



To: Offerors

Date: September 2, 2020

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

Subject: Request for Proposals (RFP) INVEST-062: Prosper Africa Executive Secretariat (PAES) Deal Support Pilot

Due: **1:00PM EDT on September 24, 2020**

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 designated by the Prosper Africa Executive Secretariat (PAES), Bureau for Africa, Office of Sustainable Development (AFR/SD) under the USAID Prosper Africa Executive Secretariat Buy-In Activity.

The purpose of this RFP is to establish an Indefinite Quantity Contract (IQC) Subcontract that will allow for issuing of Task Orders. The Task Orders are anticipated to be on a Time and Materials (T&M) and Firm Fixed Price (FFP) basis.

The anticipated Task Orders will be organized and issued as follows:

- **Task Order 1: Deal Support** (see Activities 1, 2, and 3 of the accompanying Statement of Objectives). DAI will issue an initial Time and Materials (T&M) Task Order to the successful IQC holder covering the first phase of work for Activities 1, 2, and 3 of the SOO. This Task Order will include activities that will achieve the objectives of providing direct support to the PAES, and by extension missions and agencies. INVEST anticipates issuing this initial Task Order along with the IQC subcontract award.
- **Subsequent Task Orders (Deal Support):** Future T&M type Task Orders are planned to be issued to the IQC holder to complete additional phases of the Deal Support work.
- **Subsequent Task Orders (Deal Execution):** Deal Execution (see Activity 4 of the accompanying SOO). INVEST anticipates that future Task Orders will be issued to the IQC holder on a FFP basis for cases where a deal is identified as one that the PAES wants to move forward with but cannot be supported by existing mechanisms or by other USG agencies. The IQC holder will provide specifically designed advisory support to bring prioritized deals to close.

Offerors must have the competencies and capabilities outlined under all Activities in the SOO and must be a licensed and legally organized business. We anticipate a Task Order value of \$350,000 for Task Order 1, which will include a period of performance of 5-6 months. DAI expects offerors to propose a period of performance consistent with the proposed technical approach. The value of subsequent Task Orders will be determined by the requirements of INVEST and available funding.

- I. **RFP Process and deadlines:** We anticipate that this solicitation will result in the award of one IQC mechanism. The IQC award will include an initial Time and Materials (T&M) Task Order covering Deal Support activities (Activities 1, 2, and 3 of the SOO) (“Task Order 1”). INVEST anticipates that subsequent Task Orders will be issued to the IQC holder both on a T&M and an FFP basis covering additional phases of Deal Support (T&M, covering Activities 1, 2 and 3 as outlined in the SOO) and Deal Execution (FFP, covering Activity 4 outlined in the SOO).
1. **Submission of Questions** – Questions must be submitted no later than **1:00 pm EDT on September 9, 2020** via email to INVEST_Procurement@dai.com.
 2. **Submission of Proposals** – Proposals must be submitted no later than **1:00 pm EDT September 24, 2020** via email to INVEST_Procurement@dai.com, copying Katherine_Tilahun@dai.com and Matthew_Mitchell@dai.com. The subject line of the email should be your organization name, followed by “Submission under RFP INVEST-062: PAES Deal Support.” 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 for the technical and price proposals combined. If the total submission size is greater than 10 megabytes, please submit in multiple emails and label each email as “1 of X, 2 of X, etc.”

Composition of Proposal: Your organization’s 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 10-slide presentation, 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. **NOTE: Proposal components for Deal Execution (Activity 4) will be illustrative based on the examples outlined under the SOO Appendix: Detail of Illustrative Transactions.** Please provide a copy of your price proposal(s) in Excel format. Offerors may use the budget template provided, which includes tabs for T&M Labor Categories and Task Order 1 pricing as well as cost build-up and deliverable pricing for FFP type Task Orders.

Part 1 – Technical Proposal

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

1. **Management Plan/Staffing Structure** – Offerors should include details of personnel who will 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 outputs of work.

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 INVEST network. Firms may consider partnering with other firms that bring complementary skill sets and experience given the broad relevant experience and expertise needed to cover the breadth and possible support. 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.

