

To: Offerors

Date: February 8, 2023

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

Subject: Request for Proposals (RFP) INVEST-120: Catalyzing Investment Through Blended Finance in East Africa

Due: **1:00PM EST on March 8, 2023**

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 in support of the USAID East Africa Regional Mission.

- I. RFP Process and deadlines:** This solicitation will result in the award of one Firm Fixed Price subcontract. We anticipate issuing a subcontract with a ceiling value not to exceed **\$250,000**.
- a. Submission of Questions – Questions must be submitted no later than **1:00 pm EST on February 15, 2023** via email to INVEST_Procurement@dai.com.
 - b. Submission of Proposals – Proposals must be submitted no later than **1:00 pm EST on March 8, 2023** via email to INVEST_Procurement@dai.com, copying Katherine_Tilahun@dai.com and Danny_Mannka@dai.com. The subject line of the email should be your organization name, followed by “Submission under RFP INVEST-120.” In order to submit a proposal, offerors must have at least initiated the process to obtain a [SAM UEID](#). If the UEID has not yet been issued, offerors should note that in the submission and update INVEST at INVEST_Procurement@dai.com once it is issued. 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 presentation of no more than ten (10) slides with a minimum font size of 12, and graphics with a minimum font size of 10. Submissions in PowerPoint or in PDF are acceptable, although PDF is preferred along with an accompanying PowerPoint document. For submission of Part 1 – Technical Proposal, please submit a single combined PDF that includes the cover page, technical proposal, case studies, and CVs. 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 fulfill 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 within the stated timeframe. Offerors should describe:
 - a. How the stated approach would generate and sustain market-building impact by promoting inclusive economic growth; contributing to job creation, productivity gains, and/or women’s economic empowerment within at least one of the following sectors: agribusiness; clean energy; infrastructure; and manufacturing;
 - b. The expected development outcomes or impact through the proposed activity;
 - c. The target countries in a rank list by priority;
 - d. The target beneficiaries;
 - e. What a partnership with USAID can do to amplify the work being done and catalyze additional investment;
 - f. How the planned activity will work with other existing USAID programming;
 - g. How your approach will be sustainable and scalable beyond USAID funding; and
 - h. How you will monitor and evaluate development impact in your approach.

The offeror should include in the technical approach reason(s) why USAID’s support is critical to crowd-in additional investment in order to achieve the goals of USAID/RDCS (please note any obstacles or impediments to leveraging private investment that USAID’s funds can help your organization overcome). This includes explaining how the catalytic investment structure can have a positive effect on commercial metrics (e.g., return on investment, fundraising, etc.) and development outcomes. The offeror should also highlight why USAID/INVEST funding will have strong additionality for this proposal, in terms of enabling the proposed initiative to achieve key objectives that would not have been possible without USAID/INVEST support.

The offeror should also detail the expected leverage for catalytic funding (i.e. the capital mobilized as a result of fundraising activities, or the capital mobilized through transaction advisory services leading to investments); what the minimum fund or project size for the activity should be to be viable; a list of target investors and status of discussions for each (please redact any sensitive information as needed); and a profile of current or target portfolio companies incorporating details on sector, company size, and other relevant characteristics (please redact any sensitive information as needed). Given that the COVID-19 pandemic may require remote work, offerors should note any mitigation strategies.

2. **Institutional Capacity** - Offerors should provide details about the experience, networks, expertise, and/or capacity of their firm (or firms if a partnering arrangement is proposed) to recommend the proposed approach and complete the work as described. This should also include past performance information for similar activities as those planned under this proposal. Offerors should demonstrate their knowledge, capabilities, and experience working in the proposed country(-ies) and working to promote inclusive economic growth in at least one of the following sectors: agribusiness; clean energy; infrastructure; and manufacturing. Offerors should also highlight relevant experience working in areas including women’s

economic empowerment and youth empowerment. Offerors should be based in East Africa and have a strong track record of working in the region.

