

To: Offerors

Date: May 30, 2023

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

Subject: Request for Proposals (RFP) INVEST-126: Transaction Advisory Support for LifeBank

Due: 1:00 PM Eastern Daylight Time (EDT) on **June 23, 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 USAID/Global Health/Center for Innovation and Impact (CII).

- I. RFP Process and deadlines:** This solicitation will result in the award of one firm fixed price subcontract. We anticipate issuing a single subcontract award with ceiling value not to exceed **\$95,000**.
1. Submission of Questions – Questions must be submitted in English no later than **1:00 PM EDT on June 6, 2023** via email to INVEST_Procurement@dai.com.
 2. Submission of Proposal – Proposal must be submitted in English no later than **1:00 PM EDT on June 23, 2023** via email to INVEST_Procurement@dai.com, copying [Katherine Tilahun@dai.com](mailto:Katherine_Tilahun@dai.com) and [Danny Mannka@dai.com](mailto:Danny_Mannka@dai.com). The subject line of the email should be your organization name, followed by “Submission under RFP INVEST-126: Transaction Advisory Support for LifeBank.” Please certify in your submission email a validity period of 60 days for the price(s) provided. 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 ten (10) slide presentation, using 12-point standard font size. Graphics may be included, so long as text is clearly legible with a minimum font size of 10. If text or graphics are of poor resolution, the information provided may be excluded from consideration. 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; offerors may use the attached cost/budget template.

Part 1 – Technical Proposal

Please limit your technical proposal to no more than ten (10) slides. The technical proposal is composed of the following three (3) sections:

1. **Technical Approach** – Offerors will detail their approach to fulfilling the accompanying Statement of Objectives (SOO). The approach will clearly indicate how the proposed activities will result in the successful achievement of the objectives as detailed in the statement of objectives and completion of all deliverables and milestones as proposed within the stated timeline. The offeror should also describe how it will monitor its performance, including setting targets and measuring progress.
2. **Institutional Capacity** – Offerors should provide details about the experience, networks, expertise, and capacity of their firm (or firms if partnering arrangement is proposed) to implement 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 and note any previous experience working as partners if a partnering arrangement is proposed.
3. **Management Plan/Staffing Structure** – Offerors should include details of personnel who will be assigned to the activities described in the technical approach along with their proposed roles and responsibilities, as well as a clear management plan in narrative form for the development, review, and submission of deliverables, including a milestone schedule that indicates their proposed timeline for implementation. 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 Finance and Investment Network managed by INVEST. 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, oversight, and coordination controls to ensure successful delivery.

In addition to the above, please include the following inputs, which will not be counted as part of the 10-slide limit and format may be PDF or Word:

- Two (2) examples of past performance (i.e., case studies) relevant to this activity (limited to two (2) pages per example)
- CV(s) of any individuals proposed in the staffing plan to conduct this activity (limited to two (2) pages per individual).

A cover page will be considered a non-counting page, and offerors should include one and list on it the names of all firms participating in the bid. No additional annexes or documentation are requested nor should be submitted.

Part 2 – Cost Proposal

The subcontract type for the presumptive work will be Firm Fixed Price, awarded as a subcontract by DAI Global, LLC. The cost proposal should not exceed \$95,000.

Please include your total proposed fixed price along with details for specific deliverable pricing. Offerors must also include a cost breakdown of the hourly rates for proposed personnel, any other direct costs, indirect costs, and fees 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 should 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). The successful offeror will need to demonstrate that the proposed rates, fees, etc. are reasonable and will be required to provide documentation during subcontract negotiations to substantiate costs, as needed. 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. DAI reserves the right to check the past performance, references, and other pertinent offeror information in making award decisions. Proposals will be evaluated against a stated number of factors including: the overall proposed approach, past performance, specific qualifications in the identified approach and 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. Key parts of the technical approach are understanding the offeror(s)' approach to (1) financial modeling, including assessing/auditing existing financial model(s) to advise on suitability to meet the needs of investors and test assumption and format; (2) valuation analysis, including reviewing existing financial statements, determining valuation methodology, and drafting valuation/assessment; and (3) engagement strategy and investor outreach, including developing strategy for targeting most relevant investors, identifying high-potential investors, conducting outreach to investors to gauge interest, determining information gaps, and developing a short list of investors on whom to focus efforts. If applicable to the proposed approach, offeror(s) should also provide detail on how they plan to conduct investor due diligence and investment structuring/term sheet development.

