



To: Offerors

Date: August 1, 2019

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

Subject: Request for Proposals (RFP) INVEST-024 Market-Based Approach Evaluation for South Africa CDCS

Due: **1:00PM EDT on Wednesday, August 28, 2019**

Dear Offerors:

Enclosed is a Request for Proposals (RFP) to support the implementation of DAI's INVEST project funded by the United States Agency for International Development (USAID). DAI invites firms to submit a proposal for work as part of the USAID South Africa Mission.

- I. RFP Process and deadlines:** This solicitation will result in the award of a Fixed Price Subcontract. We anticipate issuing a single subcontract award between \$140,000-\$170,000 resulting from the implementation of this agreement.
 - a. Submission of Questions – Questions must be submitted no later than **1:00 pm EDT on August 12, 2019** via email to INVEST_Procurement@dai.com.
 - b. Submission of Proposals – Proposals must be submitted no later than **1:00 pm EDT on August 28, 2019** via email to INVEST_Procurement@dai.com, copying Katherine.Tilahun@dai.com and Talin.Baghdadlian@dai.com. The subject line of the email should be your organization name, followed by "Submission under RFP INVEST-024: CDCS." 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 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.

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 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. 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 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 task order(s) 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 can use the attached cost/budget template; please limit file submissions to 10 megabytes or less.

- III. **Evaluation of Proposal:** DAI will use best value determination for the award of this Request for Proposals. A best value determination means that, in DAI's estimation, the selected offer will provide the greatest overall benefit to USAID in response to the requirements stated in this RFP. DAI may also exclude an offer from consideration if it determines that an Offeror is "not responsible", i.e., that it does not have the management and financial capabilities required to perform the work required. 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 offerors' technical proposal.
 - a. Technical Approach (30 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 strategy to identify ways that the private sector can assemble and mobilize resources to address the underlying root causes of the defined development challenges through a market-based approach, as well as further evaluate them and provide recommendations. The technical approach should provide illustrative examples indicating how the offeror might assess the feasibility and impact of market-based approaches. Additionally, the technical approach should include illustrative examples of how private sector funds can be mobilized for development objectives. In both of these cases, offerors can use past experiences or illustrative cases to demonstrate their understanding of development challenges and their approach to assessing the most appropriate market-based solution.
 - b. Institutional Capacity (30 points)** – Points for this section will be based on information presented in the corresponding section and any submitted case studies. The offeror should demonstrate their experience in managing large volumes of quantitative and qualitative information; carrying out research and developing evaluation methodologies; risk analysis; and knowledge of South Africa's investment market. Preference will be given to firms that have knowledge of sectoral areas relevant to USAID/South Africa including health, education, environment and democracy, human rights and government; and familiarity with USAID and/or the international development sector. Firms should also clearly demonstrate their access to relevant stakeholders in South Africa they would propose referencing for this activity.
 - c. Management Plan/Staffing Structure (40 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), the division of labor among the partners, and the appropriate management controls to ensure successful delivery. The offeror should demonstrate their proposed staff's knowledge and experience in South Africa. Preference will be given to firms with a local presence in South Africa.
- 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.

- 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

Statement of Objectives for RFP INVEST-024
Market-Based Approach Evaluations for South Africa CDCS

BACKGROUND

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, environment, fisheries, 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/South Africa (USAID/SA) is currently in the process of developing its new Country Development Cooperation Strategy (CDCS) for South Africa. It is important that the CDCS reflects current Agency policies and priorities. USAID/SA has engaged INVEST to find a vendor who can identify market-based approaches across its health, education, environment and democracy, human rights and government portfolios with the highest potential to leverage private sector involvement and/or investment to contribute to USAID/SA's development outcomes.

Although USAID/SA has always worked with the private sector it is imperative that the new CDCS specifically outlines how USAID/SA will increase and deepen collaboration with the private sector, and how USAID/SA will partner with the private sector over the lifetime of the CDCS to contribute to ending the need for foreign assistance in South Africa. The following statement of objectives is in support of these efforts.

OBJECTIVES & ACTIVITIES

Through this Statement of Objectives (SOO), DAI is seeking a firm to help USAID/SA assess how the private sector can get involved and mobilize its resources in a market-based approach to work to address the underlying root causes of several development challenges. During this work, the partner will evaluate the various market-based approaches and provide recommendations on the opportunity with the highest potential to leverage private sector involvement and/or investment to contribute to USAID/SA's development outcomes. These assessments will align with USAID's Private Sector Engagement Policy (see Resource section) so that USAID/SA can work hand-in-hand with the private sector to harness their resources to open markets and provide opportunities for businesses.

