

**To:** Offerors

**Date:** January 4, 2023

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

**Subject:** Request for Proposals (RFP) INVEST-118: Transaction Advisory Support to Digital Invest Partners

**Due:** **1:00PM EST on February 1, 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 with the USAID Bureau for Development, Democracy, and Innovation’s Innovation, Technology, and Research Hub, Technology Division

- I. RFP Process and deadlines:** This solicitation will result in the award of one (1) Fixed Price subcontract. The **ceiling of the awarded subcontract** is expected to be \$240,000. Please note that because INVEST anticipates making only **one (1) award within the stated ceiling**, Offerors should submit a proposal that is priced competitively for the stated work.
1. Submission of Questions – Questions must be submitted no later **1:00 PM EST on January 11, 2023** via email to [INVEST\\_Procurement@dai.com](mailto:INVEST_Procurement@dai.com). DAI will aim to respond to these questions in approximately three business days.
  2. Submission of Proposals – Proposals must be submitted no later than **1:00 PM EST on February 1, 2023** via email to [INVEST\\_Procurement@dai.com](mailto:INVEST_Procurement@dai.com), copying [Danny\\_Mannka@dai.com](mailto:Danny_Mannka@dai.com) and [Katherine\\_Tilahun@dai.com](mailto:Katherine_Tilahun@dai.com). The subject line of the email should be your organization name, followed by “Submission under RFP INVEST-118: Transaction Advisory Support to Digital Invest Partners.” 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](mailto: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 of the following submission documents. The Technical Proposal and Cost Proposal should be prepared as separate files for independent evaluation, as follows below. Technical Proposals should be submitted as a slide deck of no more than ten (10) slides with a minimum font size of 12, and graphics with a minimum font size of 10. Graphics may be included, so long as text is clearly legible. If text or graphics are of poor resolution, the information provided may not be considered. Submissions in PowerPoint or in PDF are acceptable, although PDF is preferred along with an accompanying PowerPoint document. Please provide a copy of your Cost Proposal in Excel format.

## **Part 1 – Technical Proposal**

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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 completion of all deliverables and milestones. Offerors should note how they anticipate providing adequate support to Digital Invest partners in their fundraising process to successfully expand their networks and better equip them to meet their fundraising milestones.
2. **Institutional Capacity** – Offerors should provide details about the experience, networks, expertise, and/or capacity of the firm (or firms if a partnering arrangement is being proposed) or individual to carry out the proposed approach and complete the work as described. This should also include past performance information for similar activities.
3. **Management Plan/Staffing Structure** – Offerors should include details of personnel who 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 not required to be members of the Partner Network and are permitted to engage in partnering arrangements if it will aid in providing best value to USAID, regardless of whether organizations belong to the Partner Network. If a partnering arrangement is being proposed, please describe the nature of the arrangement, the specific technical value being contributed by each member of the team, and the appropriate management controls to ensure successful delivery. Firms may consider partnering with other firms that bring in complementary skill sets and experience.

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:** 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.

## **Part 2 – Cost Proposal**

The contract type for this activity is expected to be one (1) Firm Fixed Price Subcontract issued by DAI Global, LLC. Please include your total proposed fixed price along with details for specific deliverable pricing. *Please note that INVEST anticipates making only one award within the stated ceiling and Offerors should submit a proposal at or below the total stated ceiling amount.* We encourage all offerors to price their work competitively based on their experience carrying out similar types of work.

Offerors must also include a cost breakdown of the daily/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 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).

## **Part 3 – Evaluation of Proposal**

**Evaluation of Proposal:** DAI will use best value determination for the award of this Request for Proposals. A best value determination means that, in DAI's estimation, the selected offeror(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/or financial capabilities required to perform the work required. Proposals will be evaluated against a stated number of factors, including the overall proposed approach, past performance, specific qualifications in the identified sectors and other evidence substantiating the bidder's ability to deliver, including budget and time frame considerations. Specific preference will be shown for firms/individuals with demonstrated experience providing transactional advisory support, exhibiting investor relations relevant to the internet connectivity and digital financial services sectors, and facilitating matchmaking, particularly among U.S. and EU investors interested in expanding their portfolios in emerging markets.

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 (30 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 which reflects the requirements of this specific activity but also incorporates the offeror's competencies. The technical approach should clearly demonstrate the offeror's specific approach(es) to

supporting Digital Invest Partners fundraising efforts, exploring their capacity constraints and identifying high-potential investor opportunities to improve their success in raising and deploying funds.

