



To: Offerors

Date: January 28, 2020

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

Subject: Request for Proposals (RFP) INVEST- 038: Prosper Africa Executive Secretariat Market Analysis and Roadmap (**Modification 2**)

Due: **1:00PM EST on February 17, 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.

- I. RFP Process and deadlines:** This solicitation will result in the award of a Fixed Price Subcontract. We anticipate issuing a single subcontract award resulting from the implementation of this agreement.
1. Submission of Questions – Questions must be submitted no later than **1:00 pm EST on January 30, 2020** via email to INVEST_Procurement@dai.com.
 2. Submission of Proposals – Proposals must be submitted no later than **1:00 pm EST February 17, 2020** via email to INVEST_Procurement@dai.com, copying Katherine_Tilahun@dai.com, Matthew_Mitchell@dai.com, and Talin_Baghdadian@dai.com. The subject line of the email should be your organization name, followed by "Submission under RFP INVEST-038: PAES Roadmap." 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.
 3. Please note the offeror (lead organization) must have an **active Secret Facility Security Clearance (FCL)** to be considered for this activity.
- 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 ten-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, including deliverables that are subject to activation by INVEST.

2. **Institutional Capacity** - Offerors should provide details about the experience, expertise, or capacity of their firm to recommend the proposed approach and complete the work as described. This should also include past performance information for similar contexts.
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, 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. We don't anticipate all firms will have all the relevant experience and expertise needed to complete all aspects of the SOO and value partnerships where appropriate.

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)
- 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 now.

Part 2 – Cost Proposal

The contract type for the presumptive subcontract(s) will be Fixed Price, awarded as a subcontract by DAI Global, LLC. **Please include your total proposed fixed price for all activities, as well as individual deliverable pricing. Although Activities #5a and #5b will only be implemented upon activation from the INVEST team, the cost proposal should include pricing for Activity #5a and illustrative pricing for Activity #5b**, assuming that 10-20 additional deals/transactions will be included under Activity #5b (see the accompanying SOO for more details). 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. 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. 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 experience conducting similar assessments.

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 offers' 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 activities in 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 approach should include the offeror's overall approach to:
- Analyzing the current state of two-way trade and investment between the U.S. and Africa and the roles competitor nations play in Africa;
 - The offeror's strategy for developing an action plan for what implementing agencies can achieve leading up to 2025;
 - The offeror's method for developing a pipeline of priority deals and transactions across key sectors that agencies can pursue in the near-term to help achieve two-way trade and investment goals. This should include how deals will be sourced and vetted for appropriateness and feasibility, as well as include information on experience and expertise working in the region and in the sectors noted.
 - Additionally, the offeror should include the proposed measures of performance and detail how departments and agencies will monitor, measure, evaluate, and achieve their Prosper Africa goals.
- b. **Institutional Capacity (30 points)** – Points for this section will be based on information presented in the corresponding section and any submitted case studies. Offerors should demonstrate their:
- Strong and relevant networks and connections with investors, entrepreneurs, businesses and other relevant partners active in Africa;
 - Specific familiarity and access U.S. investors and businesses active in Africa;
 - Knowledge and experience in identifying, evaluating, and/or supporting transactions that involve two-way trade and investment, with U.S.-Africa experience preferred;
 - Ability to define performance indicators and appropriate targets, based on measures by which Prosper Africa can assess its performance, including targets/efforts identified by each Department/Agency;
 - Experience building pipelines of actionable deals/transactions;
 - Active, Secret Facility Security Clearance organizational security clearance.

- c. **Management Plan/Staffing Structure (30 points)** - Points for this section will be based on the qualifications of proposed staff, clear delineation of the roles and responsibilities of each proposed staff 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. If the offeror is submitting a proposal along with partners, the proposal should describe the nature of the arrangement (i.e. added technical value) and the division of labor among the partners. Proposed partner organizations are not required to possess organizational security clearances; however, description of arrangements should clearly articulate appropriate management controls to ensure successful delivery and protect secure information.

