



To: Offerors

Date: August 2, 2019

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

Subject: Request for Proposals (RFP) INVEST-025: Prosper Africa Pipeline Development and Transaction Advisory

Due: **1:00PM EDT on Friday, September 6, 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 designated by the USAID South, East and West Africa Regional Missions under the USAID Prosper Africa Buy-in Activity.

There will be two phases of work for this initiative as described in the accompanying Statement of Objectives (SOO). The purpose of this RFP is to establish Indefinite Quantity Contract (IQC) mechanisms that cover both phases of the work to be completed. It is anticipated that 3 to 5 firms or consortia that best meet or exceed the evaluation criteria will be shortlisted (also referred to as pre-qualified) and receive IQCs, resulting in:

- **Phase 1/Activity 1: Deal Scoping.** Issuance of an initial Firm Fixed Price Task Order to each pre-qualified offeror covering Activity One of the SOO. The scope of these subcontracts for deal sourcing will be finalized during award negotiations based on each offeror's respective proposal submissions.
- **Phase 2/Activity 2: Transaction Advisory Services.** An open-ended Request for Task Order Proposals (RFTOP) issued to the IQC holders to propose transactions for advisory services originating from their deal sourcing completed under the initial Task Order. Task Orders under Activity 2 will be issued to IQC holders for individual transactions for advisory services as approved by INVEST. Task Order issuance for Activity 2 work is not guaranteed and is open to the discretion of INVEST.

In addition to the transactions proposed by IQC holders, USAID may separately identify transactions for advisory services. In this case, INVEST will issue separate RFTOPs to all IQC holders with further details on the proposal requirements if /when transactions are identified outside of Activity 1 and selected by USAID as a strategic fit for transaction advisory support under Activity 2.

Offerors must have the competencies outlined under both phases/activities in the SOO and must be licensed and legally organized businesses. Individual consultants will not be considered for this RFP. The ultimate combined IQC ceiling of all Task Orders across all IQC holders is expected to be between \$1,300,000 and \$1,600,000. We anticipate a combined Task Order value

– across all IQCs - for Activity One of \$500,000 to \$700,000, with more funding going towards the combined Task Order value under Activity Two.

- I. RFP Process and deadlines:** We anticipate that this solicitation will result in the award of multiple IQC mechanisms. Each IQC will include an initial Fixed Price Task Order covering Activity One of the SOO. Subsequent Task Orders will be issued to individual IQC holders for work that falls under Activity Two as outlined in the SOO.
1. Submission of Questions – Questions must be submitted no later than **1:00 pm EDT on August 13, 2019** via email to INVEST_Procurement@dai.com.
 2. Bidders Teleconference – DAI anticipates hosting a Bidders’ Teleconference at **11:00 am EDT on August 15, 2019**. The teleconference will address the submitted questions and provide the opportunity for follow-up questions to ensure clarity around the proposal requirements. Details will follow closer to the date.
 3. Submission of Proposals – Proposals must be submitted no later than **1:00 pm EDT on Friday, September 6, 2019** via email to INVEST_Procurement@dai.com, copying Katherine.Tilahun@dai.com and Talin.Baghdadian@dai.com. The subject line of the email should be your organization name, followed by “Submission under RFP INVEST-025: Prosper Africa Pipeline & TA.” Please certify in your submission email a validity period of 90 days for the price(s) provided and include your organization’s DUNS number. Please limit file submissions to 10 megabytes or less.

Composition of Proposal: Your organization’s proposal should comprise of 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 slide deck of no more than fifteen (15) slides. **NOTE: Proposal components for Activity Two will be illustrative based on the examples outlined under Activity Two in the SOO.** 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(s) in Excel format.

Part 1 – Technical Proposal

Please limit your technical proposal to no more than **fifteen (15) slides**. The technical proposal is composed of the following four (4) sections:

1. **Technical Approach to Activity One (Pipeline Development/Deal Origination)** – 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. **Technical Approach to Activity Two (Transaction Advisory)** -- Offerors will detail their approach to fulfilling the accompanying Statement of Objectives (SOO). 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.

