

To: Offerors

Date: July 7, 2021

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

Subject: Request for Proposals (RFP) INVEST- 088 Blended Finance for Maternal, Child and Newborn Health in Bangladesh

DUE: 1:00 pm Eastern Daylight Time on **July 22, 2021**

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 buy-in with USAID/Bangladesh and the Global Financing Facility for Women, Children and Adolescent, housed at the World Bank (GFF-World Bank).

- I. **RFP Process and deadlines:** This solicitation will result in the award of Fixed Price subcontract. We anticipate issuing a single subcontract award with a value between \$150,000-\$165,000.
 - Submission of Questions – Questions must be submitted no later than **1:00pm EDT on June 18, 2021** via email to INVEST_Procurement@dai.com.
 - Submission of Proposals – Proposals must be submitted no later than **1:00pm EDT on July 22, 2021** via email at INVEST_Procurement@dai.com, copying Leah_Day@dai.com and Carly_Gorelick@dai.com. The subject line of the email should be your organization name, followed by “Submission under RFP INVEST- 088 Blended Finance for Maternal, Child and Newborn Health in Bangladesh.” 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.
- II. **Composition of Proposal:** The proposal should comprise two separate submissions: a Technical Proposal and a Price Proposal. The Technical Proposal and Price Proposal should be prepared and submitted as separate files for independent evaluation. No pricing information should be included in the technical proposal.
 1. **Technical Proposals** should be submitted as a ten (10) slide presentation deck, using 12-point standard font size. Graphics may be included, so long as text is clearly legible. If text or graphics are of poor resolution, the information provided may be

excluded from consideration. Submissions in PowerPoint or PDF are acceptable, with PDF preferred.

2. The Price Proposal should include a cost build up in Excel format; offerors may use the attached budget template.

Please see below for further guidance.

Part 1 – Technical Proposal

The technical proposal should include 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. The successful Offeror shall demonstrate how they will apply the Global Health Blended Finance Roadmap as relevant for the Bangladesh context, identify key stakeholders, and provide example questions and/or outline what type of information will be collected and through what method.
- 2) **Institutional Capacity** – Offerors should provide details about the experience, networks, expertise, and capacity of their firm (or firms if a partnering arrangement is being proposed) to carry out the proposed approach and complete the work as described. This should also include past performance information for similar activities, such as conducting assessments to identify actionable recommendations for donors such as USAID, World Bank Group, etc., use of blended finance to achieve health outcomes, conduct desk-based rapid analysis, identify stakeholders for engagement, and identify and prioritize transactions. Offerors should also demonstrate their experience and knowledge of financing for the Bangladesh health sector and their networks in Bangladesh and/or the region. Please note that the findings from this assessment may result in subsequent activities and procurements.
- 3) **Management Plan and 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 required to have local presence in Bangladesh (or at least one partner, if multiple firms submit as a consortium) given COVID-19 international travel restrictions, or provide an alternative plan for implementing the work with relevant ongoing travel restrictions (as applicable). Offerors are not required to be members of the USAID Finance and Investment Network and are permitted to engage in partnering/consortium arrangements that will provide the best value and capability to achieve the objectives of this RFP. If a partnering arrangement is proposed, please describe the nature of the arrangement, the specific technical value being contributed by each consortium member, and the appropriate management controls to ensure successful project delivery.

In addition to the above, please include the following:

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

NOTE: Past performance examples and CVs will not be counted as part of the 10-slide limit and the format may be PDF or Word. Offerors should include a cover page and list on it the names of all firms participating in the bid. A cover page will be considered a non-counting page. No additional annexes or documentation are requested at this time.

Part 2 – Price 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 and a description of award/performance fees to incentivize a focus on proposed performance criteria. Offerors should also include a cost breakdown of the hourly or daily rates for proposed personnel, if applicable, with a build-up to their total proposed price. Offerors may use their own cost/budget template(s) or the one provided; 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 and GFF-World Bank in response to the requirements stated in this RFP. 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 relevant experience in the technical aspect(s) required to complete this work, including private sector engagement with Bangladesh healthcare systems and blended finance for health outcomes.