2. **Institutional Capacity** - Offerors should provide details about the experience, expertise, and capacity of their firm (or firms if a partnering arrangement is proposed) to complete the work as described. This should also include past performance information. Please note, on-the-ground presence in at least three of the four main regions of the African continent is strongly preferred.
3. **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 anticipated outputs of work.

In addition to the above, please include the following:

- Three (3) examples of past performance relevant to this activity (limited to three (3) slides per example). Examples should be within the past 5 years, and should highlight experience completing a range of deal support, including deal triage, due diligence, hand-off support, deal prioritization, and transaction advisory services, in addition to tracking the implementation of deal support and the effectiveness of the approaches utilized.
- 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/page limit and the format may be PDF or Word. A cover page will be considered a non-counting page. Offerors should include a cover page and list on it the names of all firms participating in the bid. No additional annexes or documentation are requested now.

Part 2 – Price Proposal

The contract type for the presumptive award will be an IQC subcontract that will allow for issuing of Task Orders. These Task Orders will be on a Time and Materials and a Firm Fixed Price basis, issued by DAI Global, LLC. At this procurement stage, the pricing for Task Order 1 should be final, along with the labor categories and rates for the IQC as a whole. Offerors should include a T&M pricing table that includes the labor categories associated with implementing the SOO requirements in accordance with the offeror's technical approach, and the associated pricing per labor category. Any pricing associated with future Task Orders, in response to the illustrative case studies provided with the RFP/SOO, will be illustrative at this stage and reviewed to understand and document the offeror's approach to implementing and pricing the illustrative activities. Offerors may use the attached cost/budget template; please limit file submissions to 10 megabytes or less.

Offerors should include all travel within the cost proposal. Please note, on-the-ground presence in at least three of the four main regions of the African continent is strongly preferred. Offerors should present the total price for Task Order 1 and also provide the LOE per labor category and any required non-Labor costs to build up to the total proposed price of Task Order 1. For subsequent Task Orders for Deal Support, INVEST will provide any staffing requirements and LOE assumptions along with the Request for Task Order proposal(s).

For subsequent Task Orders for Deal Execution activities, offerors should include illustrative pricing including the total proposed fixed price with details for illustrative pricing for Activity Four. Offerors should also include a cost breakdown of the hourly rates for proposed personnel, if applicable, with build up to their total proposed price or include substantiating price reasonability documentation. Note: a performance fee, or pay for performance approach should be incorporated into the cost structure and will be part of the cost evaluation. Please include a description of how the performance fees will be measured to incentivize a focus on the proposed performance criteria, such as transaction closures or the number of firms assisted.

The illustrative proposed price and cost breakdown for Activity Four will be analyzed as part of the price proposal evaluation and will form the basis for analysis of future Task Order proposals under Activity 4. Any significant deviation from the costs submitted at the IQC stage will need to be fully documented and justified at the Task Order level, and will be subject to approval by DAI.

Part 3 – Evaluation of Proposal

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 offeror 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/or 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 time frame 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.
 - a. **Management Plan/Staffing Structure (40 points)** – Points for this section will be based on the qualification of the proposed technical staff in relation to the requirements outlined in the SOO; past performance of proposed personnel including competence, reliability, and responsiveness; and the appropriateness of proposed labor categories and associated personnel—including the allocation of time to each labor category—to meet the requirements of the SOO. Please note that rate information for the labor categories should not be included in the technical proposal. CVs for proposed personnel should be provided as an Annex to the proposal, with a maximum of two (2) pages per individual. 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.
 - b. **Institutional Capacity (35 points)** – Points for this section will be based on information presented in the corresponding section and any submitted past performance case studies. Preference will be given to firms that have past performance in completing a range deal support, including deal triage, due diligence, hand-off support, deal prioritization, and transaction advisory services; in addition to tracking the implementation of deal support and the effectiveness of the approaches utilized; and experience working across the USG interagency,

strong understanding of USAID priorities/requirements, and networks and presence across Africa.