3. **Institutional Capacity** - Offerors should provide details about the experience, networks, expertise, or capacity of their firm (or firms if a partnering arrangement is being proposed) to carry out the proposed approach for both Activity One and Activity Two and complete the work as described. This should also include past performance information for similar contexts in both pipeline identification and transaction advisory support.
4. **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 associated deliverables, including a milestone schedule. Offerors are permitted and 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. We do not anticipate that all firms will have all the relevant experience and expertise needed to cover the breadth and depth of possible deal types and encourage partnerships where appropriate. 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.

In addition to the above, please include the following:

- Two (2) to three (3) examples of past performance relevant to this activity (limited to two (2) pages per example). Examples should be within the past 5 years indicating the following:
 - How deal was sourced and vetted
 - Type of support provided
 - Transaction Lead (personnel)
 - Deal Size
- 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 15-slide limit and the format may be PDF or Word. 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 under the IQC subcontracts issued by DAI Global, LLC. **Please include your total proposed fixed price for Activity One along with details for specific deliverable pricing and illustrative pricing for Activity Two.**

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.

Note: a performance fee, or pay for performance approach should be incorporated into the cost structure and will be a part of the cost evaluation. Please include a description of how the performance fees will be measured to incentivize a focus on proposed performance criteria, such as transaction closures or the number of firms assisted.

- II. 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. 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 to Activity One (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. 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 for developing an actionable pipeline that encompasses deals of varying sizes across West, East and Southern Africa that are ripe for investment, present a US nexus (as described in the accompanying SOO) and offer development impact in one or more of the sectors in which USAID works. This should include how deals will be sourced and vetted for appropriateness and feasibility, as well as include information on experience and expertise in working in the region and in the sectors noted.
- b. Technical Approach to Activity Two (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. 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 both the offeror's overall approach to carrying out transaction advisory services as well as their specific approach to the illustrative case studies provided. Together, this should clearly indicate how the proposed illustrative activities will result in the successful completion of the deliverables and milestones. The technical approach should clearly demonstrate the offeror's strategy for selecting transactions that are thought to be most relevant to the objectives of this initiative, scope the appropriate set of technical advisory services aligned with the needs of the given transaction, and provide quality transaction advisory services to close the deals. Since specific transactions are yet to be determined under Activity Two, it is

expected that the technical proposal for this activity will include a general approach to scoping and delivering transaction advisory support as well as illustrative approaches to the relevant case studies provided in the SOO.

c. Institutional Capacity (30 points) – Points for this section will be based on information presented in the corresponding section and any submitted past performance case studies. The offeror should demonstrate their:

- Access to and familiarity with strong and relevant networks and connections with investors, entrepreneurs, businesses and other relevant partners in East, West, and Southern Africa
- Access to and familiarity with relevant networks and knowledge of US investors and businesses working in Africa
- Knowledge and experience in identifying, evaluating and supporting transactions in at least one USAID-focus sector
- Knowledge and experience in identifying, evaluating and supporting transactions that have a social / development impact
- Experience building pipelines of actionable deals
- Ability to identify and provide support to a wide range of transactions

d. Management Plan/Staffing Structure (20 points) - Points for this section will be based on the qualifications of proposed staff, clear delineation of the roles and responsibilities of each proposed staff and each proposed firm (if firms are partnering), and the demonstrated efficacy and clarity of the management plan. 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 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 of the transaction space from both the enterprise and investor perspective,
- Familiarity with a wide variety of investors
- Knowledge of the landscape of viable enterprises in East, West, and/or Southern Africa,
- Experience providing transaction support / investment advisory services in similar contexts for a wide range of transaction types
- Deep local knowledge and experience in East, West and/or Southern Africa
- Availability for local presence during implementation
- Experience in investment identification and transaction facilitation; strong field experience and field presence; strong English, French and possibly Portuguese on the team

In the proposal, the offeror should clearly define roles and responsibilities for all staff and between all consortium partners (if applicable). The technical contributions of each consortium partner should also be explicitly outlined.