- 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.
 - a) Technical Approach (30 points) - Points will be awarded for the presentation of a clear and thoughtful approach which reflects the technical requirements and desired results of this specific activity as detailed in the Statement of Objectives (SOO), while also demonstrating the offeror's specific competencies in applying the Global Health Blended Finance Roadmap. In this section, offerors should clearly outline their approach to:
 - Desk-based rapid context analysis;
 - Workshop design and delivery;
 - Stakeholder identification and engagement;

- Transaction identification and prioritization; and,
 - Actionable next-step recommendations for USAID/Bangladesh and GFF-World Bank.
- b) Institutional Capacity (35 points) – Points for this section will be awarded for information presented in the corresponding section and any submitted past performance case studies. In line with their technical approach, the offeror should demonstrate their:
- Experience and knowledge of financing for the Bangladesh health sector, particularly for programs related to maternal and child health;
 - Track record in private sector engagement and blended finance to achieve health outcomes;
 - Relevant current networks in Bangladesh and/or the region, particularly with private sector actors;
 - In-country presence (as prime or consortium partner) and ability to interact with stakeholders in Bangladesh.

Additionally, given the current COVID-19 situation, Offerors should provide examples of their institutional capacity and experience in combining remote and in-person approaches to conducting similar assignments.

- c) Management Plan/Staffing Structure (35 points) - Points for this section will be awarded for 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. The management plan should be in narrative form and clearly outline 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:
- Project timeline and possible deliverable schedule which directly corresponds to the elements of the technical approach and clearly demonstrates the steps for completing the activity objectives;
 - Staffing structure which directly corresponds to the elements of the technical approach;
 - Relevant staff with CVs demonstrating experience in private sector engagement in the Bangladesh maternal, child, and newborn health sector;
 - Relevant staff with CVs demonstrating experience in blended finance for health; and,
 - Proposed staff's presence in Bangladesh.
- 2) **Price Proposal:** Cost will be evaluated separately from the technical approach, with due consideration for 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, inclusion of a performance fee

structure, 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.

Funding for this activity is subject to confirmation of funds by GFF-World Bank. 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-088:
USAID INVEST
Blended Finance for Maternal, Child and Newborn Health in Bangladesh**

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.

In support of its efforts to promote blended finance within the agency, the [USAID Private Capital and Microenterprise Hub](#) (USAID/PCM) awarded the [INVEST](#) contract to DAI in September 2017. 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.

Background

USAID has been working in the Bangladesh health sector since the independence of the country, and strives to support the health sector by strengthening public health systems and private sector-driven healthcare activities. USAID supports Bangladesh’s national Health, Population and Nutrition sector program to reduce maternal, newborn and child mortalities and morbidities, improve family planning practices, reduce the tuberculosis (TB) burden, and improve the nutrition status of mothers and children in the country. On the one hand, [USAID/Bangladesh](#) does this through increasing the public health systems’ capacity to expand health coverage and improve quality of care in maternal, newborn and child health (MNCH), family planning, TB and nutrition. On the other hand, USAID tests and scales private sector driven-healthcare and support models. Two of the most prominent private sector programs from USAID/Bangladesh are the social enterprise model of primary healthcare network, the [Surjer Hashi Network](#) (SHN) and the [Social Marketing Company](#), a program to promote social marketing of family planning and nutrition commodities to improve health outcomes. USAID/Bangladesh plans to focus on self-sufficiency of the Bangladesh health sector and encourages the use of innovative financing, including creation of sustainability platforms for private sector models like the SHN network. USAID/Bangladesh hopes blended finance will not only support its private sector activities with access to wider channels of technical assistance and private sector resources, but also help prove the sustained effectiveness of these models to support the health sector as a whole.

USAID/Bangladesh also hopes to identify blended finance approaches applicable to the country to ensure their use in other health programs from the USAID/Bangladesh Mission and across sectors.