b. Institutional Capacity (35 Points): Points for this section will be awarded based on information presented in the corresponding section and any submitted case studies (i.e., examples of past performance). The offeror(s) should demonstrate their:

1. Access to/familiarity with strong and relevant networks and connections with investors, businesses, and other relevant partners in West Africa, especially Nigeria
2. Knowledge and experience in identifying, evaluation and supporting transactions that have social/development impact, especially in the healthcare sector
3. Ability to identify and provide support to a wide range of transactions, especially those in the healthcare sector

Preference will be given to firms and/or consortia that have past performance in timely and successful delivery of similar services and/or relevant experience in-country. Offerors should demonstrate any knowledge and technical experience that will support their ability to perform the requirements of the SOO in an efficient and effective manner.

c. Management Plan/Staffing Structure (25 Points): Points for this section will be awarded 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 realistic 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 Management Plan should clearly outline where staff are located, with a preference for staff located in Nigeria. The offeror should demonstrate their proposed staff's:

1. Knowledge of the transaction space from both the enterprise and investor perspective;
2. Familiarity with a wide variety of investors;
3. Experience providing transaction support/investment advisory services in similar contexts and within the healthcare sector;
4. Availability for local presence during implementation;
5. Experience in investment identification and transaction facilitation, strong field experience and field presence;
6. Strong English skills.

2. **Cost Proposal:** Total price and associated cost build-up will be evaluated separately from the technical approach, with due consideration for realism, price reasonableness, and allowability consistent with U.S. 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: Please visit the [INVEST Procurement Hub](#) website (scroll down to "Terms and Conditions") 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 Objective RFP INVEST-126
USAID INVEST: Mobilizing Private Investment for Development
Transaction Advisory Support for LifeBank
USAID/Global Health CII Buy-In

Introduction

USAID seeks to unlock the potential of private capital to drive inclusive growth. Increasingly, private investors and businesses are looking to emerging markets for better returns and new market opportunities. Specifically, USAID can leverage its resources – grants, 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 can access an unprecedented network of firms and individuals that have the range of technical expertise needed to identify opportunities and effectively mobilize private capital toward development priorities. Using a lean approach tailored to high potential opportunities, relevant parts of the network will come together to research, develop, and build specific solutions that align private capital with development needs.

Background

LifeBank powers hospitals and care centers to deliver quality healthcare to patients in emerging markets. The company’s technology, infrastructure, agile production, and distribution networks enable hospitals in emerging markets to catch up with their global peers.

LifeBank’s Model

LifeBank is an end-to-end healthcare-as-a-service company that operates in multiple segments, including the marketplace and distribution of medical products such as blood, oxygen, medical consumables, medical equipment, and medical samples.

- **Marketplace:** Nerve is LifeBank's central marketplace, which provides hospitals and healthcare centers with an easy and efficient way to order critical medical supplies. By utilizing Nerve, hospitals can enjoy faster order times, real-time tracking, and access to high quality critical supplies.
- **Fulfillment:** LifeBank has developed a multimodal fulfillment system that utilizes different mobility systems to reach the last mile and deliver critical supplies to healthcare facilities in need. This system, combined with the one-stop marketplace solution, offers a unique and efficient way to simplify the supply chain for their customers.

LifeBank's comprehensive approach combines the simplicity and convenience of a marketplace with the efficiency of a robust delivery system, resulting in a one-of-a-kind solution that benefits the customers in the healthcare industry.