- 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. A performance fee, or pay for performance approach, should be incorporated into the cost structure and will be a part of the cost evaluation. Please include a description of the how the performance fees will be measured to incentivize a focus on proposed performance criteria, such as transaction closures or the number of firms assisted. Note: At the proposal stage, the cost proposal for Activity Two will be developed based on 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 Two. These budgets will be analyzed for cost reasonableness of the deliverable price as well as the cost build-up. Once the IQC is issued, the budget for each Task Order will be analyzed and compared to the submitted IQC budget for Activity Two, to ensure that Task Order 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. Please include your total proposed fixed price for Activity One along with details for specific deliverable pricing and illustrative pricing for Activity Two.
- 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-025**

USAID Prosper Africa Pipeline Development and Transaction Advisory

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 agriculture, financial services, infrastructure, clean water, health, 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.

Through INVEST’s flexible buy-in mechanism, USAID Missions and Operating Units are able 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.

Purpose

This aim of this activity is to facilitate increased private sector investment across Sub-Saharan Africa by identifying a pipeline of actionable deals across Southern, East and West Africa and providing transaction advisory support to those deemed most strategic. These efforts will support the recently launched [Prosper Africa](#) initiative, a U.S. Government Initiative that unlocks opportunities to do business in Africa - benefiting companies, investors, and workers in both Africa and the United States. 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 global economy. Meanwhile, producers in Africa see a U.S. consumer market of more than 300 million people that already has a purchasing power of \$13 trillion — the largest in the world. American companies not only bring significant capital, innovation, and proven solutions, but adhere to the highest standards of transparency, quality, and social responsibility. A greater connection between the U.S. and African private sectors will expand markets for U.S. goods and services and contribute to more self-reliant, prosperous, and stable African countries.

Additionally, these efforts will contribute to complementary USAID policies and priorities as appropriate, including the new [USAID Private Sector Engagement Policy](#), the [Journey to Self-Reliance](#), and the [Women’s Global Development and Prosperity Initiative](#).

Background

Presently, there are gaps in linking the high demand for capital and corporate partnerships from African enterprises and the supply of interested US investors and companies looking for new or expanded opportunities in Africa. Closing this gap by building a pipeline, evaluating viable transaction linkages, lowering transaction costs and increasing deal closures presents vast potential for both sides. The transactions identified and supported under this activity will each include a strong US nexus that will present mutual benefit to investors and firms in Africa and the US, while advancing USAID development objectives. Illustrative examples of “US nexus” include at least one partner of each transaction being either an American investor investing into Africa, an American company based in Africa looking for direct investment, an African company buying equipment manufactured in the U.S., or African companies

supplying the US market. To qualify as American-owned, at least 20% equity must be held by an American shareholder.

With this background in mind, the USAID Regional Missions in West, East, and Southern Africa are seeking partners through INVEST to identify actionable pipelines of investable deals to demonstrate the breadth and depth of investment opportunity across the continent and support strategic transactions to increase the level of trade investment between the U.S. and Africa. By undertaking this work, the three USAID Missions hope to harness their resources in tandem to mobilize private capital in order to open markets and deliver sustainable outcomes capable of moving African partner countries beyond the need for foreign assistance.

While the objectives and activities in this solicitation are presented in a linear way below, INVEST understands the ongoing and iterative nature of identifying opportunities as they arise and making quick decisions on whether to pursue further transaction support, connect the opportunity with more relevant partners, or to move on. To that end, we don't anticipate this work to be done in sequential phases, but rather in an ongoing process of identifying opportunities, exploring their relevance and presenting strategic transaction to the INVEST / USAID review committee. Additionally, opportunities may be identified outside of the pipeline identification work carried out by selected firms, for example through other USAID partners or projects, that may require transaction advisory work by those selected under this solicitation. In those cases, the transaction in question will be shared with the selected firm(s) and they will be given the opportunity to bid on carrying out the necessary advisory services.

Through this solicitation, INVEST anticipates making one or more award (IQC subcontracts with TOs) to firms or consortia of firms to ensure the full range of potential transactions can be adequately identified and supported.