The [Global Financing Facility for Women, Children and Adolescents \(GFF\)](#), housed at the World Bank, was launched at the Financing for Development Conference in Addis Ababa in July 2015 as part of a global conversation about how to finance the Sustainable Development Goals (SDGs), which requires shifting estimates of billions of dollars to trillions of dollars to achieve the ambitious targets. This shift is only possible through new approaches to financing that recognize that countries themselves are the engines of progress and that the role of external assistance is to support countries both to get more results from the existing resources and to increase the total volume of financing.

The GFF supports countries in three specific ways: 1) developing an investment case and implementation plan for prioritizing key reforms to improve reproductive, maternal, newborn, child and adolescent health and nutrition and a strong primary health care system; 2) strengthening a country-led platform that aligns all key stakeholders around this investment case and uses data to make decisions and create mutual accountability; and 3) mobilizing and coordinating the financial resources needed to accelerate progress for the most vulnerable populations, often in the hardest-to-reach regions.

The GFF Trust Fund acts as a catalyst for financing, with countries using discrete GFF Trust Fund grants to significantly increase domestic resources alongside the World Bank's IDA and IBRD financing, aligned external financing, and private sector resources. Each relatively small external investment is multiplied by countries' own commitments – generating a larger return on investment and contributing to lives saved and improved.

Given their common goals and objectives to improve maternal, child and newborn health in Bangladesh through blended finance, USAID and GFF have partnered to apply the USAID Global Health Blended Finance Roadmap in support of improving MCNH health outcomes.

Implementation Objective

INVEST is looking for a firm, or consortium of firms, to apply the [Global Health Blended Finance Roadmap](#) and identify 3-4 transaction opportunities in support of maternal, child and newborn health (MCNH) efforts in Bangladesh. The selected offeror(s) should have extensive work experience in health systems transaction advisory services and relevant contacts throughout Bangladesh in these key priority areas. Results from this assignment will help inform future efforts of USAID and GFF. Please note that the resulting assessment report will be made a public document so as not to preclude the successful offeror from consideration for any follow-on assignments.

INVEST anticipates this activity to last approximately 6 months. However, offerors should propose a timeframe that is representative of their proposed technical approach, while also accounting for the potential need to adapt strategies given the Covid-19 environment.

Activity Structure

The successful offeror(s) will support the following tasks:

- 1) **Desk-based, Rapid Context Analysis.** Using pre-existing materials, in part provided by USAID/Bangladesh and GFF, the successful offeror(s) will provide an overview of the Bangladesh MCNH sector, key health sector goals and challenges, and relevant current and potential public and private stakeholders. Additionally, the successful offeror(s) will identify other relevant blended finance models implemented in Bangladesh or in similar contexts that have relevance or replicability for financing health services in the country, taking into account eligibility constraints pertinent to Bangladesh, for example with DFC funding.
- 2) **In-brief Workshop Design and Delivery.** The successful offeror(s) will prepare and present the context analysis at a workshop for USAID/Bangladesh and GFF. Topics may include:
 - a. Presenting overall approach to the assignment.
 - b. Validating findings from the context analysis.
 - c. Narrowing the health sector issues prioritized by USAID/Bangladesh and GFF/World Bank.
- 3) **Assessment field work and transaction opportunity identification.** The successful offeror(s) will conduct key informant interviews, focus groups, and other activities to better understand the challenges and opportunities related to potential blended finance approaches. Stakeholders include, but are not limited to, financial institutions, investors, government officials, health-related private sector companies, and organizations that represent key populations. The successful offeror will also consult with USAID and relevant USAID projects, as well as with the GFF-World Bank teams, to further understand their current and future programmatic approaches and applicability of potential blended finance approaches. Based on the field work, the successful offeror will identify and rank up to six (6) potential blended finance transactions, including how these transactions may be structured. This phase covers the following steps in the Roadmap:
 - a. Evaluate Potential for Blended Finance
 - b. Shortlist Blended Finance Instruments

c. Identify Activities for USAID and GFF/World Bank Engagement.