3. **Management Plan/Staffing Structure** – Offerors should include details of personnel who would 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. 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. Please note any obstacles or impediments to leveraging or scaling private investment that USAID support can help the organization overcome, as well providing a justification for how the proposed support will build on progress to date to achieve specific, demonstrable outcomes within the 12-month timeline for implementation of this activity. Please note that proposed deliverables should not be tied directly to capital raising milestones.

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 PPT:

- One (1) to two (2) examples of past performance relevant to this activity (limited to two (2) pages per example). Examples should be within the past five (5) years.
- CV(s) of any individuals proposed in the staffing plan to conduct this activity (limited to two (2) pages per individual)

NOTE: These inputs (past performance examples and CVs) will not be counted as part of the 10-slide limit and the format may be PDF or Word. A cover page will be considered a non-counting page, and offerors should include one and list on it the names of all firms/individuals participating in the bid. No additional annexes or documentation are requested at this time. **For submission of Part 1 – Technical Proposal, please submit a single combined PDF that includes the cover page, technical proposal, case studies, and CVs.**

Part 2 – Price Proposal

The contract type for the presumptive contract will be Fixed Price, awarded 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. Cost breakdowns included will be utilized to determine price reasonableness. Offerors can use the attached cost/budget template for guidance, but are not required to use it, as long as the cost proposal captures the necessary elements (i.e., deliverables table with breakdown of how the deliverable totals were calculated). 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(s) 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 timeframe considerations.

1. **Technical Proposal:** The Technical Proposal will be scored and evaluated separately from the price proposal. Technical panel reviewers will evaluate offerors on the following factors, consistent with the offerors' technical proposal. 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. Points will be awarded to firms describing their thoughtful approach to addressing the Statement of Objectives (SOO). The offeror will be scored based on its presentation of a clear approach that reflects the requirements outlined in the SOO, incorporates the offeror's competencies, and indicates how the proposed activities will result in the successful completion of deliverables within a 12-month timeframe. The technical approach should clearly demonstrate how the offeror would generate and sustain market-building impact through contributing to job creation, productivity, and women's economic empowerment in at least one of the following sectors: agribusiness; clean energy; infrastructure; and manufacturing. Additionally, the offeror should demonstrate how (1) USAID financial support and/or partnership will be additional by helping the offeror to achieve development/impact objectives that would not otherwise have been possible without USAID support and (2) how the approach will be sustainable beyond USAID funding. Finally, the offeror should highlight how the proposed technical approach will mobilize private capital (including the expected leverage for catalytic funding) and indicate how resulting development impacts will be monitored and evaluated.
 - b. **Institutional Capacity (30 points)** – Points for this section will be based on information presented in the corresponding section and any submitted past performance examples. The proposal should provide details about the experience, networks, expertise, and/or capacity of their firm (or firms if a partnering arrangement is proposed) to recommend the proposed approach and complete the work as described. Points will be awarded to firms who demonstrate their unique and deep knowledge, experience, and capabilities in working within the proposed country(-ies) and in at least one of the following sectors: agribusiness; clean energy; infrastructure; and manufacturing. Firms should also demonstrate their established presence in East Africa and strong track record of working in the region.
 - 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 and staffing plan to ensure quality deliverables on time and effective coordination

and communication with INVEST and USAID. 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, which outlines a basic framework of expected deliverables and a timeline for submission of each, including time for regular meetings, review and feedback on drafts as appropriate should be included. Please note that proposed deliverables should not be tied directly to capital raising milestones. 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 working in the proposed country(-ies) and sector(s).

2. **Price Proposal:** Price 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, budget with cost breakdowns, and any relevant supporting cost information, as well as its alignment with the proposed technical approach. Budgets will be analyzed for cost reasonableness of the deliverable prices as well as the cost build-up.

IV. Offeror's Agreement with Terms and Conditions: Please visit the [INVEST Procurement Forecast](#) website for RFP Terms and Conditions.