- c. **Technical Approach (25 points)** – Points for this section will be awarded based on the information presented in the technical approach. Points will be awarded to firms describing their thoughtful approach to addressing the Statement of Objectives (SOO). The offeror will be scored based on its presentation of a clear approach which reflects the requirements of this specific activity but also incorporates the offeror’s competencies.
- i. **Deal Support** –Points will be awarded based on the Offeror’s innovative approach to providing direct support to the PAES, including deal triage; due diligence and hand-off support; deal prioritization; and monitoring, evaluation and learning.
 - ii. **Deal Execution** –Points will be awarded to firms describing their approach to designing and providing transaction advisory services to bring prioritized deals to close. The approach should include both the offeror’s overall approach to carrying out transaction advisory services, as well as their specific approach to the illustrative case studies provided. Offerors have the option to forgo outlining their approach to a case study if it is not one they are interested or capable of working on, and should note as such. Together, this should clearly indicate how the proposed illustrative activities will result in the successful completion of the deliverables and milestones.

2. **Price Proposal:** We encourage all offerors to price their work competitively based on their experience completing a range of deal support, including deal triage, due diligence, hand-off support, deal prioritization, and transaction advisory services, in addition to tracking the implementation of deal support and the effectiveness of the approaches utilized. Evaluation for this section will be dependent upon all information presented by the Offeror. Budgets will be analyzed for cost reasonableness of the staffing proposed, including Labor Category pricing for Activities 1-3 and illustrative deliverable prices as well as the cost build-up for Activity 4. The price proposal for Task Order 1 should include Labor Categories to address the complete IQC Statement of Objectives for Activities 1-3, and proposed LOE per labor category and any associated non-labor costs in response to the specific requirements of Task Order 1 to provide a total price and cost build-up for Task Order 1.

Note: At the proposal stage, the price proposal for Deal Execution (Activity Four) will be developed based on the illustrative case studies provided for response. The proposal budget will be evaluated as an indication of how the offeror will structure transaction advisory budgets under Activity Four. These budgets will be analyzed for price reasonableness of the deliverable price as well as the cost build-up. Once the IQC is issued, the budget for each Task Order under Activity 4 will be analyzed and compared to the submitted IQC budget for Activity Four, to ensure that Task Oder budgets are consistent with the proposed labor rates and cost build-up submitted at the IQC stage. Any significant deviation from the costs submitted at the IQC stage will need to be fully documented and justified at the Task Order level, and will be subject to approval by DAI.

3. **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. 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

INVEST: Mobilizing Private Investment for Development
RFP INVEST-062: Prosper Africa Executive Secretariat Deal Support
Statement of Objectives

INTRODUCTION:

Through INVEST, USAID seeks to unlock the potential of the private sector to drive inclusive growth. 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 infrastructure, energy, clean water, financial services, health, agriculture, and education, requires new forms of collaboration between USAID and the investment community. Specifically, USAID can leverage its resources to help raise awareness of investment opportunities, lower transaction costs, and mitigate the risk of investments that generate positive social, economic, and environmental impact.

INVEST's flexible buy-in mechanism allows USAID Missions and Operating Units to access an unprecedented network of firms and individuals that have the range of technical expertise needed to identify opportunities and effectively mobilize private capital toward development priorities. Using a lean approach tailored to high potential opportunities, relevant parts of the network will come together to research, develop, and build specific solutions that align private capital with development needs.

BACKGROUND:

The context for development and U.S. engagement in Africa has shifted dramatically over the past decade. With seven of the ten fastest-growing economies in the world and over one billion consumers, Africa is poised to play a pivotal role in the future of the global economy. However, U.S. public and private investment are being rapidly overtaken by investment by strategic competitors and partners alike. The United States ranks only fourth in trade with the continent. The United States' status as the largest source of foreign direct investment (FDI) in Africa is under threat as Chinese FDI flows have increased dramatically over the past decade.

U. S. Government (USG) support to Africa remains predominantly grant-based health and social-service delivery, agriculture, and humanitarian assistance, which are critical to laying the foundation for sustainable growth. In contrast, other nations do less in this sphere and are increasingly focused on providing infrastructure finance aimed at investing in Africa's economic expansion (e.g., China's \$60 billion commitment) or on mobilizing private investment (e.g., the European Union's plan to mobilize \$52 billion in investment for Africa between 2017 and 2020, and the United Kingdom's \$10.5 billion of public and private investment), revealing a growing confidence in Africa's economic future.