LifeBank Nigeria is the fastest growing and largest unit within their business. As LifeBank grows, it is planning a Series A fundraise in Q3 2023 with a target of \$4M to power the next phase of LifeBank’s growth. This financing will help LifeBank expand the business to a new market within Africa, and grow the number of active care centers from 2,800 to 12,100 by the end of the Series A in 2025.

Additionally, LifeBank is participating in the African Small Business Catalyst (ASBC) initiative, a business accelerator for early stage small and medium enterprises in sub-Saharan Africa. ASBC is a collaboration between U.S. International Development Finance Corporation (DFC) and U.S. African Development Foundation (USADF). Through this initiative, LifeBank will be receiving support for its

finance staff through possible training and/or recruitment and business skills training for senior staff. LifeBank will also work with DFC through this initiative to explore working capital for new product development and expansion.

Objectives and Activities

Under this activity, INVEST seeks to engage a transaction advisor to provide support to LifeBank in their Series A fundraise. LifeBank has identified the following priority activities for support:

- Financial modeling - assess / audit existing financial model to advise on suitability to meet the needs of investors; test assumptions and format / revise as needed to ensure model is in line with investor expectations
- Valuation analysis – review existing financial statements, determine valuation methodology, draft valuation and assessment, presentation of valuation range
- Engagement strategy and investor outreach – develop strategy for targeting most relevant investors, identifying high-potential investors and developing long list of investors; conduct outreach to investors to gauge interest, determine information gaps and develop short list of investors on whom to focus efforts

Second in priority as time and resources allow:

- Investor due diligence support - Ongoing support via responses to due diligence questions from various investors
- Investment structuring / term sheet development support

Illustrative Deliverables:

Illustrative deliverables are listed below; however, offerors should propose deliverables in line with their approach while meeting the objectives outlined in this SOO.

Deliverables may include, but are not limited to:

- Letter of Engagement
- Draft / final financial model
- Financial projections
- Valuation analysis
- Engagement strategy with shortlist of investors
- Draft term sheets
- Transaction closeout report

Upon selection and award, INVEST will work closely with the selected offeror(s) to determine the contract structure, including final timelines, milestones, deliverables and associated costs. Additionally, INVEST will work closely with the selected offeror(s) on any communication products and reporting requested by USAID.

Period and Place of Performance:

The activity is anticipated to commence in July 2023 and take place over a period of approximately 9-11 months, with all activities completed by June 2024. However, offerors should propose a timeline that is representative of their proposed technical approach and management plan that delivers the scope of work as described.

Contract Type and Budget Ceiling:

DAI will award a fixed price subcontract. The anticipated budget should be no more than \$95,000 USD.

Role of INVEST

INVEST will work closely with the selected offeror(s) during all stages of this work. DAI will subcontract the selected offeror directly and provide review and oversight throughout the life of the activity. The INVEST team will administer regular check-ins, reporting, deliverable review prior to client presentation and approval, and manage an ongoing monitoring, evaluation, and learning (MEL) framework.

- *Subcontractor Onboarding:* INVEST will provide the successful offeror(s) with all necessary context, and work with the successful offeror(s) to develop the work plan.
- *Project Implementation:* The successful offeror(s) will implement the work as prescribed by the work plan(s). INVEST will provide management support and ensure regular check-ins/reporting. INVEST will also work with the successful offeror(s) to establish a plan for monitoring performance, including setting targets, to track progress during implementation.
- *Ongoing Monitoring, Evaluation, and Learning:* INVEST encourages developing a Monitoring, Evaluation, and Learning (MEL) system that demonstrates how you will implement and monitor performance of your proposed activities. INVEST asks respondents to include in the proposal how the organization intends to set targets and report progress toward those targets, including verification documentation. Illustrative indicators for this work include the following, and firms are encouraged to propose these or other indicators as appropriate for your proposed approach:
 - *Transaction close data, including the investor name, type, investment type, amount, investee name, size, gender of ownership, and physical location*