**In particular, Offerors should indicate their capabilities in the following areas:**

- Approach to conducting light touch assessments and identifying customized support based on individual fund portfolio needs
  - Strategic approach and capacity to identify and facilitate introductions between fund manager and potential investors
  - Approach to providing support in producing Digital Invest program outreach materials
- b. **Institutional Capacity (50 points)** – Points for this section will be based on information presented in the corresponding section and any submitted past performance case studies. Preference will be given to firms and/or consortia that have past performance in timely and successful delivery of similar strategic investor relations services and /or relevant experience in conducting investor identification sourcing and matchmaking for fundraising purposes and as-needed follow-on investor relations support. Priority will be given to firms with strong relevant US and EU investor networks
- c. **Management Plan/Staffing Structure (20 points)** - Points for this section will be based on the qualifications of proposed staff, clear delineation of the roles and responsibilities of each proposed staff and each proposed firm (if firms are partnering), and the demonstrated efficacy and clarity of the management plan. Proposals should provide a clear management plan in narrative form for the development, review, and submission of all associated deliverables, including a proposed milestone schedule. If the offeror is submitting a proposal with partners, the proposal should describe the nature of the arrangement (i.e. added technical value), the division of labor among the partners, and the appropriate management controls to ensure successful delivery. The offeror should demonstrate their proposed staff's:
- Management plan for proposed activities, including clearly identified roles for each partner (if applicable);
  - Timeline and deliverables that will result in objectives of SOO being met;
  - Experience of staff to successfully implement objectives of the SOO; and
  - Knowledge of and experience working with investors in the connectivity and digital finance sectors in developing markets
2. **Cost Proposal:** Cost will be evaluated separately from the technical approach, with due consideration for realism, price reasonableness, and allowability consistent with US government cost principles. Evaluation for this section will be dependent upon all information presented by the Offeror in their deliverable table and supporting cost information, as well as its alignment with the proposed technical approach.

**Offeror’s Agreement with Terms and Conditions:** The completion of all RFP requirements in accordance with the instructions in this RFP and submission to DAI of the technical and price proposals will constitute an offer and indicate the Offeror’s agreement to the terms and conditions in this RFP and any attachments hereto. DAI is not required to accept and/or evaluate proposals that do not conform to the instructions of the RFP, and additionally, DAI may reject all proposals and not award a subcontract for this RFP. DAI reserves the right to award a subcontract without discussion and/or negotiation; however, DAI also reserves the right to conduct discussions and/or negotiations, which among other things may require an Offeror(s) to revise its proposal (technical and/or price). By submitting an offer, Offerors agree to comply with the general terms and conditions for an award, including [Representations and Certifications](#) compliance. Offerors must provide full, accurate, and complete information in response to this solicitation. By submitting an offer, Offerors certify that they have not/will not attempt to bribe or make any payment to DAI employees in return for preference. Issuance of this RFP in no way obligates DAI to award a subcontract, nor does it commit DAI to pay any costs incurred by the Offeror in preparing and submitting the proposal. DAI reserves the right to award a subcontract to one organization or to issue multiple awards to different organizations based on the results of our evaluation

Thank you,

**DAI INVEST Procurement and Partnerships Team**  
[INVEST\\_Procurement@dai.com](mailto:INVEST_Procurement@dai.com)

**Statement of Objectives for RFP INVEST-118**  
**USAID's Bureau for Development, Democracy, and Innovation's Innovation, Technology, and Research Hub, Technology Division (DDI/ITR/T) – Transaction Advisory Support to Digital Invest Partners**

**INTRODUCTION:**

The United States Agency for International Development (USAID) recognizes that as the world's development challenges become more complex, many can only be solved through market-based solutions. USAID's Private Sector Team is working to expand collaboration with the private sector and pioneering approaches that catalyze investments into emerging markets.

Increasingly, private investors and businesses are looking at emerging markets for new opportunities. However, investing in these markets is complex, and USAID has an important role to play in mobilizing investment into high-impact areas.

Encouraging these investments requires new forms of collaboration. In September of 2017 through a contract awarded to DAI, USAID set up the INVEST mechanism to build and engage a network of partner organizations with valuable investment and finance expertise, including those that have not worked extensively with USAID in the past.

INVEST enables USAID Missions, Bureaus, and Independent Offices to quickly access niche expertise from this diverse network of partner organizations. These partners work alongside USAID to deliver customized financing solutions that address investment constraints, mobilize additional private capital, and produce development results for a variety of sectors and geographies.

INVEST pairs innovative technical approaches with streamlined and user-friendly procurement and subcontracting processes. These simplified processes level the playing field, ensuring that USAID can work with the best firm for the job, regardless of that firm's size, locality, or previous experience with government contracting.

**BACKGROUND:**

The Bureau for Development, Democracy, and Innovation's Innovation, Technology, and Research Hub, Technology Division (DDI/ITR/T) works to address gaps in digital access and affordability and advance the effective and responsible use of technology and advanced data analysis in developing countries. By supporting these countries as they build their commitments and capacity to fully harness the power of digital technology, DDI/ITR/T aids partner countries by supporting the development of secure, inclusive, and resilient digital ecosystems and the adoption of digital tools and data-driven approaches to improve development outcomes in cooperation with community stakeholders.