- 4) **Debrief and transaction shortlisting.** The successful offeror(s) will debrief and gather feedback from USAID/Bangladesh and GFF on key findings from the field work, including prioritized transactions, potential funding and investment options, timeline, and likelihood of success. Based on this information, USAID and GFF will determine the 3-4 transactions to focus on for the final assessment report.
- 5) **Final Assessment Report.** Following the debrief and feedback from GFF and USAID, the successful offeror(s) will detail the prioritized transactions in a written assessment report, focusing on the top 3-4 transactions with the highest likelihood of successful close, and the roles that USAID and GFF can play in achieving this. The report will:
- a. Describe 3-4 transactions:
 - a. Listing prospective enterprises, investors, and other stakeholders.
 - b. Proposing the types of blended finance vehicles, and their appropriate terms, with examples.
 - c. Recommending the types of transaction support and/or advisory services that might be needed.
 - b. Analyze the level of complexity, the impact of the social, economic and political landscape, and the timeframe for each transaction.
 - c. Confirm the USAID and GFF development goals reached with each transaction.
 - d. Outline outstanding risks and challenges for each transaction.
 - e. Outline potential USAID and GFF involvement for each transaction.

The report will recommend the actions required to move forward with these transactions. The resulting report may be made public, taking into account any confidentiality considerations should USAID or GFF move forward with follow-on activities. This would also ensure that the successful offeror for this assignment would not be precluded from participating in any subsequent procurements.

Learning. Selected offeror(s) should be available to present their work to INVEST, USAID, and GFF throughout the activity. This may include working with the INVEST team to develop a case study, fact sheet, presentation, or other materials that demonstrate the value of self-reliant financial solutions in the healthcare sector. USAID is also interested in promoting exchange and learning across its activities, and offerors should propose how this would be approached.

INVEST is experienced in handling propriety and/or confidential information, especially for investors, and will discuss these requirements with the successful offeror(s) prior to contracting and as relevant to learning and information sharing activities.

Deliverables

Deliverables may include, but are not limited to:

- Inception report and work plan
- Rapid context analysis report
- Workshop materials and delivery
- Final transaction assessment report.

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

Role of INVEST Project

INVEST will work closely with USAID/Bangladesh, the GFF and the selected implementation partner(s) during all stages of this work. DAI will subcontract the selected partner(s) directly and provide review and oversight throughout the life of the assignment. INVEST will conduct weekly, biweekly, or monthly check-ins (as needed and agreed upon), reporting to USAID and GFF, deliverable review prior to client presentation and approval, and manage an ongoing ME&L framework. More specifically:

- Partner Onboarding: DAI will work closely with USAID/Bangladesh and the GFF to provide the successful firm(s) with all necessary context and information.
- Project Implementation: The selected partner(s) will implement the work as prescribed by the work plan(s). DAI will provide management support and ensure regular check-ins/reporting including regular progress reports to be submitted to DAI.
- Ongoing Monitoring, Evaluation, and Learning: DAI will define indicators in the subcontract and collect and review M&E data from subcontractors for requisite reporting to USAID and GFF. DAI will conduct data quality assessments as necessary.

Illustrative Implementation Timeframe*

Activity	Timeframe
Onboarding & Work Planning	2-4 weeks
Rapid Landscape Analysis	4-6 weeks
Workshop Design and Delivery	2-4 weeks
Fieldwork and Transaction Identification	8-10 weeks

Debrief and Final Report	4 weeks
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*INVEST expects offerors to propose an implementation timeline that is realistic and representative of their proposed technical approach and management plan, taking into account any impacts from Covid-19 or other externalities.

Contract Type and Budget Ceiling

DAI will award a fixed price subcontract. The anticipated budget should be between \$150,000-\$165,000.

Q&A
RFP INVEST – 088: Blended Finance for Maternal, Child and Newborn Health in Bangladesh

- 1. Are offerors expected to support further processes (transaction advisory, agency selection etc.) in transaction advisory after the assignment is concluded?**

Answer: No. Offerors should submit a proposal limited to the scope of activities described in the Statement of Objectives. An award for RFP-088 will not determine eligibility for potential future activities procured under INVEST, USAID, or World Bank/Global Financing Facility for Women, Children, and Adolescents-Bangladesh (GFF).

