

To: Offerors

Date: January 11, 2022

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

Subject: Request for Proposals (RFP) INVEST-104: Feasibility Studies and ESIA of Floating Solar Power Plants in Sri Lanka

Due: 1:00pm Eastern Standard Time (EST) on **February 7, 2022**

Dear Offerors:

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

- I. **RFP Process and deadlines:** This solicitation will result in the award of a firm fixed price subcontract. We anticipate issuing a single subcontract award up to \$830,000.
 - a. **Submission of Questions** – Questions must be submitted no later than **1:00pm EST on January 18, 2022** via email to INVEST_Procurement@dai.com. DAI will respond to these questions in approximately three business days.
 - b. **Submission of Proposal** – Proposal must be submitted no later than **1:00pm EST on February 7, 2022** via email to INVEST_Procurement@dai.com, copying Leah_Day@dai.com and Danny_Mannka@dai.com. The subject line of the email should be your organization name, followed by “Submission under RFP INVEST-104: Feasibility Studies and ESIA of Floating Solar Power Plants in Sri Lanka” 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. Proposals must be submitted in English.

- II. **Composition of Proposal:** The proposal should comprise the following submission documents. The Technical Proposal and Price Proposal should be prepared as separate files for independent evaluation, as follows below. Technical proposals should be submitted as a ten (10) slide presentation, using, at a minimum, 12-point standard font size. Graphics may be included, so long as text is clearly legible. If text or graphics are of poor resolution, the information provided may be excluded from consideration. Submissions in PowerPoint or PDF are acceptable, although PDF is preferred along with an accompanying PowerPoint (.ppt) document. Please provide a copy of your cost proposal in Excel format; offerors should use the attached cost/budget template.

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 fulfilling the accompanying Statement of Objectives (SOO). The approach will clearly indicate how the proposed activities will result in the successful completion of all deliverables and milestones within the stated timeframe. Offerors should demonstrate clearly how they will perform the work to achieve the stated objectives, including potential local partners. Offerors should note how they anticipate providing adequate support to the Sri Lanka Sustainable Energy Authority (SLSEA) and facilitating information-sharing throughout implementation.
2. **Institutional Capacity** – Offerors should provide details about the experience, expertise, or capacity of their firm (or firms if a partnering arrangement is being proposed) to recommend the proposed approach and complete the work as described. This should also include past performance in Sri Lanka or similar contexts performing services like those requested under this RFP. Offerors must demonstrate their experience in floating solar project planning and implementation.
3. **Management Plan/Staffing Structure** – Offerors should include information on personnel who will be assigned to the activities described in the technical approach, where they are based, as well as a clear management plan in narrative form that outlines how expected deliverables and milestones will be developed and reviewed. The management plan should also include a timeline of key activities, milestones, and deliverables. Additionally, Offerors are required to have local presence in Sri Lanka – which may include at least one partner, if multiple firms are engaged – given COVID-19 international travel restrictions, as well as provide an alternative plan for implementing the work with relevant ongoing travel restrictions (as applicable).

Offerors are permitted to engage in partnering/consortium arrangements that will provide the best value and capability to achieve the objectives of this RFP. If a partnering arrangement is proposed, please describe the nature of the arrangement, the specific technical value being contributed by each consortium member, and the appropriate management controls to ensure successful project delivery.

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

- Two (2) examples of past performance (i.e., case studies) relevant to this activity, limited to two (2) pages per example
- CV(s) of any individual(s) proposed in the staffing plan, limited to two (2) pages per individual.

A cover page will be considered a non-counting page, should offerors choose to include one. No additional annexes or documentation are requested nor should be submitted.

Part 2 – Price Proposal

The contract type for the presumptive work will be fixed price, awarded as a subcontract by DAI Global, LLC. Please include your total proposed fixed price along with details for specific deliverable pricing. Offerors should break down each deliverable's associated costs, including all labor and non-labor costs according to expected levels of effort to accomplish each deliverable according to the objectives as laid out in the SOO or include substantiating price reasonableness documentation/justification. Offerors should use the attached cost/budget template; please limit file submissions to 10 megabytes or less.

