

To: Offerors
Date: May 9, 2022
RFP: ATI-003
From: Procurement and Partnerships Team, Africa Trade and Investment (ATI) Program; Implemented by DAI Global LLC
Subject: Request for Proposals (RFP) ATI-003 Continental Services - Capital Mobilization
Due: 1:00PM EAT (6:00AM EDT) on June 6, 2022

Dear Offerors:

Enclosed is a Request for Proposals (RFP) to support the implementation of DAI's ATI project funded by the United States Agency for International Development (USAID). DAI invites firms to submit a proposal to support work under the Continental Services - Capital Mobilization.

- I. RFP Process and deadlines:** This solicitation will result in the award of a firm fixed price subcontract. We anticipate issuing one (or more) subcontract award(s) resulting from the implementation of this agreement. We anticipate most awards will be between **\$150,000-\$500,000**, but award size will depend on a range of factors including target value of capital mobilized, co-investment/cost-share, and additionality of Prosper Africa/USAID funding.
- a. Submission of Questions – Questions must be submitted no later than 1:00PM EAT (6:00AM EDT) on May 16, 2022, via email to ATI_Procurement@.com.
 - b. Submission of Proposal – Proposal must be submitted no later than 1:00PM EAT (6:00AM EDT) on June 6, 2022 via email to ATI_Procurement@.com copying Brian Wanyagi (Brian.Wanyagi@dai.com) and Matthew Farrell (Matthew.Farrell@dai.com). The subject line of the email should be your organization name, followed by “Submission under (RFP) ATI-003 Continental Services - Capital Mobilization.” Please certify in your submission email a validity period of 60 days for the price(s) provided and include your organization’s Unique Entity ID (UEI via SAM.gov). Please limit file submissions to 10 megabytes or less.
- II. Composition of Proposal:** The 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. 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 should use the attached cost/budget template.

Part 1 – Technical Proposal

The technical proposal is composed of the following three (3) sections:

1. **Technical Approach** – Offerors will detail their approach to fulfilling the accompanying Statement of Objectives (SOO). The approach will clearly indicate

how the proposed activities will result in the successful completion of all deliverables and milestones.

2. **Institutional Capacity** – Offerors should provide details about the experience, expertise, and capacity of their firm (or firms if partners are proposed) to implement the proposed approach and complete the work as described. This should also include past performance information for similar activities.
3. **Management Plan/Staffing Structure** – Offerors should include details of personnel who will be assigned to activities as proposed 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.

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 relevant to this activity (limited to two (2) pages per example). Examples should be within the last 5 years.
- 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, should offerors choose to include one. No additional annexes or documentation are requested nor should be submitted.

Part 2 – Cost Proposal

The contract type for the presumptive work will be Firm Fixed Price (FFP), awarded as a subcontract by DAI Global, LLC. 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. 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. The total price of deliverables should be inclusive of all costs to include labor, preparation costs, material costs, travel costs, VAT, and any other direct or indirect costs necessary to provide services and deliverables under this activity. Offerors may use the attached cost/budget template but are not required to as long as the cost criteria is met; 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 (35 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 that reflects the requirements of this specific activity but also incorporates the offeror's competencies. The successful offeror shall demonstrate they are well-versed and have expertise in capital mobilization and have an approach and team that demonstrates the ability to provide a wide range of services to support capital mobilization.
 - b. Institutional Capacity (30 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). Offerors should demonstrate any knowledge and technical experience that will support their ability to perform the requirements of the SOO in an efficient and results-focused manner.
 - c. Management Plan/Staffing Structure (35 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 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 clearly demonstrate that they can work in or travel throughout Africa as needed. The Management Plan should clearly outline where staff are located and, if any portion of the team or consortium will be remote, offerors should demonstrate how they will effectively supplement the work on-the-ground and coordinate with national and international staff. Additionally, the offeror should provide management plan considerations for Covid-19 contingencies, as relevant.

2. **Cost Proposal:** Cost 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: 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 ATI Procurement and Partnerships Team
ATI_Procurement@dai.com

Statement of Objectives under RFP ATI-003: Continental Services - Capital Mobilization

INTRODUCTION

In partnership with Prosper Africa, Feed the Future, and other initiatives, the USAID Africa Bureau, Africa Regional Missions, and the Middle East Bureau have established the Africa Trade and Investment (ATI) Program. The purpose of this Program is to mobilize enterprise-driven solutions that increase trade and investment in Africa, including North and Sub-Saharan Africa. It aims to strengthen Africa's markets by developing new trade and investment relationships, particularly between the U.S. and African countries, and achieve development outcomes across all sectors in line with USAID's Private Sector Engagement Policy and the USG Prosper Africa initiative.

Driven by market demand, the Program will embrace innovative approaches to achieve its goals. The Program is envisioned as a small, core set of centrally coordinated technical and institutional support activities, and a large, flexible performance-based subcontracting and grants under contract facility designed to support the needs and opportunities that missions and the private sector identify. The Program aims to mobilize private sector resources and expertise, in conjunction with other USG interagency partners, resulting in the increased capacity, competitiveness and availability of businesses, investors and intermediaries that will drive future trade and investment.