The completion of all RFP requirements in accordance with the instructions in this RFP and submission to DAI of the technical and price proposals will constitute an offer and indicate the Offeror's agreement to the terms and conditions in this RFP and any attachments hereto. DAI is not required to accept and/or evaluate proposals that do not conform to the instructions of the RFP, and additionally, DAI may reject all proposals and not award a subcontract for this RFP. DAI reserves the right to award a subcontract without discussion and/or negotiation; however, DAI also reserves the right to conduct discussions and/or negotiations, which among other things may require an Offeror(s) to revise its proposal (technical and/or price). By submitting an offer, Offerors agree to comply with the general terms and conditions for an award, including Representations and Certifications compliance. Offerors must provide full, accurate, and complete information in response to this solicitation. 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-120:
Catalyzing Investment through Blended Finance in East Africa**

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.

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.

The USAID Southern and East Africa Regional Missions launched the INVEST Prosper Africa buy-in in 2019 to facilitate increased private sector investment across these regions. This activity falls under this buy-in and will focus on catalyzing private investment in the East Africa region.

Development Hypothesis

In many growing economies, there is a lack of accessible financing capital for SMEs, companies, and infrastructure projects because the risk-return profiles associated with these types of emerging market investments often prevent many investors from deploying capital. USAID can help to mitigate constraints by participating in blended finance investments that combine development capital and/or support with return-seeking capital from private investors.

Improving risk-adjusted returns and decreasing transaction costs through the use of catalytic funding allows development organizations to crowd-in larger amounts of capital from private investors than they could directly contribute as donor organizations. In this way, catalytic funding can help:

- 1) fill financing gaps for projects and investments with high potential for development outcomes in one or more of the following priority sectors: agribusiness, clean energy, infrastructure, and manufacturing;
- 2) increase access to capital (particularly for women and youth), which helps businesses to grow, scale and create jobs;
- 3) help to establish sustainable investment flows into markets that were previously underserved by investors.

Purpose & Background

The purpose of this activity is to use USAID catalytic capital to mobilize private investment capital and build strategic, market-deepening partnerships, while responding to increasing demand for broadening U.S. business and investment opportunities on the continent. Through

this activity, USAID will support the ability of investors and funds to catalyze and accelerate greater private capital and to deploy it in the East Africa region. This activity is meant to test the hypothesis that USAID’s use of funding as catalytic capital will not only increase availability of capital, but also contribute to a variety of development outcomes aligned with USAID East Africa’s priorities.

Objectives and Activities

This activity focuses on providing operational support for investors leading on impact investing in the East Africa region. This can include: start-up support for a pioneering a new facility or operational support for pipeline development, investor outreach, and building the capacity of local fund managers and investing partners in East African countries.

USAID/INVEST seeks investors that demonstrate a strategic vision for how increased and/or improved investment strategies will support social and financial returns. For the purpose of this activity, USAID seeks investors, fund managers, and other financial providers and firms who need assistance in fundraising for vehicles and/or deploying it to suitable businesses in East Africa, that are also generating development impact such as job creation, women’s empowerment, supporting the small business ecosystem, food security, renewable energy promotion, etc.

Examples include, but are not limited to:

1. Start-up support for pioneering new vehicles with potential to help build the field and deepen the local capital market; and
2. Operational support to partner with local investors, fund managers, and others supporting pipeline development and investor outreach.

All proposed approaches should capture and analyze data across portfolio investments to better understand the reach and impact, as well as demonstrate how the catalytic investment structure can have a positive effect on commercial metrics (e.g., return on investment, fundraising, etc.) and development outcomes.

USAID/INVEST aims to unlock private investment into East African businesses by mobilizing domestic sources of capital and/or attracting capital from international – especially U.S. – investors. We seek partners with a track record and proven ability to effectively raise and deploy capital for impact. Our objective is that our donor capital is as catalytic as possible – to both the amount of capital being deployed in the short-term, as well as to that with the greatest potential to build the market so more financing and support to East African businesses can be deployed long-term.

Offerors should provide a detailed proposal that: outlines their investment thesis and strategy, clearly articulates how the donor capital will be catalytic, how this activity will contribute to the objectives of increased investment 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 invest in East Africa’s growing enterprises.