III. Evaluation of Proposal: DAI will use best value determination for the award of this Request for Proposals. A best value determination means that, in DAI's estimation, the selected offer 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. DAI reserves the right to check the past performance, references, and other pertinent offeror information in making award decisions. Proposals will be evaluated against a stated number of factors including: the overall proposed approach, past performance, specific qualifications in the identified approach and sectors, and other evidence substantiating the bidder's ability to deliver, including budget and time frame considerations.

1. Technical Proposal: The Technical Proposal will be scored and evaluated separately from the cost proposal. Technical panel reviewers will evaluate offerors on the following factors, consistent with the offerors' technical proposal. The Technical Proposal will be evaluated against the following criteria:

- a. **Technical Approach (30 Points):** Points will be awarded to firms based on their specific approach to addressing the Statement of Objectives (SOO). The offeror will be scored based on its presentation of a clear approach which reflects the requirements of this specific activity but also incorporates the offeror's competencies. The technical approach must clearly indicate how the proposed activities will result in the successful completion of all deliverables and activities within the anticipated implementation timeframe, drawing on local expertise as needed. Points will be awarded for the presentation of a comprehensive, detailed approach to:
 - i. Identifying and prioritizing site locations for the installation of a floating solar PV system.
 - ii. Preparing pre-feasibility and feasibility studies for multiple potential floating solar sites.
 - iii. Conducting financial and economic analyses of potential floating solar sites and preparing financial models to understand the cost estimate and return on investment for site development.
 - iv. Conducting an environmental and social impact assessment in accordance with international best practice and preparing an environmental mitigation and monitoring plan.
- b. **Institutional Capacity (40 Points):** Points for this section will be awarded based on information presented in the corresponding section and any

submitted case studies. The offeror must demonstrate its institutional experience and expertise in floating solar project planning and implementation. The successful offeror should highlight relevant experience in Sri Lanka or similar contexts, with a strong preference given to offerors with relevant experience in Sri Lanka. Offerors should highlight any prior working relationship with the host government or SLSEA, as applicable. If the offeror does not have previous experience in Sri Lanka, the successful offeror should demonstrate ability to partner with qualified local firms for technical and local expertise.

- c. **Management Plan/Staffing Structure (30 Points):** Points for this section will be awarded 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), clear description of where firms and staff are located geographically, and the demonstrated efficacy and clarity of the management plan. Local presence in Sri Lanka is required. The Management Plan should clearly outline where staff are located and, if any portion of the team or consortium will be remote, offerors should demonstrate how they will effectively supplement the work on the ground. If the offeror is submitting a proposal 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 clearly demonstrate that their proposed staff have the requisite experience advising host governments at varying levels, working with local partners, planning and implementing floating solar systems, and conducting pre-feasibility and feasibility studies and environmental and social impact analyses.

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

- IV. **Offeror's Agreement with 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 (at the link scroll down to "Terms and Conditions"). Offerors must provide full, accurate, and complete information in response to this solicitation. By submitting an offer, Offerors certify that they have not/will not attempt to bribe or make any payment to DAI employees in return for

preference. Issuance of this RFP in no way obligates DAI to award a subcontract, nor does it commit DAI to pay any costs incurred by the Offeror in preparing and submitting the proposal. DAI reserves the right to award a subcontract to one organization or to issue multiple awards to different organizations based on the results of our evaluation.

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

Statement of Objectives under RFP INVEST-104
USAID INVEST: Mobilizing Private Investment for Development
Feasibility Studies and ESIA of Floating Solar Power Plants in Sri Lanka
USAID/Asia Bureau Transaction Advisory Fund

Introduction

Through INVEST, USAID seeks to unlock the potential of private capital to drive inclusive growth in countries around the world. Increasingly, private investors and businesses are looking to emerging markets for better returns and new market opportunities. Encouraging investment in high-impact areas important to USAID such as agriculture, financial services, infrastructure, energy, clean water, health, and education, requires new forms of collaboration between USAID and the investment and business community.