While the USG has historically supported Africa primarily through traditional foreign assistance, our African government partners consistently tell us what they value most to support their development is increased U.S. trade and investment flows, and stability. Similarly, the most pressing day-to-day concern for most people on the continent is how to better provide for themselves and their families through increased financial self-sufficiency (new jobs, better jobs). Stability and access to goods, services, and investment is at the heart of the journey to self-reliance, which empowers countries and individuals to become independent of foreign assistance and increasingly able to raise or attract the funds needed for their own development.

Prosper Africa sets forth an ambitious goal of significantly increasing two-way trade and investment between the United States and Africa. The Prosper Africa Strategy and Implementation Plan outline how the USG's collective efforts, in partnership with the U.S. private and African public and

private sectors, will accelerate trade and investment by facilitating transactions and fostering more business-friendly enabling environments in Africa. The initiative aims to modernize and synchronize U.S. capabilities and efforts, including by establishing a one-stop shop where U.S. and African businesses can access the full range of U.S. government services, among other measures. In order to achieve success, Prosper Africa now needs to be operationalized and coordinated with major private sector players and development partners. The Prosper Africa Strategy includes three Lines of Effort (LoE):

1. Modernize and Synchronize U.S. Government Capabilities and Efforts: This LoE will improve internal USG processes coordination and knowledge management to more capably support the competitiveness of American firms doing business in African countries.
2. Facilitate Transactions: This LoE focuses on mobilizing USG efforts with businesses with the purpose of identifying, developing, facilitating, expediting, and mitigating the risk of trade and investment transactions between the United States and African countries.
3. Foster Fair and Accessible Business Climates and Robust Financial Markets: This LoE focuses on U.S. departments' and agencies' support to African partner governments, industry associations, and key regional entities, helping them to identify and address policy, regulatory, capacity, and logistical barriers to private sector trade and investment with the goal of fostering business climates that more ineffectively facilitate mutually beneficial trade and investment between the United States and African countries, particularly by making African markets more attractive destinations for investment of U.S. private capital.

The Prosper Africa Executive Secretariat (PAES) will provide support in the coordination and implementation of the Prosper Africa initiative, which includes promotion of collaboration, learning, evaluation, performance monitoring, knowledge management, strategic communications, and research. The deal support pilot produced by this, which activity focuses on the first and second LoEs above, aims to bolster the efficiency and effectiveness of the PAES team to determine deal viability of newly identified African trade and investment opportunities to the U.S. private sector.

OBJECTIVE:

As Prosper Africa is ramping up, it is critical for the PAES to set the stage for the Initiative by building a brand synonymous with responsiveness and customer service. Based on experience to date, a typical request for deal identification, transmission, and promotion support requires many intensive steps. An example of the process may be: an initial intake call to understand the firm and prospective opportunity, analysis of the firm's deal prospectus, research on the firm and sector, and multiple additional outreach calls to experts or sector stakeholders to further understand the opportunity, coupled with additional interagency outreach to identify tools and support. All of these steps are required simply to determine deal viability and to respond back to the firm with a proposed way forward, which will also require PAES staff support and follow up. With a growing number of firms reaching out for support and advice on prospective deals, PAES requires additional technical backstopping to enable the team to meet the volume of demand with timely, high-quality technical support.

TASKS AND ACTIVITIES:

This Deal Support Pilot will provide direct support to the PAES, and by extension USAID missions and other Prosper Africa agencies. The offeror will stand up a team of dedicated individuals to conduct the following activities:

1. **Deal Triage** – For newly identified deals, the offeror will assist PAES with an initial assessment of deal readiness and quality of opportunity. The offeror will review basic information about the

corporate structure and provide light-touch due diligence on the prospective transaction owner's corporate/business behavior and its social/environmental practices. Based on this quick deal analysis, the offeror, in collaboration with PAES, will provide an initial recommendation on whether to further engage the firm or to refer the request back to the firm for additional development.