Not all proposed personnel are required to possess an active security clearance. However, Offerors must propose sufficient personnel with security clearance to fulfill and oversee the achievement of all aspects of the Statement of Objectives, in line with the proposed technical approach. A secret level security clearance is sufficient for the activity.

The offeror should demonstrate their proposed staff's:

- Status of security clearance (note on resume whether individual possesses a security clearance, and at what level);
 - Knowledge of the current state of two-way trade between the U.S. and Africa;
 - Familiarity with a wide variety of investors, entrepreneurs, businesses, and other partners relevant to the activities outlined in the SOO.
- 2. Cost Proposal:** Cost 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. At the proposal stage, the cost proposal for Activity #5b will be developed based on an illustrative number of additional deals/transactions. The proposal budget will be evaluated as an indication of how the offeror will structure deal/transaction sourcing budgets under Activity #5b. The budget will be analyzed for cost reasonableness of the deliverable price as well as the cost build-up.
- 3. 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. 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

INVEST: Mobilizing Private Investment for Development
Statement of Objectives for RFP INVEST-038
Prosper Africa Initiative Market Analysis and Roadmap

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 – technical assistance, guarantees, and convening power – 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 six 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 Africa¹ 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

¹ Turning Tides; EY Attractiveness Program – Africa, 2018
[https://www.ey.com/Publication/vwLUAssets/ey-Africa-Attractiveness-2018/\\$FILE/ey-Africa-Attractiveness-2018.pdf](https://www.ey.com/Publication/vwLUAssets/ey-Africa-Attractiveness-2018/$FILE/ey-Africa-Attractiveness-2018.pdf)

become independent of foreign assistance and increasingly able to raise or attract the funds need 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 Secretariat 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 market analysis and roadmap produced by this Activity will be the primary means of operationalizing targets, metrics, and benchmarks for such goal-setting, performance monitoring, and evaluation within the context of the Prosper Africa initiative.

OBJECTIVE:

The objective of this Activity is to conduct market analysis toward the end of producing an operational Roadmap that recommends viable means of achieving Prosper Africa's goal of increasing two-way trade and investment between the United States and Africa, including by establishing measures of performance that include realistic, time-bound targets for increasing transaction volume and value along all four vectors (1) U.S. Investment in Africa; 2) U.S. Exports to Africa; 3) African Exports to the U.S.; and 4) African Investment in the United States), as well as identifying needs for improved U.S. government coordination in support of initiative goals on a timeline out to 2025. The Prosper Africa Roadmap shall include recommendations for how departments and agencies may orient their capabilities and resources to Prosper Africa, then monitor, measure, evaluate, and achieve—and effectively communicate—their Prosper Africa goals and objectives.

The Prosper Africa initiative is organized along the three Lines of Effort described above, and recognizes that trade and investment will take place on four interrelated vectors: 1) U.S. Investment in Africa; 2) U.S. Exports to Africa; 3) African Exports to the U.S.; and 4) African Investment in the United States. The selected partner(s) shall provide recommendations for how the collective agencies and departments will best work together to achieve the overarching goal of substantially increasing two-way trade and investment within the context of each vector, and with a view toward realistic objectives that must be met along each line of effort (in sum: facilitating transactions, improving business climates, and synchronizing U.S. government tools), for this Prosper Africa Roadmap.

TASKS AND ACTIVITIES:

This Prosper Africa Roadmap shall be informed by the selected partner's(s') comprehensive analysis of, at a minimum:

1. Opportunities—detailing the landscape of commercial potential by sector and country, detailing current and likely future prospects for;
 - a. U.S. business and investor interest and presence in Africa;
 - b. African business and investor interest and presence in the United States;Analysis should be based on both historical deals and ongoing projects that substantiate the validity of prospects, as well as potential, bankable deal opportunities.
2. Constraints—delineating existing barriers (real and perceived) to trade and investment for U.S. businesses and investors in Africa, and identifying significant impediments in key African markets to increasing U.S. trade and investment in Africa
3. Competition—providing a high-level overview of the trade and investment objectives, priorities, and activities of major competitors to the U.S. in Africa (e.g., China), how they are achieving their objectives (or not), what the United States can do in the near, medium, and longer term to level the playing field for U.S. businesses, and which countries and sectors present the greatest opportunity to do so to maximum advantage.
4. Potential—relying on the above, identifying the specific sectors and countries most likely to achieve Prosper Africa's goals of increasing two-way trade and investment. Please cross reference countries and sectors to identify 1) countries that represent greatest opportunity regardless of sector; 2) sectors that represent the greatest opportunity across a broad range of countries;