Objectives and Activities

Under this statement of objectives, USAID seeks firm(s) to develop robust, actionable pipelines that encompass deals of all sizes across West, East and Southern Africa that are ripe for investment and could offer development impact in one or more of the sectors in which USAID works. These sectors may include but are not limited to health, environment, infrastructure, clean water, agriculture, light manufacturing, and education. The identified pipeline or set of pipelines is expected to strike a balance between comprehensive in looking across a wide range of opportunities, and strategic in identifying feasible deals that include a US nexus and hold the potential for achieving development impact. Potential deals might include financing for small, growing businesses, large infrastructure programs including "green infrastructure" investments, innovative insurance schemes, leasing opportunities, supply chain financing, first loss guarantees, impact funds, or other types of transactions. USAID has a preference for deals in the ranges of \$5-20M or \$20M and over, but is open to supporting smaller deals should they offer unique opportunities to achieve development impact or demonstrate innovative approaches to mobilizing private capital.

Activity 1: Pipeline identification and evaluation

Selected firm(s) will be responsible for identifying current investment opportunities across Sub-Saharan Africa from a wide variety of sources. Potential sources 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 firm(s) should have a robust network of appropriate sources and demonstrate in its proposal its ability to draw from this network for this work. Given the breadth of deals possible across these regions and sectors, offerors should be specific about the types of deals it has expertise in sourcing including the specific countries, regions, sectors, deal sizes and types of transaction. INVEST anticipates the

aggregated pipeline across all selected firms should contain at least 100 potential transactions with each region, sector, and type of transaction well-represented. However, we anticipate that the pipeline will be built in rounds, allowing for feedback from USAID and INVEST, and ensuring the pipeline does not represent a point in time, but can grow over the life of this activity.

The pipeline(s) should include, to the extent possible, investment opportunities in a wide range of countries and sectors, ensuring that a variety of deal types are considered for potential support. These could include financing for small, growing businesses, large infrastructure programs including “green infrastructure” investments, innovative insurance schemes, leasing opportunities, supply chains, first loss guarantees, impact funds, funds and facilities, or other types of transactions. Offerors should specify the types of transactions they are most familiar with and will be able to identify as part of the pipeline development. Additionally, offerors should articulate in their approach how they will identify deals with a US nexus so as to support the goals and objectives of Prosper Africa, which seeks to connect US firms and investors with viable opportunities in Africa. The selected firm(s) should look to identify transactions that have potential to scale enterprises offering products and services with social benefits that contribute to USAID development objectives and ultimately its mission of advancing a free, peaceful, and prosperous world.

While offerors do not need to cover all geographic areas, sectors, and deal types, they are encouraged to partner with other firms in an effort to present a robust capacity. If multiple awards are made, each selected firm or consortia of firms will be responsible for identifying opportunities in different areas of the pipeline.

In aggregating these opportunities, the selected firm(s) should design an easy-to-use, intuitive pipeline tool that allows for the sorting and segmentation of investment opportunities by various factors such as country/region, sector(s), type of transaction, type of capital sought or offered, level of transaction development, type of TA needed, potential size of deal, risk level, estimated time to close, possible gender lens, development goal / SDG supported, digital lens, size of firm and other appropriate factors as proposed by the select firm(s). Selected firm(s) should also note their prior engagement with the investee/investor, note any exclusive agreements, and any other investors/ technical advisors already engaged in the deal if applicable. Prior experience in identifying opportunities, building similar pipeline tools and templates and providing investment advisory support should be demonstrated in the proposal response. Offerors should demonstrate in their response how they would design such a tool and what information they believe should be included.

Should more than one firm or consortia of firms be selected, INVEST will work with all selected firms to develop a standard approach to presenting the identified opportunities and will aggregate all of the transactions into one pipeline tool for USAID and other partners to easily sort through the full set of opportunities. We will work closely with select firms to ensure the pipeline tool includes a comprehensive set of information to allow users to understand the opportunities within, but that does not disclose any sensitive information that firms or investors associated with particular transactions would not want widely circulated. Note that the pipeline will be considered property of USAID and will be shared with additional USAID Missions and partners beyond those directly managing this activity. USAID may support some of the transactions developed under this activity through other existing or future regional and bilateral programs.