Through this activity as described below, USAID/SA hopes to collaborate with the private sector in a successful partnership that leverages private sector involvement and/or investment to overcome development challenges and contribute to self-reliance in South Africa.

This project will be managed by INVEST in close collaboration with USAID/SA.

Phase 1: Identification of Market-based Approach

- a. Working closely with the technical offices in the USAID Mission and the INVEST team, identify a development challenge, based on a set of agreed upon defined criteria, in each of the health, education, environment and democracy, human rights and government portfolios to focus on. There will be no more than four (4) development challenges for this work.
- b. Identify the underlying root cause(s) of the agreed upon development challenges.
- c. Identify ways that the private sector could assemble and mobilize resources to advocate for reforms that enhance market efficiency and the provision of public services. In the area of health, USAID has carried out a private sector assessment ahead of this activity which will contribute to the identification of potential partners and opportunities. The other technical areas have not undergone such assessments so the selected offeror will be expected to identify the potential partners and opportunities in those spaces.
- d. Develop a summary report that identifies and describes at least three market-based approaches per development challenge with the potential to leverage private sector involvement and/or investment to address the underlying root cause(s) of the defined development challenges.

Phase 2: Market-based Approach Evaluation and Recommendations

- a. Develop an evaluation methodology for assessing the feasibility and potential impact of each market-based approach, taking into consideration factors such as time to impact, level of complexity, USAID's role, resources required, partnership incentives, etc. Additionally, consider alignment with key USAID priorities such as Prosper Africa, Women's Global Development and Prosperity, the BUILD Act and support to the new US Development Finance Corporation.
- b. Evaluate market-based approaches identified in each portfolio in phase one based on the evaluation methodology.
- c. Prepare a detailed report recommending and describing the market-based opportunity(s) within each portfolio with the highest potential to leverage private sector involvement and/or investment to contribute to USAID/SA's development outcomes. The report must include:
 - i. Primary and/or potential partners;
 - ii. At least one market-based approach in each portfolio that is a short-medium term opportunity and one that is a longer-term opportunity
 - iii. Potential role for each partner/stakeholder in the structure, including USAID/SA's role (financial and non-financial);
 - iv. Indicated interest or commitment from potential partners;
 - v. Identification of the most binding constraints that potential partners could be incentivized to overcome;
 - vi. Indicative timeline for implementation along with potential tradeoffs or considerations that might affect the timeline;
 - vii. Indicative performance indicators;
 - viii. Benefits, challenges, and risk of potential approach.

General Implementation Structure

Onboarding and Work-Planning

- The Subcontractor, USAID South Africa, and DAI INVEST teams will meet for an implementation kickoff meeting. The purpose and goal of this meeting is to align expectations and contexts and plan for the activities listed below.
- Partner Onboarding: DAI will work closely with USAID/SA provide the selected partner(s) with all necessary context, as well as to develop the work plan(s).

Implementation

- **Project Implementation:** The selected partner(s) will implement the work as prescribed by the work plan(s). DAI INVEST will provide management support and technical oversight throughout all activities and anticipates working closely with the subcontractor and maintaining ongoing communications through periodic (e.g. weekly and monthly) check-ins/reporting as well as possible onsite meetings. USAID staff will be engaged throughout implementation, supporting the initial identification of challenges and root causes, and providing guidance and feedback as appropriate throughout the activity.

DELIVERABLES & IMPLEMENTATION TIMEFRAME

The activities outlined above are estimated to take place over a roughly 3-month period starting around September 2019. A deliverables table with 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	Illustrative Timeframe
Onboarding & Work-planning	1 Week
Phase 1: Market-based approach identification	3-5 Weeks
• USAID Review and Feedback	1 Week
Phase 2: Market based approach evaluation and recommendations	4-6 Weeks
• USAID Review and Feedback	1 Week
Draft Final Report	1 Week
Presentation of findings to USAID technical offices	1 Week

Contract Type

DAI anticipates awarding a Firm Fixed Price contract type.

QUALIFICATIONS:

- Demonstrated experience managing large volumes of quantitative and qualitative information
- Demonstrated experience carrying out research and developing evaluation methodologies
- Demonstrated experience in risk analysis
- Demonstrated experience in Africa's investment market
- Access to relevant stakeholders
- Knowledge of sectoral areas relevant to USAID such as agriculture, financial services, infrastructure, energy, clean water, health, democracy, human rights and governance, and education strongly preferred
- Familiarity with USAID and/or the international development sector strongly preferred
- Staff knowledge and experience in South Africa required
- Staff presence in South Africa strongly preferred
- Ability to be flexible and responsive to changing needs
- Excellent written and verbal communication skills

RESOURCES

- [USAID Private Sector Engagement Policy](#)