In accordance with anticipated resourcing priorities, most Prosper Africa resources are to be targeted to support U.S. government programs that will achieve the maximum impact in terms of supporting increased trade and investment to the greatest extent possible. The initiative, however, is also intended to allocate some resources to countries and sectors that present greater, longer-term, strategic potential. To that end, the selected partner(s) shall contextualize its analyses and recommendations accordingly. Meetings and briefings with U.S. government officials coordinating the Prosper Africa initiative can be arranged to provide clarity on this request.

The analyses will draw from data and assessments already completed by Commerce, USTR, the Department of Homeland Security, and the USAID Trade and Investment Hubs located in East, West, and Southern Africa, as well as data from other departments and agencies as appropriate. The Activity will also ascertain critical analytical gaps by identifying and assessing future African and U.S. markets, and the specific sectors and actors most important to Prosper Africa's objectives. This analysis will guide the prioritization of Prosper Africa activities and public- and private-sector partner discussions, so that opportunities identified in the assessment may be funded and operationalized.

Prosper Africa is partnering to develop a Roadmap to gain access to partner(s)' African market analysis, expert insights on U.S. private sector firms' positions in those markets, U.S. private sector strategies, and pipeline and knowledge of active, high-quality opportunities across diverse African markets. It is anticipated that the selected partner(s) will draw largely from their broad existing datasets to generate the Prosper Africa Roadmap, and will rely to a minimum extent possible on new analysis or research, except where needed and in conjunction with U.S. government analytical products that will be made available as appropriate. The partner(s) may leverage existing assessments and U.S. Government activities and programming, and supplement this with the selected partners(s) analysis, interviews and expertise. Existing and relevant materials of which Prosper Africa is aware will be made available to the selected partner(s) at the time of award.

The selected partner(s) should review and consolidate its findings and supplement them with any additional analysis to produce a Prosper Africa Roadmap, as described in the Objectives Section above, and as supported by further detail below. The selected partner(s) shall provide a notional table of contents, to include a preliminary annotated bibliography of references and a proposed list of key informants, for the Initial Briefing.

1) The State of Two-way Trade and Investment between the United States and Africa, including a gap analysis. Drawing upon U.S. government (BEA, etc.) and other available statistics, this Section should clearly describe the current state of two-way trade and investment across the four vectors described above, including average annual growth rates for each vector for the past 30 years. It should include a summary of sectors where growth in trade and investment between the U.S. and Africa has been above average over this period, and a set of illustrative projects to demonstrate qualitatively the value of trade and investment to date. This list shall be assembled using the selected partner(s) knowledge, available literature, and through interaction with Prosper Africa's U.S.-based and U.S. Embassy-based deal teams. Constraints or gaps standing in the way of increased two-way trade and investment should also be identified and explored. This analysis should examine unmet financing needs, identify major policy roadblocks/obstacles that have impeded commercial deals or investment projects, and identify actions by the U.S. government or donor community that could unblock or re-energize 'stuck' project development efforts. This effort should be complemented by case studies that demonstrate key obstacles to increased trade and investment and how they might be overcome. The constraints/gaps analysis should identify constraints, gaps, or other challenges identified in this section and identify them, as most relevant to the particular case, with one of the three lines of effort articulated in the Prosper Africa Strategy; 1. Modernize and synchronize United States Government capabilities and efforts, 2. Facilitate transactions, 3. Foster fair and accessible business climates and robust financial markets.

