



To: Offerors

Date: Monday, September 9, 2019

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

Subject: Request for Proposals (RFP) INVEST-030: Empowering Women through Gender Lens Investing Part II – Technical Assistance

DUE: 1:00PM EDT on **Friday, October 11, 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 Office of Gender Equality and Women's Empowerment.

- I. RFP Process and deadlines:** This solicitation will result in the award of one or more Fixed Price subcontract(s). We anticipate issuing one or more subcontract awards resulting from the implementation of this agreement, each with an award value of \$300,000-\$500,000.
- a. Submission of Questions – Questions must be submitted no later than **1:00 pm EDT on September 16, 2019** via email to INVEST_Procurement@dai.com.
 - b. Submission of Proposal – Proposal must be submitted no later than **1:00 pm EDT on October 11, 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-030: Part II" 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 slide deck of no more than (10) slides. Submissions in PowerPoint or 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

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** - Please provide details about the experience, expertise, or capacity of your firm to implement the proposed approach and complete the work as described. This should also include past performance information for similar activities.
3. **Management Plan/Staffing Structure** – Offerors should include details of personnel who might be assigned to activities as proposed in the technical approach, as well as a clear management plan 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.

In addition to the above, please include the following:

- One (1) to two (2) case study examples of past performance relevant to this activity (limited to two (2) pages per case study)
- CV(s) of any individuals proposed in the staffing plan to conduct this activity (limited to two (2) pages per individual)

Part 2 – Cost Proposal

The contract type for the presumptive task order will be Fixed Price, awarded as a subcontract by DAI Global, LLC. Please include your total proposed fixed price along with details for specific deliverable pricing. Offerors should also include a cost breakdown of the hourly rates for proposed personnel, if applicable, with a build-up to their total proposed price or include substantiating price reasonableness documentation/justification. Offerors are expected to use their own cost/budget template(s); please limit file submissions to 10 megabytes or less.

III. Evaluation of Proposal: DAI will use best value determination for the award of this Request for Proposals. A best value determination means that, in DAI's estimation, the selected offer will provide the greatest overall benefit to USAID in response to the requirements stated in this RFP. 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.

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. The Technical Proposal will be evaluated against the following criteria:

- a. **Technical Approach (40 Points):** Points for this section will be awarded based on the information presented in the technical approach. 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. Points will be given for the following technical areas:
- i. Investment/ Technical Assistance thesis including one or more gender lenses
 - ii. Approach to due diligence and assessment of portfolio companies to determine appropriate gender-smart TA support
 - iii. Approach to delivering gender-smart TA that aligns with the business objectives of company while furthering gender equality
 - iv. Potential impact within portfolio companies as a result of the proposed activities and demonstration of potential impact on the broader investment industry
 - v. Approach to capturing and analyzing gender disaggregated data across portfolio
 - vi. Feasibility of proposed approach to successfully capitalize the fund, identify a strong portfolio of investee companies, provide technical assistance, collect and report on data captured, and provide an attractive rate of return to investors
 - vii. Approaches that demonstrate potential to catalyze the field of GLI.
- b. **Institutional Capacity (35 Points):** Points for this section will be based on information presented in the corresponding section and any submitted past performance case studies. The offeror should demonstrate their:
- i. Demonstrated commitment and experience applying a gender-lens approach to investments
 - ii. Demonstrated commitment and experience in delivering gender-smart technical assistance to portfolio companies
 - iii. Experience in capturing and analyzing gender disaggregated data
 - iv. Commitment to sharing lessons and commitment to building the field
- c. **Management Plan / Staffing Structure (25 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:
- i. Management plan for proposed activities, including clearly defined technical roles for each partner (if applicable)
 - ii. Timeline and deliverables that will result in objectives of SOO being met

- iii. Qualifications and experience of staff to assess and deliver high quality, gender-smart technical assistance to portfolio companies in USAID presence countries

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.

IV. 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 under RFP INVEST-030: Empowering Women through Gender Lens Investing Part II

Introduction

Through INVEST, USAID seeks to unlock the potential of private capital to drive inclusive growth in countries around the world. Increasingly, private investors and businesses are looking to emerging markets for better returns and new market opportunities. Encouraging investment in high-impact areas important to USAID such as agriculture, financial services, infrastructure, energy, clean water, health, and education, requires new forms of collaboration between USAID and the investment and business community.

USAID's Office of Gender Equality and Women's Empowerment (GenDev) has engaged INVEST to increase women's entrepreneurship and economic empowerment (WEEE) through a range of activities including the ongoing expansion of financial services through technological innovation, the provision of first-loss capital for gender focused investments and strengthening of secured lending regimes in order to improve access to basic financial services.

USAID seeks to increase the flow of capital to gender-smart businesses in support of overall WEEE objectives, and to do so by increasing the use and quality of gender-lens strategies not only among investors but also within portfolio companies. The following activity is part of a two-pronged approach to catalyze the field of gender lens investing and building the evidence base that gender-smart investing is good investing. Part I, (RFP-INVEST-029), focuses on direct support to gender lens investors. Part II, this activity, focuses on support to portfolio companies, e.g. via "sidecar" technical assistance facility, demonstrating commitment to employ gender-smart practices in their business operations and strategies.