PURPOSE AND BACKGROUND

Increasing private investment flows into the continent is critical to the [Build Back Better World](#) agenda and Prosper Africa, the interagency, and USAID's top-line development objectives. Since the adoption of the Sustainable Development Goals (SDGs) and the Paris Agreement in 2015, the development community and private investors have collaborated modestly to increase capital flows to developing countries. Yet the scale level mobilization required to avoid catastrophic climate change, improve livelihoods and resiliency has not occurred.

Instead, the \$3.5 trillion annual SDG investment gap, much of it in Africa, has only grown in recent years and dwarfs all development assistance and development finance combined.¹ Public and private sector investment occur in a vacuum where they often crowd each other out rather than reinforcing each other's leverage. The status quo is moving us in the wrong direction.

¹ Against this \$3.5 trillion annual SDG investment gap, the entire development finance system (all Official Development Assistance and all MDB/DFI development finance combined) invests only \$296 billion a year, mobilizing another \$47 billion in private investment (2019 OECD figures), much of it to middle income countries. These assistance and mobilization levels have remained largely flat since 2015 while the SDG Investment Gap has only grown from \$2.5 trillion to \$3.5 trillion.

Rather, we need to tap into the vast resources of private investors. For example, global institutional investors hold an estimated \$400 trillion in assets, much of it underutilized in mainstream markets where they earn sub-standard returns. Only 1% of this sum would close the climate and SDG gaps entirely, crowding in the scale and expertise that can build long-term resiliency with long-term capital. Investor appetite for developing world assets has never been greater: low global interest rates are pushing investors into faster growing countries with younger populations such as many African markets where workers and retirees can build wealth; and generationally, investors care more about climate and social returns than ever before. While investors are keen to take more risk in Africa, they have fewer tools to manage that risk than in mainstream markets, and need a concerted donor effort to enter at the scale required. Once they do enter, however, as in numerous past cases where emerging markets became more mature investor markets over time, they will develop the tools and confidence to invest on their own.

As an example of USAID efforts to date in this space, since 2015, USAID, with DFC support, has mobilized almost \$1.5 billion of U.S. institutional capital into Africa through interventions such as **investor delegations** to Africa to build relationships and breakdown misperceptions; **diligence and structuring** on transactions; **building local investor consortia** to strengthen local capacity and ecosystems, and **partnering with DFIs**, including DFC, to leverage capital markets to standardize and lower risk. Under ATI, Prosper Africa is launching an effort that builds on the learning and evidence from past work and focuses on four broad areas:

1. **Managing and reallocating risk** by supporting the development of instruments that reallocate prohibitive risk for investors as well as by increasing awareness of available risk management supports.
2. **Reducing transaction costs** by facilitating transactions that provide strong market signals – because of a new structure/model, enhanced donor coordination, scale of investment, etc.
3. **Addressing information asymmetries** by enabling relevant, high-quality information/education as a public good and establish a forum(s) for stakeholders to connect and build lasting relationships.
4. **Strengthen the ecosystem** for investment mobilization at scale, including working with governments, donors, multilateral development banks (MDBs) and other institutions that make up the global regulatory and market shaping infrastructure that influences credit ratings, donor and MDB policy and investment climate-focused reforms.

This work will focus on identifying and supporting opportunities within these four areas. Under this RFP, ATI seeks partners who can mobilize significant expertise, networks and investment into the continent in alignment with the needs outlined below.

OBJECTIVES AND ACTIVITIES

In advancing investment facilitation and increasing linkages to international markets as highlighted in the background section above, ATI seeks to improve investor risk assessments and build more

transparent, efficient markets in an effort to mobilize significant and additional capital to the continent. To deliver on this priority work, ATI seeks partner(s) who have strong networks and investment pipelines. Partners should have experience facilitating transactions and/or designing and implementing programming that has the ability to provide strong market signals, shift investor risk calculations, and/or deepen capital markets.

In support of this objective, ATI seeks to identify opportunities throughout sub-Saharan Africa that require donor support, including but not limited to:

- Transactions with the ability to provide strong market signals, shift investor risk calculations, and/or deepen capital markets;
- Vehicles that can aggregate assets and offer attractive risk/return terms to institutional investors;
- Investor outreach that addresses key barriers, such as perception of risk and building deeper relationships between African and global asset manager communities and U.S. and African asset owners (e.g. investor delegations to African markets);
- Building local investor consortia to strengthen local investment capacity and drive local savings into local economies;
- Development of instruments that manage/reallocate risk for investors; and/or,
- Transactions and/or vehicles that allow for coordination among donors and/or interagency (e.g. U.S. Development Finance Corporation, Millennium Challenge Corporation).