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 the catalytic capital approach.

Offerors should include in their proposal the data they capture as part of their standard data reporting to investors and due diligence procedures that will be shared with INVEST as part of this activity.

Deliverables Table and Implementation Timeframe

The activities outlined above are estimated to take place over a 12-month period starting around May 2023 and coming to completion by May 2024. Although offerors should propose a timeline commensurate with their technical approach, however timelines should not go past May 2024. 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(s) to determine the contract structure including final timelines, deliverables, and associated costs.

Additionally, INVEST and USAID will also work closely with the awardee(s) on the overall learning agenda, including the appropriate cadence for reporting, communications, and other general ongoing project management activities, as well as be a resource to help the awardee achieve overall objectives.

RFP INVEST-120: Catalyzing Investment through Blended Finance in East Africa Question and Answers (Q&A)

- 1. What type of organizations are invited to submit a proposal for this call? Specifically (and in no unclear terms) are non-profit/charitable organizations (considered as one of) the targets of this RFP?**

We encourage all organizations that believe they have the technical expertise, institutional capacity, and management plan/staffing structure necessary to achieving the statement of objectives listed for this activity to submit a proposal.

- 2. Are there any regional/geographical considerations that organizations interested in applying should be aware of? Are there geographical criteria around the country of registration or established (office) presence in countries in East Africa that might be part of the criteria for eligibility? For instance, can an organization registered outside East Africa or one without an established regional/country office apply to support this activity?**

Yes, organizations registered outside East Africa are eligible to apply. However, offerors should be able to demonstrate an established presence and strong track record of relevant work in East Africa.

- 3. Offerors should be based in East Africa and have a strong track record of working in the region. Does this refer to team members based in the region or does USAID require the applicant to be registered in a country in East Africa? We are a 501c3 registered in the US and have a full team based in East Africa, would we qualify?**

Please reference the answer to question 2.

- 4. Is there a specific geographical scope (set of countries) in the East Africa region that DAI is looking to implement in or are sub-contractors expected to come up with a list of countries in the region where they would focus their activities?**

Regional programming through the East Africa regional platform primarily includes Burundi, Djibouti, Ethiopia¹, Kenya, Rwanda, Somalia, South Sudan, Tanzania and Uganda. There is also more limited programming in Zambia, the Democratic Republic of the Congo (DRC), and Sudan. Support to and oversight of Humanitarian Assistance (HA) activities is provided to the same countries above (except Zambia), in addition to the Central African Republic (CAR), Sudan, and the Republic of Congo.

- 5. How many target countries should offerors include as a minimum?**

There is no minimum requirement for the number of target countries for this RFP.

¹ As of December 2020, the USG has several restrictions in place regarding assistance to Ethiopia that the Mission will monitor, along with any other special notification countries in the region.

6. Could USAID please specify precisely which countries can be targeted for this call?

USAID regional programming through the East Africa regional platform primarily includes Burundi, Djibouti, Ethiopia², Kenya, Rwanda, Somalia, South Sudan, Tanzania and Uganda. There is also more limited programming in Zambia, the Democratic Republic of the Congo (DRC), and Sudan. Support to and oversight of Humanitarian Assistance (HA) activities is provided to the same countries above (except Zambia), in addition to the Central African Republic (CAR), Sudan, and the Republic of Congo. USAID/INVEST does not have preference for countries in which the offeror should focus provided they are on the above list.

7. Does the fund need to be solely, or majority focused on East Africa?

Approaches that focus primarily and solely on East Africa will both be considered. If the proposed approach will extend to countries outside of the East Africa region, offerors should clearly delineate the type and level of support that will be channeled toward the East Africa region and describe the development outcomes expected specifically within the East Africa region.

8. Is USAID prioritizing East African countries or counties as they assess expected outcomes for this project? For instance; are outcomes from ASAL areas regarded or scored higher than urban areas.

No, USAID is not prioritizing specific East African countries or counties for this activity. Activities proposed should be aligned with the offeror's business strategy, geographic experience, and track record within East Africa.