Development Hypothesis

USAID believes that by catalyzing investing for gender balance and equity will increase both returns on investment as well as development outcomes, such as: advancing women in leadership, increasing women's access to capital, improving gender equity in the workplace, supporting the development of products and services that are beneficial to women and girls, addressing gender-based violence and harassment in the workplace, improving women's health, and expanding the knowledge and reach of women investors. As gender lens investing (GLI) continues to expand, it will promote a culture of valuing women in the workplace--and beyond.

Purpose & Background

USAID seeks to empower women by strengthening the gender-smart practices of enterprises operating in USAID presence countries. Through this activity, USAID will support the ability of Gender Lens Investors to deliver gender-smart technical assistance to their portfolio companies for purposes of strengthening their gender inclusivity and positive impacts on women. This activity—and those in Part I—is meant to test the hypothesis that investing for gender balance and equity will increase profits, returns on investment, as well as development outcomes

Objectives

USAID/INVEST seeks investors, fund managers and TA providers/incubators that demonstrate a strategic vision for how increased and/or improved gender-smart technical assistance will

support the social and financial returns of portfolio companies in which they invest. For the purpose of this activity (Part II), USAID seeks financial providers leading the field of GLI who need assistance in providing gender-smart technical assistance to their portfolio companies: pre-investment, post-investment, or both. Examples include, but are not limited to:

1. Hiring and talent management, including: data collection, analysis, workforce development, pay equity, and sexual harassment policies and enforcement.
2. Product or service development, including: those that employ technologies to reach women customers, and those that improve the lives of women and girls.
3. Partnering with accelerators, BDS providers, lawyers, accountants, associations and/or networks to deploy gender lenses across their operations.
4. Capturing and analyze gender disaggregated data across a portfolio to better understand the reach and impact on women.
5. Demonstrating how gender-smart investing can have a positive effect on a company's bottom-line and identify the most promising approaches to catalyze the field.

Gender Lens Investing

Gender Lens Investing (GLI) means deliberately incorporating a gender analysis into financial analysis to make better investment decisions. There are many ways investors can incorporate 'gender lenses' across their portfolios and operations, including:

- Women as investors: institutional or private, deploying their own capital or on behalf of others. This includes roles as fund managers, on investment committees, in senior roles in asset management.
- Women in supply chains or distribution channels: as workers and owners. This refers to areas where there are disproportionate numbers of women in either the formal or informal economy.
- Women's access to capital. This includes providing debt or equity for women-owned or founded businesses (micro, small, medium or large), providing capital for women fund managers, and access to finance directly and indirectly through financial institutions and fintech.
- Women in leadership: on the board, in the C-suite and senior management. This can include companies owned by men, but with strong track records of women in leadership
- Workplace equity: policies and practices supportive of women. This can include pay equity, access to health insurance, safe work spaces, sexual harassment, diversity and inclusion.
- Products and services: improving the lives of women and girls or providing equitable access to products and services for women/girls and men/boys.

Offerors should provide a detailed proposal that outlines their investment strategy and their specific approach(es) to GLI. Offerors should also provide detailed information on: their current capacity, experience and/or strategy to deliver gender-smart technical assistance, including the type and scope of assistance typically delivered to portfolio companies; clearly articulate how the gender-smart technical assistance proposed in response to this solicitation will contribute to the objectives of increased financial returns as well as key social and development outcomes; and describe how its approach will help build the evidence base to encourage other investors and companies to become more gender-smart.

Selected offerors must be willing to share their experience and make data and other information available to INVEST and USAID for purposes of learning throughout the activity. This may include developing a case study, fact sheet, resource guides, or other materials that can be used to demonstrate the value of applying a gender lens approach to investments and catalyze the GLI field.

Deliverables table and Implementation Timeframe

The activities proposed by offerors will take place over a 12-24 month period starting around October 2019 and coming to completion by Sept 2021. Additionally, in the spirit of “building the field”, USAID would look to offerors to identify information that can be shared beyond the life of this activity, such as standard reporting, analysis, and any high-level findings relevant to the hypothesis outlined above. In response to this solicitation, offerors may propose their own alternate timelines, work plans and level of effort associated with the various components of the activity in line with their proposed approach.

General Implementation Structure

Upon selection and award, INVEST will work closely with the Awardee to determine the contract structure including final timelines, deliverables, and associated costs. INVEST and USAID will also work closely with the Awardee on the overall learning agenda for Parts I and II.

Technical Approach

In your response, please include the following information:

- a. Investment/Technical Assistance thesis and approach to gender lens investing
- b. Type of technical assistance (TA) required by portfolio companies and approach to assessing their TA needs
- c. Description of planned technical assistance activities and proposed technical and structural approach for delivering them
- d. Demonstration of how the proposed technical assistance will improve gender-smart practices within portfolio companies
- e. Demonstration of how the proposed technical assistance will contribute to the development impacts sought by USAID as outlined in the SOO Development Hypothesis, indicating the specific development impacts the approach aims to support
- f. Demonstration of how the Offeror ensures the gender-smart technical assistance aligns with the portfolio company’s business objectives
- g. Proposed approach to measuring and capturing learning during the life of the activity to demonstrate impact and contribute to the testing of the development hypothesis
- h. Proposed deliverables and timeline, and if appropriate, role of each partner in bidding consortium