotiations, which among other things may require an Offeror(s) to revise its proposal (technical and/or price). By submitting an offer, Offerors agree to comply with the general terms and conditions for an award, including Representations and Certifications compliance. Offerors must provide full, accurate, and complete information in response to this solicitation. By submitting an offer, Offerors certify that

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

Thank you,

**DAI INVEST Procurement and Partnerships Team**

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

## **Statement of Objectives for RFP INVEST: USAID/El Salvador Investment Facilitation**

### **INTRODUCTION**

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

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

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

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

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

### **EL SALVADOR BACKGROUND**

USAID/El Salvador engaged INVEST in September 2020 as part of its efforts to support the Government of El Salvador to recover its economy and provide economic opportunities to its people. INVEST is working with USAID/ES to advance free-market, open, and enterprise-driven development in order to foster growth in the formal economy, while also leveling the playing field and creating opportunities for U.S. businesses. INVEST is now seeking a partner that can propose approaches to mobilize capital and create jobs in El Salvador.

The aim of this activity is to facilitate increased private sector investment and job creation in El Salvador by identifying actionable deals and providing support to those deemed most strategic.

### **OBJECTIVES AND ACTIVITIES**

Through this Request for Proposals (RFP), INVEST aims to identify funds, firms, transaction advisors, business associations, and organizations that can propose approaches and support transactions that have a high development impact and align with USAID/ES objectives to

mobilize investment, support job creation and address root causes driving irregular migration in El Salvador. INVEST is interested in different approaches that can advance investment opportunities and is open to considering discrete advisory services to specific transactions, as well as support to funds and investment vehicles.

INVEST encourages organizations submitting proposals to present innovative ideas of how USAID/ES might use its resources to support its goals of mobilizing investment to support economic growth and job creation. Illustrative interventions that could be proposed, either as standalone activities or as a combination of multiple interventions that result in capital mobilization, include, but are not limited to:

- Developing a pipeline of investable deals in El Salvador to pitch potential investors;
- Technical assistance in the form of feasibility studies, legal advisory services or similar activities to enhance the investment readiness of infrastructure projects;
- Financial modelling and structuring for a specific project;
- Investor outreach for firms or infrastructure projects looking to raise capital;
- Market assessments, including market sizing/segmentation, competitive landscape, risk assessments, etc.;
- Due diligence support for investors targeting investment in aligned vehicles and transactions;
- Structuring support for investment vehicles that are pioneering new approaches and/or looking to invest in priority sectors;
- Development of investor materials for a fund; and/or
- Other deals with the potential to attract increased foreign direct investment to El Salvador.

These activities are illustrative, and offerors are welcome to propose discrete activities that align with their proposed approach. Additionally, offerors should propose implementation timelines, the total number transactions/projects that they propose supporting, and the total volume of capital that they expect to mobilize by the end of the activity.

USAID/ES is particularly interested in transactions/projects that can facilitate job creation, mitigate irregular migration, address key barriers to trade, investment, and access to capital by utilizing and building upon other U.S. government tools, networks, and relationships to mobilize Salvadoran and international private sector investment in key sectors such as: apparel, textiles, plastics, packaging, renewable energy, trade infrastructure, information and communication technologies, and agro-processing.

## **ACTIVITY DELIVERABLES & MILESTONES**

Illustrative deliverables might include:

1. Pipeline: dataset including complete information on all transactions/projects that the offeror expects to support under this engagement with the goal of facilitating investment mobilization, Offerors should clarify whether the proposed pipeline comprises the final set of prioritized deals the offerors will support or if it includes a larger set of potential

opportunities that will later be prioritized. Offerors should also note how far it anticipates advancing with each deal supported,

2. Workplan and Letter of Engagement for each prioritized project/transaction: Comprehensive workplans detailing the subcontractor's strategy and tailored services to be provided in order to accelerate projects to bankability. Each workplan should include a projected timeline and key performance metrics and targets (e.g. amount and type of capital to be raised, impacts such as jobs strengthened or to be created, environmental impact, access to energy, or others as appropriate). Likewise, each workplan should include a fully executed letter of engagement with the corresponding legal entity to corroborate the subcontractor's mandate to support that transaction.
3. Acceleration Support Packet: Documents that can demonstrate and substantiate the technical support that the subcontractor provided to the selected transactions/projects to accelerate bankability (e.g., pre-feasibility studies, social and environmental assessments, business plans, market assessments, financial models, pitch decks, etc.).
4. Transaction Closeout Packet for each project: Once a transaction is closed, the subcontractor will prepare a transaction closeout report and secure letters of confirmation from the corresponding legal entities and, as appropriate, investors or lenders, to document the requisite transaction terms, conditions, parties, impacts and support received. The Transaction Closeout Report should also include substantive proof of investment, such as legally binding contract documents, letters of confirmation from both investor and investee, etc.
5. Closeout Report: at the end of engagement, the subcontractor should prepare a closeout report/slide deck outlining key activity achievements, development and market impact, learnings and recommendations for USAID.

These deliverables are illustrative, and offerors can propose alternative frameworks or additional deliverables that align with their proposed approach. INVEST will employ a "pay for success" model, and as a result, a portion of payments should be tied to the successful close of proposed transactions. INVEST encourages offerors to structure their proposed deliverables and corresponding payments competitively.

## **REPORTING AND COORDINATION**

In addition to the deliverables, subcontractors will be expected to liaise with INVEST and USAID/ES throughout implementation, provide monthly updates on activity progress and attend regular check-in to report on implementation status. The subcontractor will work closely with INVEST to choose and define performance indicators and metrics for this activity during the onboarding process. The subcontractor will collect and review MEL data for requisite reporting to INVEST and USAID throughout the life of the activity. MEL data will be submitted by the subcontractor quarterly using the reporting templates provided by INVEST. INVEST will work with the subcontractor to finalize these reporting templates throughout the onboarding process. The subcontractor will also work with INVEST to conduct data quality assurance as necessary. Subcontractors will also be responsible for collecting data and periodically providing reports on activity impact for M&E purposes, in coordination with the INVEST MEL team.

## **ROLE OF INVEST**



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

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

## **PERIOD AND PLACE OF PERFORMANCE**

The activities outlined above are estimated to take place over a 12-14 month period starting around July 2021. Offerors may propose a longer timeframe but must provide justification for why this additional time would yield increased investment.

There will be significant interaction with INVEST and USAID staff, but this can be done remotely. Bidders should specify anticipated travel to El Salvador or other locations as well.