9. Will USAID/INVEST consider proposals from offerors with indirect investments in the sectors mentioned (i.e., via financial institution investments)?

USAID/INVEST will consider proposals from offerors with indirect investments in the priority sectors, providing that offerors demonstrate clear alignment with the Statement of Objectives and articulate how the proposed activities could generate tangible direct or indirect development impact within these priority sectors.

10. Under the Institutional Capacity section, the RFP indicates that firms should have an established presence in East Africa and strong track record of working in the region. Will USAID/INVEST consider proposals from offerors that meet both criteria with teams and track record in East Africa, but no registered office in the region?

Yes, organizations registered outside East Africa are eligible to apply. However, offerors should be able to demonstrate an established presence and strong track record of relevant work in East Africa.

² As of December 2020, the USG has several restrictions in place regarding assistance to Ethiopia that the Mission will monitor, along with any other special notification countries in the region.

11. May we know what kind of catalytic funds are involved and which type of blended finance tools you propose for the \$250,000 USD (grants, concessional loans, etc.)?

Funding provided by USAID/INVEST will be awarded via a subcontract and can be used to cover operational and/or fundraising support to fund vehicles. For this activity, USAID/INVEST will not consider interventions that request USAID catalytic capital to build first loss layers or collateral into their blended finance vehicles.

12. Could an advisory firm submit a joint proposal with a specific fund manager that has a dedicated vehicle?

Yes, USAID/INVEST will consider joint proposals between advisory firms and specific fund managers, as long as the total proposed ceiling value for the activity does not exceed \$250,000.

13. Can the grant be used as an investable first loss facility in order to de-risk investor capital?

No, for this activity, USAID/INVEST will not consider interventions that request USAID catalytic capital to build first loss layers or collateral into their blended finance vehicles.

14. Is there a minimum target leverage, regarding the expected fundraise from investors?

No, there is no minimum target leverage for this activity. Offerors should propose a target that they believe is realistic and achievable based on the activities they propose to implement.

15. Can the financing be used for a first-loss guarantee or collateral?

No, for this activity, USAID/INVEST will not consider interventions that request USAID catalytic capital to build first loss layers or collateral into their blended finance vehicles.

16. Can the financing be used to cover set-up costs for a financing vehicle?

Yes, per the RFP Statement of Objectives, USAID/INVEST will consider proposals from offerors requesting financing to provide “start-up support for pioneering new vehicles with potential to help build the field and deepen the local capital market.”

17. Is there any activity the RFP will not fund that is typically undertaken by investors, fund managers, and business ecosystems support organization?

Offerors should clearly articulate how the proposed approach is catalytic, how it will contribute to the objectives of increased investment as well as key social and development outcomes, and how it will help build the evidence base to encourage other investors and companies to invest in East Africa’s growing enterprises. For this activity, USAID/INVEST will not consider interventions that request USAID catalytic capital to build first loss layers or collateral into their blended finance vehicles.

- 18. The request for application lists the following priority sectors: agribusiness, clean energy, infrastructure, and manufacturing. Can the applicant open up the application to the broader impact area's themes? e.g., financial services, health, education.**

Applicants must demonstrate that the proposed activities involve at least one of the priority sectors noted above. USAID/INVEST will consider proposals that incorporate other impact themes only if they overlap with or contribute to one or more of the priority sectors (for example, financial services for agribusiness companies).

- 19. The SOO mentions about donor capital being provided by USAID/INVEST to catalyze investments in East Africa. How much capital, if any, is expected to be provided by USAID/INVEST as donor capital for this work?**

Per the RFP, USAID/INVEST anticipates issuing a subcontract for this activity with a ceiling value not to exceed \$250,000. USAID/INVEST will not be providing additional donor capital for this activity beyond this \$250,000 limit.

- 20. Can the offeror be a Canadian organization?**

Yes, offerors are welcome from any country. This activity is not restricted to just U.S.-based organizations.