- 2. Are offerors expected to provide financial models and projections (investments needed, risk and mitigation plans and evaluation plans) for the models proposed?**

Answer: The successful offeror will not be expected to produce financial models and projections for the relevant, blended finance models identified in the course of Task One of the activity structure described in the Statement of Objectives. However, the successful offeror will be expected to produce financial models and projections for the 3-4 transactions identified in the course of Tasks Four and Five of the activity structure described in the Statement of Objectives (SOO), to the extent that such modeling effectively provides evidence-based, actionable information for USAID and the World Bank/GFF in the final assessment report.

- 3. Do USAID, DAI have internally developed tools to assess financial models based on contextual factors which can be used for analyzing possible transaction products that can be shared with applicants?**

Answer: No. As described in item b of Task Five of the activity structure described in the SOO, the successful offeror will be expected to “Analyze the level of complexity, the impact of the social, economic and political landscape, and the timeframe for each transaction.”

- 4. Would it be possible to share more details about an expected team structure or desired credentials?**

Answer: Offerors should propose a team structure and credentials as needed to successfully complete this assignment. Please refer to section II, “Part 1—Technical Proposal,” and section III.1.c of the Request for Proposals for details about expected team structure and credentials.

- 5. Would offerors be expected to provide technical inputs in MCH-related program design along with transaction/product selection?**

Answer: The successful offeror will be expected to provide technical input in MCH-related program design to the extent that such input informs the tasks of the activity structure described in the SOO.

6. Does direct (current) work with Surjer Hashi Network preclude offerors from submitting a proposal?

Answer: No, work with the Surjer Hashi Network does not preclude offerors from submitting a proposal.

7. Is there a preferred or desired format for the deliverables as outlined in the RFP – i.e. narrative (MS Word) or presentation/report (MS Powerpoint)? If this varies by the initial four proposed deliverables, could DAI specify?

Answer: Please refer to the Deliverables section of the SOO: “Upon selection and award, INVEST will work closely with the Awardee to determine the contract structure, including final timelines, milestones, deliverables, and associated costs.”

8. Should the workshop design and proposed budget anticipate an in-person workshop or virtual? (Pending COVID-19 constraints at the time)

Answer: Given the current Covid-19 situation in Bangladesh, all offerors should budget for a virtual workshop. Should circumstances change to allow for an in-person workshop, a technical and cost modification will be made to the contract.

9. What is the desired financial range for the proposed transaction opportunities (minimum, median and maximum amount of investment per transaction opportunity)?

Answer: At this time there is no desired financial range for the proposed transaction opportunities. Please refer to the Activity Structure, section 2) In-brief Workshop Design and Delivery of the SOO: the successful offeror is expected to include “a. Prioritizing the financing challenges.”

10. Is there a preference for type of opportunities within Maternal, Child and Newborn Health – i.e. service delivery, health technology, channel innovation?

Answer: No. However, offerors are encouraged to follow up and read the hyperlinks provided in the SOO to better understand the current work and priorities of USAID/Bangladesh and the GFF/World Bank. For convenience, these links include:

- [USAID Private Capital and Microenterprise](https://www.usaid.gov/pcm)
 - <https://www.usaid.gov/pcm>
- [INVEST](https://www.usaid.gov/INVEST)
 - <https://www.usaid.gov/INVEST>

- [USAID/Bangladesh](#)
 - <https://www.usaid.gov/bangladesh>
- [Surjer Hashi Network](#)
 - <https://www.usaid.gov/actingonthecall/stories/empowering-poor-communities-enterprise-driven-development>
- [Social Marketing Company](#)
 - <https://www.smc-bd.org/mishd>
- [Global Financing Facility for Women, Children and Adolescents \(GFF\)](#)
 - <https://www.globalfinancingfacility.org/>
- [Global Health Blended Finance Roadmap](#)
 - <https://www.usaid.gov/cii/blended-finance>