2. **Due Diligence and Hand-Off Support** – For identified deals, the offeror, with support from PAES, will engage the selected firms and analyze the deal. This includes review of the market and sector where the deal will take place and providing an initial assessment of the resources needed to close the deal and its potential for success. Such review may include desk research, outreach to sector experts and stakeholders, and direct engagement with interagency experts to assess what tools and resources may be available and are relevant to the deal. After this analysis, the offeror will recommend an initial course of action, including the interagency partners to engage, a basic estimate of time and budget to close, and basic support to PAES in handing-off the deal to an appropriate Deal Team.
3. **Deal Prioritization** – As the volume of active Prosper Africa deals increases, the offeror will assist PAES to iteratively prioritize resource allocation to various deals based on the dynamic ratio of USG costs, including time, to potential for success and impact.
4. **Deal Execution** – For cases where a deal is identified as one that the PAES wants to move forward with but cannot be supported by existing mechanisms or by other USG agencies, a scope of work specific to the advisory services will be developed. The offeror will propose advisory services, the timeframe, and a cost proposal for what is required to successfully close the transaction. The offeror will also include proposed performance metrics and a performance fee structure. The transaction support should leverage appropriate techniques to position the companies and/or investors to come to closure on transactions within a 12-18 month timeframe.
5. **Monitoring, Evaluation and Learning (ME&L)** – Through the life of this activity, the offeror will track the implementation of the Deal Support Pilot, including the effectiveness of the approaches utilized and U.S. business follow-through on identified deals. Learning will be tracked and incorporated on a monthly-basis allowing opportunity for the subcontractor to evolve its approaches, in coordination with PAES, throughout the life of the project. The offeror will work collaboratively with PAES and INVEST to develop plans for a hand-off to continue monitoring the impact of the pilot past the period of performance of this activity.

As directed by PAES, the offeror will draw upon deals tracked by Embassy Deal Teams, the Prosper Africa Roadmap, and other interagency trade and investment-focused efforts.

Anticipated outputs of work include:

- **Pipeline and Deal Information Library:** In collaboration with PAES, develop process and platform for regular pipeline updates, including regular prioritization recommendations. The contractor will maintain a deal information library to house pipeline updates, prioritization recommendations, and associated documentation. Illustrative examples include: call/meeting summaries, deal documents (e.g. teasers, pitch decks), deal assessment and due diligence documentation.
- **Transaction Advisory Support:** In alignment with PAES, provide specifically designed advisory support to bring prioritized deals to close. For all deals supported, the selected firm will be required to submit a final report summarizing the activities completed, the challenges encountered and lessons learned, the outcome of the engagement, and when applicable, a

summary of investment terms, conditions, parties, metrics, and indicators. Should the deal fail to close, a summary of the roadblocks hit and reasons why the deal was not successful should also be included. Together with PAES and INVEST, produce corresponding communication materials to highlight deal support, investments made, market/strategic impacts, and key lessons learned.

- **Final Report:** Produce a final report to highlight the effectiveness of the Deal Support Pilot, including the deals supported, different approaches tested, and recommendations for how the U.S. Government can optimize its deal support services through the Prosper Africa Executive Secretariat. The final report should also capture key learnings and any proposed recommendations on iterations to the pilot.

In addition to the outputs above, the selected offeror will also conduct regular briefings for the Prosper Africa Executive Secretariat and other relevant stakeholders to review and present outputs and learnings, integrate relevant context, and receive feedback.

PLACE OF PERFORMANCE:

There will be significant interaction with USG staff based throughout the African continent and Washington, D.C. There is a preference for firms with staff presence in multiple regions in Africa and in the U.S. (see qualifications section). Travel is envisioned in both Africa and across the United States but may be restricted due to Covid-19 implications and travel restrictions. Travel is envisioned to be associated with the origination of deals, due diligence, and deal execution.

IMPLEMENTATION TIMEFRAME:

The activities outlined above are estimated to take place over a 12-18 month time period, commencing in October 2020 and to be complete no later than April 2022. Offerors should propose a timeline for the Activity Four (Deal Execution) in line with their proposed technical approach. Expectation is that upon project kick-off, work would commence immediately for Activities 1, 2, and 3 (Deal Triage; Due Diligence and Hand-Off Support; and Deal Prioritization).

