



To: Potential Offerors

Date: Friday, September 7, 2018

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

Subject: Request for Proposals (RFP) INVEST-009 Strategic Corporate Engagement Assessment: Corporate Partnerships/Investments to Build Supply and Value Chains

DUE: 1:00PM EDT on **October 11, 2018**

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 to be funded by USAID under the Office of Private Capital and Microenterprise and the Bureau for Food Security.

- I. RFP Process and deadlines:** This solicitation will result in the award of Fixed Price Purchase Order. We anticipate issuing a single subcontract award between \$200,000-\$225,000 resulting from the implementation of this agreement.
- a. Submission of Questions – Questions must be submitted no later than **5:00 pm EDT on September 13, 2018** via email at INVEST_Procurement@dai.com.
 - b. Bidders' Teleconference – DAI anticipates hosting a Bidders' Teleconference at **11:00 am EDT on September 20, 2018**. The teleconference will address the submitted questions and provide the opportunity for follow-up questions to ensure clarity around the proposal requirements. Details will follow closer to the date.
 - c. Submission of Proposals – Proposals must be submitted no later than **1:00 pm EDT on October 11, 2018** via email at INVEST_Procurement@dai.com, copying matthew_farrell@dai.com and talin_baghdadlian@dai.com. The subject line of the email should be your organization name, followed by "Submission under RFP INVEST-009: Strategic Corporate Engagement Assessment: Supply and Value Chain" 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 10-slide presentation. Submissions in PowerPoint or in PDF are acceptable, although PDF is preferred along with an accompanying PowerPoint document. 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 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. Offerors should provide examples of potential models to demonstrate their understanding of corporate investment and partnership models, specifically those that invest in and/or support value and supply chains, and how these models could benefit from the resources, tools, and capabilities of donor agencies such as USAID.
2. **Institutional Capacity** – Offerors should provide details about the experience, expertise, or capacity of their firm to complete the work described. Offerors should detail existing corporate relationships and demonstrate their experience and expertise in advising, structuring, and/or executing corporate investments, partnerships and strategies. Additionally, offerors should detail their experience in the agriculture, energy, and water sectors as it relates to the SOO.
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 all associated deliverables, including a milestone schedule. Offerors are encouraged to engage in partnering arrangements if it will aid in providing best value to USAID, regardless of whether organizations belong to the USAID INVEST network. If a partnering arrangement is being proposed, please describe the nature of the arrangement and the appropriate management controls to ensure successful delivery.

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

- Two (2) concise case study examples or qualifications statements of past performance relevant to this activity (limited to two (2) pages per case study)
- CV(s) of any individuals proposed in the staffing plan to conduct this activity (limited to two (2) pages per individual)

A cover slide will be considered a non-counting slide, should offerors choose to include one. No additional annexes or documentation are requested at this time.

Part 2 – Cost Proposal

The contract type for the presumptive task order 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 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. Offerors are expected to use their own cost/budget template(s); 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. 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 time frame considerations. Specific preference will be shown for firms with niche experience in the technical aspect(s) required to complete this work, including experience in the agriculture, water, and energy sectors, as well as deep, pre-existing corporate relationships for advising, structuring or implementing corporate funds, partnerships and/or strategies.

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.
 - 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. 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 should clearly demonstrate the offeror's understanding of: corporate supply and value chains; innovative corporate investment models and strategies; and, how donor agencies (not just USAID) could potentially support corporate investment into supply and value chains that align with USAID's development objectives.
 - b. **Institutional Capacity (40 points)** - Points for this section will be based on information presented in the corresponding section and any submitted case studies. Preference will be given to firms that have past performance in timely and successful delivery of similar services and/or relevant experience in designing and/or implementing corporate investment and partnership models and strategies, as well as experience working in the agriculture, water, and energy sectors. The offeror will also be scored based on evidence of existing relationships with corporate actors, investors, donors, and other relevant entities that are at the forefront of this work. The offeror must demonstrate their unique capabilities for undertaking this work.
 - 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.
2. **Cost Proposal:** Cost will be evaluated separately from the technical approach, with due consideration for 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. **Activity Context:** This activity (RFP INVEST-009) is part of INVEST's overall Strategic Corporate Engagement Assessment in conjunction with (RFP INVEST-008) and (RFP INVEST-010). The selected offeror(s) will be expected to conduct the work in collaboration with the selected offerors for the other two activities and in accordance with the management structure defined and directed by INVEST. Further details regarding this collaboration and structure will be provided at activity inception, but would likely include, although not be limited to, joint kickoff meeting(s); check-in meeting(s);

reporting coordination; final deliverable(s) coordination and synthesis; and all applicable monitoring, evaluation, and learning (ME&L) data gathering and reporting.