Background

Infrastructure Transaction and Assistance Network and the Transaction Advisory Fund

The Infrastructure Transaction and Assistance Network (ITAN) is a whole-of-U.S. Government initiative to advance sustainable, transparent, high-quality infrastructure across the Indo-Pacific region. Launched in July 2018, ITAN furthers the U.S. vision for a free and open Indo-Pacific to ensure peace, stability, and growing prosperity in the region. Under ITAN, USAID plays a leading role helping its Indo-Pacific partners to catalyze private sector investment—including from the United States—by strengthening their ability to implement and manage sustainable, transparent, and high-quality infrastructure projects.

In October 2019, the USAID Bureau for Asia (USAID/Asia Bureau), with implementation support from INVEST, launched the Transaction Advisory Fund¹ (TAF), a function of the Infrastructure Transaction and Assistance Network^{2,3}. Under TAF, INVEST responds to host country governments' requests for assistance on infrastructure projects with high quality, best-in-class discrete transaction advisory services—primarily legal and other services for contract negotiation and bid/proposal evaluation—on a rapid response basis.

Sri Lanka Sustainable Energy Authority (SLSEA)

SLSEA was incorporated by an act of the parliament of the Democratic Socialist Republic of Sri Lanka. The Sustainable Energy Authority Act number 35 of 2007 states the agency's objective, among other things, is to develop renewable energy resources in the country.

Sri Lanka attended the 22nd United Nations Framework Convention on Climate Change (UNFCCC), Conference of Parties, held in Marrakech, Morocco 2016; during the conference, Sri Lanka pledged to meet 100% of the country's electricity requirement via Renewable Energy (RE) sources by 2050.

The Asian Development Bank (ADB) and the United Nations Development Programme (UNDP) published a joint publication titled "100% Electricity Generation Through Renewable Energy by 2050 Assessment of Sri Lanka's Power Sector" in 2017. The report estimates that country needs to invest approximately 54 to 56 billion U.S. dollars over 35 years from 2015 to 2050 in generation, transmission, and distribution and balance support to achieve 100% electricity generation by RE. The report estimates investments of circa 35.5 billion U.S. Dollars to expand the RE generation, followed by circa. 13.5 billion U.S. Dollars to develop transmission and distribution assets.

¹ [US Department of State Article](#)

² [USAID: ITAN Fact Sheet](#)

³ [USASCP March 2019 Fact Sheet](#)

The country has not been able to deploy or attract significant investments to march towards 100% electricity generation by RE by 2050. Thus, the average annual investment required to achieve this target is just south of 1 billion U.S. Dollars as of 2021. The key reasons for the country's inability to attract the necessary investments are poor economic conditions, lack of fiscal space, low country credit rating, the poor credit rating of the off-taker, increased exchange rate exposure, scarcity of available land, long lead time to procure suitable land for projects, and lack of bankable projects.

SLSEA, the apex agency in the country in developing RE, is taking a proactive, leading role to address the critical policy and project-related issues to attract the required investments into the Renewable Energy sector. Through these initiatives, SLSEA hopes to deliver the countries pledge to the international community on generating 100% of the electricity via RE means by 2050.

SLSEA aims to achieve the above by seeking transaction advisory services from reputable global firms, agencies, and parties. The overall objective of the proposed transaction advisory firm is to conduct pre-feasibility studies, feasibility studies, and environmental and social due diligence for the floating solar projects.

Implementation Objectives

The purpose of this activity is to assess the possibility of floating solar photovoltaics (PV) system installation in the identified sites and estimate the construction cost, transmission costs, performance, and site impacts of different PV options. The successful offeror will determine the pre-feasibility of grid-connected utility-scale floating solar PV power plants in six identified reservoirs with approximately 300 MWp of aggregate installed capacity. The firm will also determine the feasibility of grid-connected utility-scale floating solar PV power plants in the four most promising reservoirs or tanks considered as potential floating sites.