CONTRACT TYPE:

The final contract will be an Indefinite Quantity Contract (IQC) Subcontract that will allow for issuing of Task Orders. These Task Orders will be on a Firm-Fixed Price (FFP) or Time and Materials (T&M) basis. Task Order 1 will be T&M and awarded along with the IQC award.

ROLE OF INVEST PROJECT:

INVEST will work closely with the Prosper Africa Secretariat, Embassy Deal Teams, other relevant USG stakeholders, and the selected partner(s) during all stages of this work. DAI will subcontract the selected partner(s) directly and provide review and oversight throughout the life of the activity in accordance with INVEST's lean management approach. DAI will administer quarterly check-ins (with more frequent check-ins as needed), deliverable review, and manage an ongoing ME&L framework.

- **Partner Onboarding:** DAI will work closely with the Prosper Africa Executive Secretariat and relevant USAID and interagency stakeholders to provide the successful offeror(s) with all necessary context and avoid duplication of efforts with existing activities supporting Prosper Africa initiative.

- **Project Implementation:** The selected partner(s) will implement the work as prescribed by the work plan(s). DAI will provide management support and ensure quarterly check-ins/reporting.
- **Ongoing Monitoring, Evaluation, and Learning:** DAI will work closely with the subcontractor to define appropriate indicators for the overall PAES structure and effectiveness of the due diligence approaches utilized INVEST will work with the subcontractor to develop the ME&L plan at the kick off and will collect and review data from the subcontractor for requisite reporting to USAID throughout the life of the activity. INVEST will also work with the subcontractor to establish a hand-off plan to continue to monitor the impact of the activity beyond the period of performance of this activity. The subcontractor will be required to reasonably maintain and report on relevant data as part of the periodic check-in process. DAI will conduct data quality assessments as necessary.

QUALIFICATIONS:

The successful offeror will be required to demonstrate:

- Regional familiarity, including a nuanced understanding and experience working in different markets and sectors across the African continent;
- On-the-ground presence in at least three of the four main regions of the African continent;
- Relevant networks, including but not limited to U.S. and African businesses and investors;
- Keen understanding of U.S. government agencies and their tools, programs, and capacities to support trade and investment;
- Ability to develop and track metrics to capture impact and refine learnings;
- Sectoral expertise across key sectors (e.g. Energy, Transportation, Import/Export, Agriculture, Healthcare, Infrastructure, ICT, Defense/Aerospace, Mining, and associated Services); and,
- Ability to evaluate a range of transactions that fall under key sectors for both “fit” for Prosper Africa support, as well as their commercial viability based on the context within which they are operating.

SOO Appendix: Detail of Illustrative Transactions

A. Transaction description	\$100M investment by a pension fund into a Pan-African infrastructure fund focused on investments in areas including transportation, water, waste management and social infrastructure
Complexity	High
Proposed investment size	\$100M
Source of funds	US Pension Fund
Type of investment	Equity
Sector	Infrastructure
Location	Pan-Africa
Scope of advisory services	Opportunity identification and vetting, due diligence, deal structuring, development of materials

B. Transaction description	US impact fund focused on investing in the tech sector in East Africa looking for due diligence support on initial portfolio of firms
Complexity	Medium
Proposed investment size	\$50M
Source of funds	US impact fund
Type of investment	Equity and debt
Sector	tech
Location	East Africa
Scope of advisory services	Pipeline development / due diligence support on initial portfolio of firms

C. Transaction description	Secure \$5M in equity and debt financing for expansion of business operations into new market
Complexity	Low
Proposed investment size	\$5M
Source of funds	unknown
Type of investment	Equity and debt
Sector	Agriculture / food processing
Location	West Africa
Scope of advisory services	Market assessment, competitor analysis, development of materials for investors, investor introductions

D. Transaction description	Validate design/structure and support fundraising of a \$15M East African early-stage investment vehicle. Attribute 50% of target fundraise to firm's efforts.
Complexity	Medium - high
Proposed investment size	\$3-5M
Source of funds	Unknown
Type of investment	Unknown
Sector	Multi-sector
Location	East Africa
Scope of advisory services	Structuring advice, development of investor materials, introduce and engage investors, support response to due diligence requests, term sheet development