- V. 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). 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

The INVEST Project: Mobilizing Private Investment for Development
Statement of Objectives for RFP INVEST-009
Strategic Corporate Engagement Assessment: Corporate Partnerships/Investments to Build Supply and Value Chains
September 7, 2018

Background on the INVEST Project

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.

Specifically, USAID can leverage its resources – grants, technical assistance, guarantees, and convening power – to help raise awareness of investment and business opportunities, lower transaction costs, and mitigate the risk of investments that generate positive social, economic, and environmental impact. Through INVEST, USAID Missions and Operating Units are able to access a continuously growing network of firms and individuals that have the range of technical expertise needed to identify opportunities and effectively mobilize private capital towards development priorities.

USAID and Strategic Corporate Engagement

The business and development worlds are increasingly converging. Global trends and new patterns of demand such as the \$5 trillion base of the pyramid (BOP) market, green growth, and the rise of the circular economy (cradle to cradle vs. cradle to grave) create new market opportunities that offer a combination of profit and impact. More and more, corporations are going beyond traditional philanthropy and Corporate Social Responsibility (CSR), and making strategic investments that are linked to the company's core business and offer opportunities to generate both social and financial returns.

While traditional CSR models still have an important role to play, corporate investment and venture models that a company can use to further business objectives, facilitate innovation, and generate positive outcomes for societies, economies, and the environment have the potential to achieve much greater scale and impact. To stay competitive, companies understand that they must identify new innovations to address changing market dynamics and entry into new markets; mitigate the risk of externalities that affect their core business; and systematically improve social and environmental performance along their supply and value chains.¹

Despite the potential for greater effectiveness for both business and society, integrating programs that focus on innovation and R&D and/or those that have social and environmental impact with core business objectives can be operationally difficult. Moreover, determining where there is current and/or potential alignment between a corporates core business objectives and having a positive social and environmental impact can be challenging. It is USAID's hypothesis that its resources (financial and non-financial) may be effectively used to partner in new ways with corporates that will address these challenges and mobilize more resources to achieve business objectives and have a positive social and environmental impact.

Through INVEST, USAID seeks to understand: (1) corporate venturing and investment models in the agriculture, energy and water sectors; (2) the most appropriate forms of USAID support for such models; (3) how these models should be structured to effectively crowd-in investment and ensure replicability and additionality; and (4)

¹ Corporate Impact Venturing: A New Path to Sustainability. Stanford Social Innovation Review.

what specific corporate investment and partnership opportunities exist that align with USAID development objectives and would benefit from USAID's capabilities and support. The results of this body of work will inform a new strategy for how USAID will more effectively engage with corporate partners to mobilize resources that amplify USAID's work and deepen its social and environmental impact.

Note: USAID recognizes that a range of corporate investment and venture models exist – from corporate venture funds that invest in technology to impact funds that achieve both social impact and core business objectives to Advance Market Commitments. As such, USAID is issuing three separate Requests for Proposal (RFPs) to focus on three types of corporate models since one single firm may not possess the requisite skills, expertise, and networks to complete all of this work. This Statement of Objectives (RFP INVEST-009) focuses on Corporate Partnerships/ Investments to Build Supply and Value Chains. The other two RFPs focus on Corporate Venturing Models (RFP INVEST-008) and Innovative Uses of CSR and Other Corporate Assets to Ensure Long-Term Business Growth (RFP INVEST-010). These RFPs are funded in partnership by three USAID operating units: the Office of Private Capital and Microenterprise (PCM); the Bureau for Food Security (BFS); and the USAID Mission in Tunisia (USAID/Tunisia).

Corporate Partnerships/Investments to Build Supply and Value Chains

USAID has deep experience working with producers on improving product quality and supporting access to markets. At the same time, corporations often invest in businesses within their supply chain or value chain to improve quality and meet global standards, achieve local content requirements, generate new product and service line offerings as well as build greater efficiency and resiliency of their operations. Resources from corporates and donors along with investment capital have a similar intent - to facilitate small and medium business growth and support the creation of improved products and services. However, the capital and resources from these organizations are often delivered in silos. There is an opportunity to better coordinate and align the resources and impact of donors, investors and corporates within specific value and supply chains. Advanced Market Commitments, for example, may be one potential model that is inclusive of all three stakeholders.