Activity 2: Deep Dive Evaluations and/or Transaction Advisory Support

As the pipeline is developed and opportunities are identified, selected firms are expected to filter those opportunities that are thought to be most relevant to the objectives of this initiative and flag them to the INVEST / USAID review committee for further consideration. INVEST will work with selected firms to develop a submission template that can be used to capture and present the relevant data and information

necessary for the review committee to be able to take an informed decision. Along with this information, firm(s) bringing the opportunity forward will need to identify the proposed transaction advisory services required to close the transaction – or support for further evaluation if that is the appropriate next step, and include a proposed timeframe and budget for the work and at what level the budget will need to be funded by INVEST. For example, if the recipient enterprise is covering some portion of the costs up front, or if the transaction support costs will be partially funded by the enterprise upon successful close of the deal, the full cost of the support would not need to be covered through INVEST. Preference will be given for those transactions that include a cost-share element for the transaction support services. Additionally, pay for performance or success fees for the USAID funding should be included in the structure of the budget and reflect the degree of complexity and/ or certainty of the deal closure.

Through this ongoing process of identifying opportunities and presenting them for consideration to the INVEST/USAID review committee, we anticipate selecting 7-10 strategic opportunities for further analysis and transaction support in order to bring transactions to close and show tangible progress towards increased two-way trade and investment. Should additional funding be made available, additional transactions may be selected for support. When opportunities are selected as strategic, INVEST will issue a separate task order under negotiated and competitively-selected IQC subcontracts that details the scope of the approved work, anticipated deliverables and cost structure.

In cases where further information is needed on a transaction before moving forward with support, the selected firm(s) may propose to carry out a deeper analysis in order to elaborate on and analyze the potential opportunity, including but not limited to the following key components:

- Description of the opportunity and potential transaction structure(s)
- Type of transaction support and/or advisory services that might be needed to close the deal
- Analysis of the level of complexity and potential timeframe needed to bring the deal to close
- Potential investors and/or strategic partners interested in/appropriate for this deal and their incentives/interests for engaging, with a specific focus on US investors and businesses
- How the deal aligns with USAID development goals and the potential development impact of successfully closing the transaction
- Potential role for USAID in supporting the transaction
- Challenges and/or risks associated with the deal and potential mitigating strategies

In the cases where this is the approved next step, INVEST would anticipate the selected firm(s) will develop a slide deck with analysis and recommendations that can be presented to USAID and INVEST and used in conversations with various USAID Missions and teams who might be interested in supporting the transaction further.

In cases where a transaction is identified as one that the INVEST/USAID review committee wants to support under this contract, a scope of work specific to the advisory services will be developed based on the proposal presented by the selected firm(s). Advisory services should be specifically designed to position the selected enterprises to receive external funding over the activity period, or help selected investors identify investee companies for purposes including, but not limited to, investments that improve products, increase service delivery, and expand trade and investment opportunities between Africa and the U.S. The type and level of support to selected firms and/or investors will depend on the needs and stage of each transaction.

The list below outlines illustrative advisory services that may be supported under this initiative, although other approaches may be most appropriate and will be considered.

- Technical and investment advisory services that address operational, managerial, governance, and financial issues as well as investor and strategic partner (e.g. supplier, distributor, customer) matchmaking and transaction support as required/requested by the companies
- Identifying providers of capital, if and as needed, and dependent on deal structuring. Once identified, successful offeror will work with financing provider(s) to structure and secure financing for deal completion
- Business plan and/or revenue model assessment
- Preparing debt/equity fundraising materials for enterprises
- Detailed due diligence support for investors
- Debt/equity fundraising materials
- “Honest broker” support to negotiations and mitigating information asymmetries between investors/enterprises
- Mitigating information asymmetries between investors/enterprises
- Investment structure selection assistance
- Preparing financial valuation package
- Reviewing term sheets and letters of intent
- financial risk management and planning for appropriate debt and equity mobilization
- identification of partnerships/franchises, and structuring of partnership frameworks and agreements
- Provision of surge capacity or geographic presence to overcome a specific transaction hurdle

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.