2) An Action Plan for identifying particular benchmarks for overcoming the challenges to implementing Prosper Africa's three lines of effort and subordinate major objectives, as identified in U.S. government strategy documents and the aforementioned gap analysis (see point 1). This should include recommended actions that Prosper Africa implementing agencies can achieve execute leading up to 2025 (including interim year milestones) and a suggested operational plan for how to do it. The Prosper Africa Secretariat will work with the partner to determine best ways to organize the material, which may include the four vectors for Prosper Africa, and the three Lines of Effort as appropriate. The Action Plan may address, among other things:

- Which sectors, or particular markets present the greatest opportunity for advancement and what changes in conditions could accelerate progress?

- Where (in terms of countries/markets), and in which sectors, are U.S. companies already competitive and winning, and where and why not?
- What are the most significant policy impediments, from the private sector perspective, to increasing U.S. trade and investment in key African markets and which African partner countries have the greatest capability to engage and address these impediments and make meaningful policy reforms?
- Where the business climate does not favor competitive U.S. investment, which countries and sectors offer the greatest potential for reform?
- How can U.S. government strategic communications to the U.S. private sector and to other key stakeholder audiences contribute to removing constraints and maximizing opportunities for increased trade and investment with African countries?
- What are key opportunities to shift perceptions among U.S. businesses about doing business in Africa?
- What are key opportunities to demonstrate to businesses and government leaders across Africa the superior value proposition of the U.S. private sector? What security and stability-related obstacles have proven most problematic for deal completion, from the perspective of U.S. businesses involved in trade and investment with Africa (setting aside obvious cases of outright civil conflict)?

The selected partner(s) shall include a detailed logic model in its Action Plan that describes the recommended actions to be taken by U.S. government contributor in order to achieve identified benchmark, by vector, and makes recommendations for modernization and harmonization of USG assistance. The framework for the logic model shall be provided at the initial briefing, and a draft logic model submitted to USAID for review and approval prior to the submission of the draft Prosper Africa Roadmap. Once approved, the selected partner(s) shall develop accompanying infographics that map the stages of a deal across each of the four vectors, and Lines of Effort where relevant, identifying available U.S. government services Prosper Africa can employ to finance, de-risk, advocate for, or otherwise support or facilitate a particular transaction.

3) Recommended ambitious, yet achievable measures by which Prosper Africa can assess its performance in meeting the benchmarks identified in the Action Plan (Deliverable 2). This should include the targets and efforts identified by each Department and Agency in the Prosper Africa Strategy and Implementation Plan, time-bound, numerical targets for two-way trade and investment (as relevant and appropriate, by U.S. government agency), and proposed metrics for how Prosper Africa will monitor, measure, evaluate, communicate, and achieve its goals and objectives. These measures will be developed in close coordination with the Prosper Africa Secretariat and interagency stakeholders to ensure alignment with Department and Agency approaches, activities, and ongoing performance measurement efforts.

4) Detailed analysis of other nations' investment and trade goals and initiatives in Africa broken down by country/sector, and what tools they (particularly China, but also Russia, and where relevant, Japan, India, Gulf countries, EU countries, etc.) use and intend to use (including messaging strategies) to support them. This analysis shall rely predominantly on existing materials and should not involve significant new research. The analysis shall provide suggestions as (i) whether and the U.S. has the industry/technical capacity to compete (by sector and geography), (ii) if so, what U.S. tools/finance/programs the U.S. government would need to engage, and (iii) where the best sectoral and geographic opportunities for U.S. investors lie. The analysis should also identify opportunities for

collaboration with likeminded partner countries (particularly UK/Canada/Australia/New Zealand, EU countries, Japan, and Korea).

5a) If requested, and as defined, work with U.S.-based and U.S. Embassy-based deal teams to compile a list of at least 100 priority deals/transactions across the previously identified key sectors that agencies can pursue in the near-term to help achieve two-way trade and investment goals. The need and further definition of this deliverable will be dependent on the pipeline and deal identification efforts underway by USAID missions, Embassy-based deal teams among others. The methodology for prioritization of deals and opportunities should be submitted for review and feedback, which should align with criteria developed by Prosper Africa and Embassy-based deal teams. The priority list shall include a preponderance of bankable U.S. exports and investments but shall also include African investments in and exports to the United States. The list may include transactions being supported by like-minded donor partners. The list may include financing constraints/opportunities, should center on projects already scoped and prioritized by the private sector, the USG and/or development partners. It should further rely on relevant and appropriate African partner country's strategic plans, capital projects, annual budgets, and spend plans, etc. The preliminary screening criteria the selected partner(s) proposes should be provided at the Initial Briefing. This effort should be complemented by up to ten (10) use-cases that demonstrate the viability of the proposed transaction and associated U.S. government interventions. This activity will only be developed upon activation and with an explicit request from the INVEST team.