Phase 1: Landscape Assessment and Evaluation

- Develop a list of at least twenty corporations that are at the forefront of investing and strengthening businesses within their supply chain or value chain that help further both their core business and sustainability objectives in the agriculture, water, and energy sectors. Identify key individuals in those corporations who are leading these initiatives.
- Identify 5-7 corporate models and/or current structures that demonstrate how corporates have worked alongside donors and investors to strengthen supply chains or value chains in a way that achieves both strategic and development objectives in the agriculture, energy, and/or water sector through pre-identified materials, literature review and stakeholder interviews. These models should be able to demonstrate how they can address challenges specific to these sectors, (e.g. cyclical financing needs of agribusinesses, etc.)
- Evaluate each structure/model assumptions and design based on a set of agreed upon defined criteria that might include: effectiveness, feasibility and replicability, legal considerations, need for donor support, efficiency of donor/philanthropic resources (if applicable), sustainability, potential alignment with USAID development objectives (with particular focus to agriculture, energy and water), overall attractiveness to potential corporate and financial partners and stakeholders, incentive structure, and potential benefits and risks to all partners.
- Prepare concise, effective case studies of the 5-7 models and present findings of Phase 1 to USAID. In addition to traditional case study elements, case studies should include corporate stakeholder rationale for model and what could be improved upon in future iterations of model.

Phase 2: Recommend Partnerships and Models for USAID Engagement/Co-Development

- Based on the phase 1 evaluation and USAID feedback, recommend and provide detailed descriptions of 5 potential partnership opportunities and/or models USAID could co-develop with stakeholders, ensuring that a minimum of two (2) have relevance to the agriculture sector and demonstrate potential alignment with the Global Food Security Strategy (GFSS). In other words, recommendations can be greenfield or already developed opportunities; however, recommendations should incorporate a mix of short-term and medium-term opportunities. Descriptions should include:
 - (1) how partnership aligns or could align with USAID development objectives;
 - (2) primary and/or potential partners/stakeholders,
 - (3) potential role for each partner/stakeholder in the structure, including USAID role (financial and non-financial);
 - (4) indicated interest or commitments from potential partners;
 - (5) timeline, including prominent milestones; and
 - (6) benefits, challenges, and risks of the structure for all partners.

Phase 3: Disseminate and Aggregate Findings and Learnings Across Three Activity Areas; Coordinate Deliverables for USAID

- Share findings, lessons learned, and emerging implications for USAID strategy on Strategic Corporate Engagement with the other two activity implementers (of RFP-INVEST-008 and RFP INVEST-010) through INVEST-organized meeting(s).
- Work with INVEST team, and other activity implementers (as appropriate) to deliver cohesive recommendations across activity areas.

Implementation Timeframe:

The activities outlined above are estimated to take place over a three-month period. An illustrative timeline is offered below; however, offerors may propose alternate timelines, workplan and level of effort associated with the various components of the activity.

Description	Timeframe
Onboarding & Work-planning	1 week
Phase 1: Landscape Assessment and Evaluation	3 weeks
• USAID Review and Decision-making	1 week
Phase 2: Recommend Partnerships and Models for USAID Engagement/Co-Development	2 weeks
Phase 3: Disseminate and Aggregate Findings and Learnings Across Activity Areas; Coordinate Deliverables for USAID	2 weeks
Draft Final Deliverables	1 week
• INVEST Team Aggregates Inputs	1 week
• USAID Review and Decision-making	1 week
• Finalize report and action plan	1 week

General Implementation Structure

Onboarding and Work-Planning

- Partner Onboarding: DAI will work closely with USAID staff and associated stakeholders to provide the selected partner(s) with all necessary context, and work with USAID staff and the selected partner(s) to develop work plan(s)

Implementation and Evaluation

- Project Implementation: The selected partner(s) will implement the work as prescribed by the work plan(s). DAI will provide management support and ensure periodic (e.g. weekly and monthly) check-ins/reporting for each activity. DAI will also coordinate meetings to share findings across activity areas and coordinate and manage development of final deliverable.
- Ongoing Evaluation: DAI will define indicators in subcontract and collect and review M&E data from subcontractors for requisite reporting to USAID. DAI will conduct data quality assessments as necessary.