The firm will also conduct an Environmental and Social Impact Assessment (ESIA) for two nominated sites to ensure that the project complies with environmental, social, and gender safeguards as per WBG or similar multilateral agencies.

INVEST is looking for a firm, or combination of firms, that has expertise in floating solar project planning and implementation and in Sri Lanka, as well as demonstrated experience conducting feasibility studies and environmental and social impact analyses in accordance with international standards. INVEST encourages firms to present an adaptable implementation strategy reflective of the Covid-19 environment. The firm(s) will report to the INVEST ITAN/TAF team based in Washington, DC. Firms are encouraged to include a Sri Lankan technical/engineering firm on their team to provide local expertise.

Activity Structure

Under this activity, the successful offeror will conduct pre-feasibility and feasibility studies as well as environmental and social impact assessments (ESIA) to explore options to deploy floating solar PV technology on hydroelectric generating reservoirs, tanks, and other suitable water bodies in Sri Lanka to overcome the scarcity of suitable land to develop utility-scale PV projects and take advantage of existing infrastructure. The activity will be implemented according to the following phases:

Phase 1: Project Inception and Implementation Planning

Within two weeks of awarding the contract, the offeror shall carry out an Inception Mission in coordination with the SLSEA, Ministries, and relevant agencies to explain, define, and refine the proposed methodology, scope, and timeline. The offeror shall identify and meet the key stakeholders and gather all the information required to conduct a detailed analysis. All background documents and

technical knowledge available to the SLSEA, other ministries, and agencies will be obtained by SLSEA at the project's inception and provided to the offeror. The offeror is also encouraged to use the support services of USAID's Sri Lanka Energy Program, already in-place in Sri Lanka.

In parallel, the offeror will identify and select six sites to assess under Phase 2 of this activity, in consultation with SLSEA. Offerors should define site selection criterion in close coordination with SLSEA, review and reaffirm any primary research done by SLSEA, and propose six sites for further evaluation that meet the criteria and represent the highest potential for floating solar system installation.

Upon completing the inception mission, the firm shall prepare a detailed report on implementation plans for all tasks and confirm the timing and planning of the task components with the SLSEA.

Phase 2: Pre-feasibility Studies

Phase 2 will include the preparation of pre-feasibility studies for the six locations identified under Phase

1. Pre-feasibility studies should include:

- Estimated potential for the development of utility-scale floating solar projects in hydroelectric dams, tanks, and other water bodies in Sri Lanka
- Identification of project sites and boundary areas to be assessed for each option identified
- Conceptual design of the project, including the estimation of installed capacity depending on the type of technology and site
- Simplified cost-benefit analysis for different technological options for floating solar PV (to be agreed upon with SLSEA), depending on the module type, the floater type, mooring solutions, mounting options (fixed vs. tracking system), inverter type, and potential use of electric storage and/or capacitors
- Estimated energy yields for a number of technologies (to be agreed upon with SLSEA) that are most suitable for the identified sites
- Approximate costs for development, construction, and operation of the project and predicted revenue, based on the available resource data, as well as indicative quotes or comparison with similar projects
- Surface water ownership and adjacent land use status
- Transmission line and grid connection, including cost and potential barriers to achieving a grid connection
- Permitting requirements and expected timeline and estimated costs for achieving these
- Hydration potential– identify the possible impact on hydropower generation and grid-related expected benefits.
- Financial modeling detailing financial assumptions, energy yield, and evaluation of results
- Any other related activity as may be reasonably requested by the SLSEA, USAID, and INVEST.

At the conclusion of Phase 2, offerors should select four sites for further assessment under Phase 3, provide a concrete justification for their prioritization, and secure approval from SLSEA on the proposed sites.