- 21. Given that the offeror needs to describe how the planned activity will work with other existing USAID programming, does the offeror need to currently receive USAID funding?**

No, the offeror does not currently need to receive USAID funding to submit a proposal in response to this solicitation. We encourage potential offeror's to visit the [USAID/East Africa Regional website](#) to review existing USAID programming, priorities, and the [Regional Development Cooperation Strategy \(RDCCS\) – Kenya and East Africa](#). Where there are related USAID activities in the proposed area of intervention, the offeror should seek to demonstrate how their offer aligns, complements, and/or builds on already existing USAID work.

- 22. Can the offeror be receiving funds from other donors to compliment the funds from INVEST-120: Catalyzing Investment Through Blended Finance in East Africa?**

Yes, USAID/INVEST will consider offerors that are currently receiving funds from other donors for this RFP.

- 23. Case studies are mentioned on page 1 of the RFP. Are these synonymous with the examples of past performance described on page 3 of the RFP? Is there a specific template for these?**

The case studies refer to "One (1) to two (2) examples of past performance relevant to this activity (limited to two (2) pages per example). Examples should be within the past five (5) years." These are located on page 3 of the RFP. Please note that case studies are in addition to the 10-slide technical proposal and will not be counted as part of the 10-slide limit and the format may be PDF or PPT.

24. Is there a specific template for CVs offerors should use?

No, there is not a specific template offerors should use for CVs. Please note that CVs must be limited to a maximum of two (2) pages per individual.

25. Please further elaborate or provide different detailed examples of support by awardees that USAID/RFP will fund as the two examples provided in the RFP (located on the first paragraph under Objectives and Activities on page 2 of the RFP or the two bulleted examples included on page 2 of the RFP) do not provide sufficient depth. Please elaborate by providing more detailed description:

- a. **“Start-up support for pioneering new vehicles with potential to help build the field and deepen the local capital market”**
- b. **“Operational support to partner with local investors, fund managers, and others supporting pipeline development and investor outreach.”**

Examples of start-up and/or operational support may include – but are not limited to – the following:

- Fundraising outreach to domestic and international investors
- Development of key investor roadshow documents, including Private Placement Memorandum (PPM), investor-facing financial model, and investment pitch deck
- Engagement with accelerator partners and other technical assistance providers
- Support for pipeline development and portfolio construction strategy
- Investor-oriented workshops and other learning/promotional events
- Support for development of key fund management policies (impact strategy, ESG policy, etc.)
- Legal consultations related to fund structuring and registration

26. Please provide examples beyond these two similar examples: “This activity focuses on providing operational support for investors leading on impact investing in the East Africa region. This can include: start-up support for a pioneering a new facility or operational support for pipeline development, investor outreach, and building the capacity of local fund managers and investing partners in East African countries.

Examples of start-up and/or operational support may include – but are not limited to – the following:

- Fundraising outreach to domestic and international investors
- Development of key investor roadshow documents, including Private Placement Memorandum (PPM), investor-facing financial model, and investment pitch deck
- Engagement with accelerator partners and other technical assistance providers
- Support for pipeline development and portfolio construction strategy
- Investor-oriented workshops and other learning/promotional events
- Support for development of key fund management policies (impact strategy, ESG policy, etc.)
- Legal consultations related to fund structuring and registration

- 27. Are there any additional attachments to the RFP beyond the Statement of Objectives and the terms and conditions (which are obtained from the INVEST Procurement website)? Are there any referenced of publicly available information relating to this RFP-120 beyond the specific items stated in the previous question?**

Offerors can use the Regional Development Cooperation Strategy (RDCS), sourced on the [USAID/East Africa Regional website](#), to ensure that submissions are aligned with USAID East Africa's priorities.

- 28. Last sentence of the 'Purpose and background' paragraph on Page 2 under Statement of Objectives states "...but also contribute to a variety of development outcomes aligned with USAID East Africa's priorities." Please share other sources or publicly available information in any form (e.g., such as but not limited to website, booklet, brochure, video/recording) to understand the development outcomes of USAID East Africa priorities (i.e., USAID missions and operating units) apart from this website <https://www.usaid.gov/east-africa-regional>.**

Please reference the answer to question 27.