5b) The Prosper Africa Executive Secretariat and INVEST will review the list of priority deals/transactions compiled by partner(s) in the above activity. In the event that there are specific markets or strategic sectors that have not been adequately represented in the priority deals/transactions list, the partner(s) may be requested to source additional deals to fill any of the identified gaps. Potential sources for these additional deals/transactions might include development finance institutions; asset managers; banks and lenders; transaction advisors; government investment agencies; donor-funded projects; industry think tanks; incubators and accelerators; and other ecosystem actors. The selected partner(s) should have a robust network of appropriate sources and demonstrate in its proposal its ability to draw from this network for this work. For the purpose of this SOO, partner(s) should assume 10-20 additional deals/transactions would be required; however, the actual number will be determined based on the specific findings and review of Activity #5a. This activity will only be developed upon activation and with an explicit request from the INVEST team.

6) Additional recommendations for how the U.S. government can best reach Prosper Africa targets including potential tools, external partners, or ways of working that support the aims of Prosper Africa, not already described in the elements above.

DELIVERABLES:

Prosper Africa Roadmap, datasets, and accompanying presentation materials will be presented for both internal USG (classified, if necessary) audiences and for public audiences. Final deliverables should be presented as follows:

- **Prosper Africa Roadmap (Deliverables 1-6) consisting of approximately 30-40 pages (not including attachments and associated compendium of research material).** The report should be conveyed in Microsoft Word with Adobe PDF charts, graphs, and other graphic design elements separately designed (i.e., each non-textual or backdrop element should have its own individual file, preferably a design file such as Adobe Illustrator, but at least a high-resolution image). The report should follow the Prosper Africa Branding and Marking Guide for text, color, and other

design elements. The Roadmap in its entirety should be Sensitive but Unclassified (SBU) or For Official Use Only (FOUO) and intended to make internal recommendations to a U.S. government audience.

- **High-Level Executive Summary that can be publicly released in whole or in large part.** The Executive Summary will be, in conjunction with public-facing visuals, the primary public document explaining the strategic approach of Prosper Africa (how the initiative will coordinate U.S. government capabilities more strategically to facilitate transactions and improve enabling environments in ways that directly support facilitating transactions).
- **Research material**, including a compilation of data reviewed during the Activity related to trade and investment between Africa and the U.S. and between Africa and competitors, i.e., graphs, charts, and other visuals supporting the analysis in the Roadmap.
- **Accompanying presentation materials to the Prosper Africa Roadmap (Slide Deck)** consisting of no more than 20 slides (not including select case studies and use cases developed for elements 1 and 5, which shall be provided as proposed communications products in addition to the 20-slide limit). The Slide Deck should be conveyed in Microsoft Power Point, highlighting the findings articulated in the Prosper Africa Roadmap. While the immediate purpose of the slide deck is to launch the Prosper Africa Roadmap, it should be developed such that it can be used with a variety of audiences, including the USG interagency, development partners, government officials, investors/ financiers, high-level decision-makers, and the general public.
- **A separate, more internally facing slide deck** may be developed for some elements, which may include (a) classified roadmap annex(es) responsive to classified USG analyses that will be made available to the partner.

In addition to the deliverables above, the selected partner(s) will also conduct regular briefings for the Prosper Africa Secretariat and other relevant stakeholders to review and present deliverables, integrate relevant context, and receive feedback. These include but are not limited to: an initial briefing for the Prosper Africa Secretariat, to share initial findings; intermittent briefings to share drafts of deliverables; and, a final briefing to present the Prosper Africa Roadmap. The deliverable schedule will include intermediate and final deliverables to ensure adequate opportunity for feedback and iteration on deliverables.