Phase 3: Feasibility Studies

Based on the resource information available, the offeror will prepare feasibility studies for four sites. This phase will include, but will not be limited to, the following key tasks:

Project Site Characterization: Site description, boundary area, approximate site plan, and layout. This should include solar resource, local climate conditions, available water surface area and shape, bathymetry, water level, water level variation (extreme, seasonal, and operational), water body ownership, wind speeds (operational and extreme), subsurface soil conditions, shading, soiling, and other site

conditions, environmental considerations (avian, fauna elephant walkways, inland fisheries), grid access, substation location, and power availability, access rights, permits, and regulations.

Energy Yield Analysis: Estimated energy yields for several technologies that are most suitable for the identified sites. The energy yield should include: An assessment of the inter-annual variation and yield confidence levels, consideration of site-specific factors, including soiling or rain, and the cleaning regime, shading analysis including near and far shading, electrical losses, influence of temperature variances on the efficiency of the plant.

Conceptual Project Design: A conceptual design of the project, including the estimation of installed capacity depending on the type of best available technology. The areas to be included are the engineering design and electrical safety peculiarities, floating structures and platforms, quality and reliability scalability and maintenance aspects, anchoring and mooring systems, type of PV modules, cable management on water, and electrical safety issues. A preliminary installation engineering plan should also be established considering the road access, the assembly and load-out zone, the storage, and the life base. Installation challenges such as temporary moorings should also be studied.

Financial and Economic Analysis: Analysis of the suitable technology for commercial utility-scale grid-connected floating solar power plants at each of the selected sites specifying the cost estimates for development, construction investment cost (\$/kW), levelized cost of energy (\$/kWh), subsidies, incentives if any, costs and benefits, possibility of installing a Battery Energy Storage System (BESS) and breakeven tariffs or Feed-in-Tariffs (FIT) to make such investments attractive, total ownership/life-cycle costs of the plant, payback time, insurances costs, costs recovery, etc. The investment plan should analyze stakeholders and community acceptance, qualitative and quantitative value to Sri Lanka's energy sector, demand and market sizing, customer profiling, return on investment, costs and revenues trajectory, and financial modeling detailing financial assumptions, energy yield, and evaluation of results depending on available primary and secondary data.

Risk Analysis: Estimation of yield in the planning phase and variations, licenses, permit requirements and expected timeline and estimated costs, authorizations for transmission line and grid connection, including price, potential barriers to achieving grid connection, and power off-take options like the voltage, off-taker. Analysis should also include an assessment of any policy, legal, and regulatory barriers (Sri Lankan and international) that could impact floating solar PV system installation.

Benefits Analysis: Estimated local and global environmental benefits, including climate, annual GHG reduction benefits attributable to the renewable energy generation for the site.

The annexes to the Feasibility Study Report should include, but are not limited to the following:

1. Methodology used to screen and select sites for pre-feasibility and feasibility studies
2. Information verification statements sign off by each Advisor to the project
3. Project reference model and financial model in editable Excel format.
4. Risk assessment, comprehensive risk register, and recommended applicable mitigating measures.
5. Document register of all documents related to the project, where they are kept, and who is responsible for ensuring they are updated.
6. All other documents included in the Feasibility Study and are relevant to the decision-makers of the project.

At the conclusion of Phase 3, offerors should select two sites for further assessment under Phase 4, provide a concrete justification for their prioritization, and secure approval from SLSEA on the proposed sites.

Phase 4: Environmental and Social Impact Assessment (ESIA)

The offeror shall conduct the following activities to ensure that the project complies with environmental, social, gender safeguards of USAID, World Bank, IFC, or similar multilateral agencies. Under this phase, the offeror will:

- Identify regulatory framework that needs to be complied with, approvals required, and key challenges to risk allocation.
 - Identify licensing, permitting, and other legal risks that need to be addressed and allocated
 - Ensure all necessary approvals and permissions will be obtained for the selected projects before the commencement of the tender process to allow the relevant Government entity to sign the tender documents and contract.
 - Conduct meaningful public consultations with potentially affected individuals and relevant stakeholders to inform both the preliminary assessment and ESIA.
 - Conduct a preliminary assessment of the project's social, disaster, and environmental impacts at the selected site to identify significant and/or adverse impacts to be analyzed during the ESIA. This initial assessment must comply with the reference guidelines for USAID, World Bank, ADB, or similar multilateral agencies that will provide financing for the projects. The assessment shall include an analysis of current formal/informal surface water/land use in the project area and impacts associated with connecting the PV plants to the grid.
 - Following preliminary impact assessment, prepare a scoping statement that details the impacts to be further analyzed under the ESIA and the corresponding implementation methodology.
 - Conduct an Environmental and Social Impact Assessment based on primary and secondary data collected under the scoping stage. Assessment should explore:
 - Impact on the life of aquatic animals like fish, snails, crabs, vertebrates or invertebrates, reptiles, birds, turtles, ducks, otters, and crocodiles, as applicable.
 - Impact on fishing/livelihood activities, including fisheries, fish farms, and other recreational and fish businesses activities dependent on the site.
 - Impact on the aquatic plants including algae, water lettuce, floating plants, submerged plants, and emerged plants, as applicable, as a result of reduced solar intensity due to shading by the floating panels.
 - Impact on local hydrology such as streams, creeks, and wetlands.
 - Impact on the reservoir water quality due to direct contact with the solar panel mounting system or maintenance activities.
 - Possible impacts due to climate change (flooding, thunderstorms, temperatures, snowfalls, and frosts etc.) on the successful operation of the floating solar panels at the site.
 - Analysis of the site area proposed versus total area of the reservoir, to find the actual water surface area, the percentage of area to be used by solar panels, and its effect on the overall findings listed above.
 - Baseline cases for families and inland fisheries and analysis of social impacts
- *Note: This is not an exhaustive list of topics to be analyzed as part of the ESIA. The full scope of the ESIA will be captured under the scoping statement.*
- Conduct a Disaster Impact Assessment and offer possible mitigation and management requirements to be added as part of the full-scale feasibility report.
 - Propose institutional arrangement for environmental, social, disaster monitoring and management for this project and prepare Environmental Mitigation and Monitoring Plan (EMMP).
 - Prepare a compensation matrix, if needed.
 - Conduct a historical and archeological importance assessment

Illustrative Deliverables

The selected offeror(s) will propose deliverables, based on their technical approach, which will result in the successful delivery of the above described services. The following are illustrative deliverables, but offerors are welcomed to propose alternative deliverables:

- Inception Report and Work Plan
- Six (6) Pre-Feasibility Studies
- Four (4) Feasibility Study Reports, each comprising of all the Phase 3 tasks, must be compiled in a report in Word format (with executive summary and relevant annexes) and accompanying PowerPoint presentation, delivered as electronic and hard copy documents. Financial Models must be in Excel format and set out all assumptions, sensitivity analyses, and model outputs.
- Two (2) Scoping Statements and Environmental and Social Impact Assessments

Deliverables must receive concurrence from SLSEA before final approval by INVEST.

Period and Place of Performance

The activity is anticipated to commence in March 2022 and take place over a period of nine months. However, offerors should propose a timeline that is representative of their proposed technical approach and management plan that delivers the scope of work as described.

Work for this activity is expected to take place primarily in Sri Lanka with remote work supplementing the on-the-ground implementation, if necessary. If the offeror will not have in-country presence, they must provide a detailed approach to achieving the activity objectives remotely.

Role of INVEST

INVEST will work closely with the selected offeror(s) during all stages of this work. DAI will subcontract the selected offeror(s) directly and provide review and oversight throughout the life of the activity, in coordination with USAID. 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 necessary context, and work with the successful offeror(s) to develop the work plan.
- *Project Implementation:* The successful offeror(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 during the subcontracting process, collect and review M&E data from subcontractors for requisite reporting to USAID and will conduct data quality assessments as necessary.