Through targeted investor engagement and technical advisory support ITR/T aims to strengthen open, secure, and inclusive digital ecosystems in emerging markets. In April 2022 ITR/T publicly launched Digital Invest, a blended finance program that seeks to mobilize private capital for digital connectivity infrastructure and digital financial services that strengthen open, interoperable, reliable, inclusive, and secure digital ecosystems in emerging markets. The program was launched under the U.S. Government's Digital Connectivity and Cybersecurity Partnership (DCCP) and announced as a flagship initiative of the Partnership for Global Infrastructure and Investment (PGII). Digital Invest supports global investment fund managers, project developers, and other intermediaries to accelerate sustainable market growth for:

1. Internet service providers (ISPs) building secure and reliable networks, and
2. Financial technology companies (FinTech) providing safe and inclusive products, services, and platforms that drive financial inclusion and new income generation opportunities for women and underserved populations.

Under the Digital Invest program ITR/T will manage nine bespoke partnership awards to global investment fund managers and other intermediaries through an addendum to the USAID Global Development Alliance (GDA) APS. Additional Digital Invest awards are anticipated in 2023 and beyond, pending budget availability and the identification of partnership opportunities with investors and project developers.

## **IMPLEMENTATION OBJECTIVE AND ACTIVITY STRUCTURE**

The purpose of this activity is to support Digital Invest activities by assisting selected partners to successfully raise and deploy their funds and by providing light-touch outreach and communications support for the Digital Invest program.

In order to support a competitive ecosystem of digital connectivity and financial service providers, ITR/T has launched partnerships with several fund managers focused on investing in local, competitive ISPs and fintech companies. Digital Invest has a growing portfolio of partners who are at various stages of fundraising and launching their respective funds and projects, and will benefit from additional support to meet their fundraising and portfolio development objectives.

Given the different stages of fundraising the partners are at for their respective funds, the type and extent of support is likely to vary by partner. The Digital Invest team is seeking the support of a consultant or firm to complete the following tasks for approximately four selected partners within the portfolio:

- Conduct light touch assessments with each partner to further explore capacity constraints and opportunities to improve their success in raising and deploying funds
- Develop individualized engagement and support plans that include concrete action items
- Provide support in accordance with the engagement and support plan. Support may include, but is not limited to:
  - Identifying high-potential investor opportunities aligned with the relevant fund manager's investment approach. Funds include an early-stage global connectivity fund, an Africa-based off-grid energy and connectivity fund seeking U.S. investors, an Asia-based digital health and finance fund and a MENA-based digital finance fund, both seeking to expand US and EU investor commitments.
  - Facilitating introductions to identified investors
  - Providing advisory support for a global fund manager launching a US crowdfunding platform to expand emerging market investment opportunities to retail US investors
  - In parallel the offeror(s), in coordination with USAID and State communications teams, will also provide support in producing program-level outreach materials for the Digital Invest program to launch next year's call for proposals and developing a list of relevant conferences, speaking opportunities, and other networking and outreach opportunities to socialize the program.

## **ILLUSTRATIVE DELIVERABLES**

The selected offeror(s) will propose deliverables, based on their technical approach, which will result in the successful execution of the above-described services. Illustrative deliverables include:

<b>Deliverable</b>	<b>Metrics</b>
Workplan	A detailed outline of the overall approach, to include assessments of all four partners, a process to develop individualized support plans, and timelines for illustrative types of support. This should include a Gantt chart that details the entire timeline, highlighting relevant deliverables. The workplan should also include a communication support plan for the Digital Invest program.
Letters of Engagement for each Partner	An executed exclusive letter of engagement for each partner to be supported. The letter will include a detailed engagement and support plan, key performance metrics and fundraise targets (where applicable), along with other requirements pertaining to each unique engagement. This letter should clearly state what engagement deliverable documents will be produced under this engagement.  A Letter of Engagement Template will be provided by INVEST.
Monthly Reports	Monthly reports that will outline work completed that month including deliverables compiled. For each Partner, where applicable, the selected offeror(s) will provide a list of high- potential investor opportunities and progress on facilitating introductions. This will be customized based on the needs of Digital Invest partners but primarily involve US and EU investor matchmaking.
Final Report	Final report that summarizes support provided under this activity, outlines milestones met and captures overarching lessons learned including challenges faced and recommendations for Digital Invest partners' continued trajectory of success.
Digital Invest Communications Material Development	Set of communication materials (factsheets, website content, program pitch deck, etc.) in coordination with USAID and State communications teams.
Digital Invest Outreach Support	Live list of relevant conferences, speaking engagements, and other networking and outreach opportunities to socialize the program.

### **General Implementation Timeframe**

The activity is anticipated to take place over a period of approximately 12 months. 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.

### **ROLE OF INVEST**

INVEST will work closely with the selected offeror(s) during all stages of this work. DAI will subcontract the selected offeror(s) directly and provide review and oversight throughout the life of the activity. The INVEST team will administer periodic check-ins, reporting, deliverable review prior to client presentation and approval, and manage an ongoing monitoring, evaluation and learning 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 periodic check-ins/reporting.
- **Ongoing Monitoring, Evaluation, and Learning:** INVEST will define indicators during the subcontracting process, collect and review M&E data from subcontractors for requisite reporting to USAID and will conduct data quality assessments as necessary.