- 29. Is there any preference on the different types of agriculture activity or output/produce or byproduct that USAID prioritizes or deprioritized or focuses on or is looking at in Agriculture for this project specifically? Are there any restricted produce or byproducts?**

Agriculture activities should align with the agriculture regional development objectives within the Regional Mission's [RDCS](#). Other than tobacco, there are no specific exclusions for this activity. However, the proposed value chain(s) should be aligned with USAID priorities in the RDCS relating to economic growth, creation of jobs, smallholder farmer empowerment, food security, and improved nutrition, among others.

- 30. The cost/budget template was not attached as indicated on Part 2 - Price Proposal "Offerors can use the attached cost/budget template for guidance, but are not required to use it, as long as the cost proposal captures the necessary elements." Please share the template.**

The cost/budget template was attached in the email solicitation as an Excel spreadsheet 'FFP Budget Build-up Template w/ DBA'. Please find the budget template attached to the email for reference.

- 31. In the instance where the total cost for the project exceeds the ceiling value of \$250,000 as stated in the RFP for the firm fixed price contract, can the proposal include the total cost above \$250,000 but also state what in-kind contribution or capital will be provided by the implementing partners to cover the excess cost?**

No, all offerors should propose a total cost for this activity within the stated ceiling value of \$250,000.

- 32. Are there expenses or costs that are not eligible in the price breakdown? In the cost proposal, the line items are anticipated to include: (i) offeror personnel's hourly rates and time allocation; (ii) travel expenses tied to deliverables and activities; (iii) marketing event expenses for field and market-building for catalytic capital; (iv) professional advisors costs, among others.**

Offerors are encouraged to price their proposal to align with their technical approach and in support of achieving the statement of objectives for this activity. The price proposal will be evaluated separately from the technical approach, with due consideration for realism, price reasonableness, and allowability consistent with US government cost principles.

- 33. How many offerors will the program be funding?**

We anticipate this solicitation to result in the award of one firm fixed price subcontract.

- 34. Is it possible to exclude the narrative details of management and staffing from the 10 pages of the proposal? The design of our team and operational setup will require more than 2 or 3 pages to elaborate hence we prefer to exclude the details from the 10 pages.**

No, offerors are encouraged to be clear and concise with the details of their management plan and staffing structure within their 10 slides.

Please note that in addition to the 10-slide limit, offerors can present CV(s) of any individuals proposed in the staffing plan to conduct this activity (limited to two (2) pages per individual). These inputs will not be counted as part of the 10-slide limit and the format may be PDF or PPT.

- 35. Please also share with us questions and respective answers from other Offerors.**

We will share all questions and answers with prospective bidders.

- 36. We kindly request for your guidance to help us understand how to initiate a process to obtain a SAM UEID for a non-US based organization.**

Please reference the [SAM.gov website](https://sam.gov) on how to initiate the process to obtain a SAM UEID number.

- 37. As we are a beneficiary of an USAID grant, we have an active SAM UEID. Can we use that one or do we need a new SAM UEID to request for this new grant? If this is the case, what are the steps to follow?**

Yes, you may use your firm's existing SAM UEID number. Only firms that do not have a SAM UEID number need to request one.

38. As it was mentioned that a document in PDF is preferred along with an accompanying PowerPoint document. Is it the same document but in two different format (in PDF and PowerPoint) or the PDF is a writing and detailed document of 10 pages (a Word version transformed into a PDF) with the PowerPoint of 10 slides which is a summarized version of it?

The PowerPoint and PDF documents are the same document but in different formats – PowerPoint and PDF, respectively. Please reference the RFP under *II. Composition of Proposal* for submission requirements.

39. If we are aiming to onboard investors, indeed an extension beyond 12 months is desirable. Would a further 12-month extension, so a project timeframe of 24 months, be acceptable?

No extensions to this activity will be provided. Given the period of performance of the USAID INVEST project, this activity is anticipated to take place over a 12-month period of performance coming to a completion by May 2024 at the latest.