Although the transactions receiving advisory support are yet to be identified, INVEST expects offerors to propose illustrative approaches, timeframes and cost proposals that are representative of their technical approach(es) and management plan for this activity that builds on their approach to pipeline identification. Please include proposed performance metrics and performance fee structure. Please provide this information based on the following four illustrative examples of varying complexity (please see information as well as SOO appendix document for additional detail), only responding to those that are relevant to your experience and expertise and are representative of the types of deals you would like to be considered for:

- Deal A: Infrastructure – large deal size, high complexity: \$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.
- Deal B – medium deal size, medium complexity: \$50M US impact fund focused on investing in the tech sector in East Africa looking for due diligence support on initial portfolio of firms
- Deal C - Small deal size, low complexity: secure \$5M, mix of equity and debt financing for expansion of food processing operations into new market
- Deal D – small deal size, medium complexity: \$3-5M capitalization of a blended finance revolving debt fund to offset the shortage of working capital of health clinics and health NGOs due to the time lag between expenses incurred and government insurance payments

For all transactions supported, the selected firm(s) 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.

Monitoring, Evaluation & Learning (ME&L)

DAI will work closely with the subcontractor to define appropriate indicators for the overall pipeline identification and the select transactions that are supported, based on applicable ME&L indicators as

identified by INVEST and the USAID stakeholders. INVEST will work with the subcontractor to develop the ME&L plan at the kick off, and again as each transaction is selected for advisory services, and will collect and review data from the subcontractor for requisite reporting to USAID throughout the life of the 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.

Place of Performance

The place of performance is not required to be in Africa, but preferred, and offerors should anticipate the need for frequent in-country visits. Offerors should provide detail on their approach to working in relevant countries as the activity requires. The selected firm(s) will report to the INVEST team based in Washington, DC, in coordination with the USAID Regional Missions in East, West and Southern Africa.

Implementation Timeframe

The activities outlined above are estimated to take place over a 12-18 month time period. Firms should plan to start with pipeline identification immediately and present opportunities to the INVEST/USAID review committee on a rolling basis as opportunities are deemed strategic and feasible. Once presented with an opportunity for consideration, the review committee will aim to review the opportunities quickly and respond with any questions, additional information needed, or a decision on next steps within 1-2 weeks. Once a transaction is selected for support, the INVEST team will work with the selected firm(s) to finalize a task order contract that details the specific scope and approved budget, while working with USAID to carry out the necessary internal notifications and approvals.

The period of performance for the pipeline identification work will be dependent on how quickly 7-10 relevant transactions are selected for support. Once the funding for transaction support is committed, selected firm(s) will spend the remainder of their period of performance finalizing the advisory work they have been approved to do.

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	Workplan, Initial MEL plan	2 weeks
Initial Pipeline Identification	Pipeline template/tool; identified transactions entered into pipeline tool	1-3 months
Transaction advisory support and/or deep dive evaluations	Scope of work, engagement letter(s), final transaction closeout report and proof of transaction close; slide deck for deep dive	Ongoing, TBD
Second pipeline identification	identified transactions entered into pipeline tool	1-3 months
Third pipeline identification	identified transactions entered into pipeline tool	1-3 months
Final Report and Presentation to INVEST/USAID	Final report narrative version, final slide deck; in-person or virtual presentation to INVEST/USAID team	1-2 week

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 food processing 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	Ghana
Scope of advisory services	Market assessment, competitor analysis, development of materials for investors, investor introductions

D. Transaction description	\$3-5M capitalization of a blended finance revolving debt fund to offset the shortage of working capital of health clinics and health NGOs due to the time lag between expenses incurred and government insurance payments; USAID to provide loan guarantee for capitalization loan
Complexity	Medium - high
Proposed investment size	\$3-5M
Source of funds	Unknown
Type of investment	Debt
Sector	Health
Location	Uganda
Scope of advisory services	financial modelling, market assessment/sizing, advice on structuring