ROLE OF INVEST PROJECT:

INVEST will work closely with the Prosper Africa Secretariat, 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 weekly check-ins (as needed), reporting, deliverable review prior to client presentation and approval, and manage an ongoing ME&L framework.

- **Partner Onboarding:** DAI will work closely with Prosper Africa secretariat and relevant USAID and interagency stakeholders to provide the successful offeror(s) with all necessary context, avoid duplication of efforts, and work with Prosper Africa's Coordinator's Office and the successful offeror(s) to develop work plan(s)

- Project Implementation: The selected partner(s) will implement the work as prescribed by the work plan(s). DAI will provide management support and ensure regular check-ins/reporting
- Ongoing Monitoring, Evaluation, and Learning: DAI will define indicators in subcontract, collect and review M&E data from subcontractors for requisite reporting to USAID. DAI will conduct data quality assessments as necessary.

DURATION AND PLACE OF PERFORMANCE:

This engagement is expected to commence in February 2020 and is anticipated to be completed by June 2020. There will be significant interaction with USAID staff based in Washington, DC, but the majority of this SOO can be accomplished remotely. The offeror will be required to participate in classified conversations and/or presentations in secure environments across different U.S. Government agencies based in Washington, DC. Travel to Africa is not envisioned.

Implementation Timeframe

The activities outlined above are estimated to take place over a four-month time period. Offerors should propose a timeline for the pipeline identification in line with their proposed technical approach. Additionally, offerors should include illustrative timelines for deep dive evaluations and the provision of transaction support in line with their approach to the provided transaction case studies.

Illustrative Timeline and Deliverables

Description	Deliverable(s)	Illustrative Timeframe
Onboarding, Work planning and Initial Briefing	Briefing for the Interagency and Prosper Africa Secretariat of the Contractor’s initial findings, select draft documents described above, and an outline of all final deliverables, for USG review and comment.	2 weeks
Draft of “Context-Setting” Deliverables: State of Two-Way Trade and Investment (Activity #1) and Detailed analysis of other nations’ investment and trade goals and initiatives in Africa (Activity #4)	Submission of initial draft documents, briefing to convey foundational context for the Prosper Africa Roadmap	4 weeks
Draft Action Plan (Deliverable #2) and Presentation of Recommended Targets (Deliverable #3)	Submission of initial draft documents, briefing to convey foundational context for the Prosper Africa Roadmap	8-10 weeks
Database of at least 100 priority deals/transactions, if requested (Activity #5a).	Delivery of database and relevant guides for database (e.g. final criteria used to screen transactions)	10-12 weeks Note: Methodology for prioritization should be delivered at 5-6 weeks into activity.

Additional 10-20 deals/transactions to be incorporated in the database, in order to remediate gaps, if requested (Activity #5b).	Incorporation of additional deals/transactions into the above database of priority deals/transactions.	12-16 weeks
Draft Prosper Africa Roadmap and Slide Deck (including draft case/use studies),	Delivery of the draft Prosper Africa Roadmap and slide deck (including draft case/use studies) for USG review and comment. The selected partner (s) shall make a formal presentation to Prosper Africa, and address resulting comments and feedback.	12-14 weeks
Final Prosper Africa Roadmap, Slide Deck, and Presentation to Prosper Africa and Interagency	Final report narrative version, final slide deck; in-person or virtual presentation to INVEST/USAID team	14-16 weeks

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;
- Relevant networks, including but not limited to U.S. and African business leaders and investors;
- Capacity for high-level strategic advisory work, in public and private sector venues;
- Knowledge and understanding of U.S. and other countries' agencies, tools, and programs to support trade and investment;
- Sectoral expertise across key sectors (e.g. Energy, Transportation, Import/Export, Agriculture, Healthcare, Infrastructure, ICT, Defense/Aerospace, Mining, and associated Services);
- 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; and,
- Active Secret Facility Security Clearance (FCL) to be considered for this activity.