Opportunities identified and presented by offerors should be capable of providing strong market signals. They should demonstrate a need for donor support. To the extent feasible, opportunities should align with Administration priorities such as climate, digital, health, and gender, but are not limited to these areas. Additionally, ATI will prioritize partners who will be able to identify, support, design, etc. opportunities that present a US nexus in alignment with Prosper Africa (e.g. American investment, advisory or underwriting capabilities, purchasing of American equipment by African companies, etc). ATI may onboard multiple partners in order to deliver impact across markets.

Illustrative interventions

Offerors should clearly outline both the opportunity and the required intervention to be provided by the offeror and why these types of services require donor support. Interventions should clearly link to the intended impact of this SOO to increase capital mobilization in support of sustainable growth in sub-Saharan Africa. This activity will be structured with performance-based deliverables around the deals/opportunities/initiatives submitted as part of proposals that align with the associated risk and impact of the activity.

Illustrative interventions, include but are not limited to:

1. Transaction Facilitation:
 - a. Deal structuring
 - b. Reviewing term sheets and letters of intent
 - c. Business plan and/or revenue model assessment
 - d. Investor identification and/or detailed due diligence support for investors
 - e. Debt/equity fundraising materials
2. Designing of vehicles/instruments
 - a. Identify gaps in the market that need to be filled
 - b. Design, and implement vehicles that address gaps in the market
 - c. Financial modeling
 - d. Advising on legal components such as registration, tax implications, etc.
 - e. Advising on unique selling propositions likely to incentivize target capital providers, e.g. specific environmental, social, governance (ESG) focus
3. Investor relationship deepening and addressing information asymmetries
 - a. Design and implement programming that addresses barriers to U.S. investment, e.g. risk perception, lack of local partners
 - b. Design and/or structures that allow for syndication or co-investment among local, African investors and/or between U.S. and African investors
 - c. Establishing a forum/fora for stakeholders to connect and share high-quality information, etc.

Considering all of these aspects, offerors may also present other interventions and/or services in order to produce significant results and mobilize investment. A combination of services under one proposal is preferred. Offerors should include in their proposal the data they capture as part of their standard data reporting and any due diligence procedures that will be shared with ATI as part of this activity. Note that all transaction data such as investors, final close amount, etc. must be shared with ATI to capture accurate results. Any sensitive information can be redacted and will be treated as sensitive and confidential.

TECHNICAL APPROACH

The offerors should include the following information in their proposal:

1. Background on offeror, including relevant experience critical to the success of this work.
2. Access to and existing relationships with relevant US and African investors, and public and private sector stakeholders.

3. Opportunity for support, including expected impact in terms of capital mobilized and market impacts (e.g. signal/demonstration effect, market deepening, etc.)
4. Interventions required and additionality of ATI and Prosper Africa Support
5. Proposed deliverables and the results associated with proposed intervention(s), including a proposal for a performance-based structure.

GENERAL IMPLEMENTATION STRUCTURE

Upon selection and award, ATI will work closely with the awardee(s) to determine the delivery structure including final timelines, deliverables, and associated costs. Additionally, ATI 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.

MONITORING, EVALUATION & LEARNING (MEL)

DAI will work closely with the subcontractor to define appropriate indicators for the overall interventions based on applicable MEL indicators as identified by ATI and the USAID stakeholders. ATI will work with the subcontractor to develop the MEL plan at the kick-off, edit as needed during implementation (e.g., if additional transactions are added), and will collect and review data from the subcontractor for requisite reporting to USAID throughout the life of the activity. The subcontractor will be required to reasonably maintain and report on relevant data as part of the periodic check-in process. DAI will conduct data quality assessments as necessary. In many cases, the subcontractor must be willing to share results for at least a six-month period following the completion of their subcontract in order for ATI and USAID to accurately capture results (e.g., an investment that closes after the period of performance but was facilitated during the contracted support).

PLACE OF PERFORMANCE

Partners must be able to complete their proposed approach across Africa either virtually or in-person. Offerors should provide details on their approach to working in relevant countries as the activity requires. The selected firm(s) will report to ATI team members based in Africa and/or Washington, DC.

IMPLEMENTATION TIMEFRAME

The activities outlined above are estimated to take place over a period of 18 months starting around June 2022 and coming to completion by December 2023, with the potential for extension based on good performance, private sector demand, and budget availability. The offerors should propose a timeline commensurate with their technical approach. 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.

PERFORMANCE FEE

Before the signing of each underlying engagement the subcontractor will work with DAI, USAID and the activity partners to agree on specific performance targets based on the nature of the underlying support – this could take the form of investment catalyzed, job creation, enterprise growth, or other Prosper Africa goals. The structure and method for payout (e.g. deliverables paid upon a certain fundraise completed) will be determined at the individual engagement level (e.g. per transaction) and agreed upon by all stakeholders. The recognition of performance and corresponding payout will factor in the duration of the Subcontractor’s engagement term with ATI, as certain results may occur following the end of the engagement/subcontract period. ATI is also open to structures where the entity receiving support (e.g. fund or enterprise) pays the performance fee, but ATI will need to be apprised of the agreement so it can be factored into the USAID funding and subsequent leverage ratio. In the Detailed Workplan stage, the Program stakeholders and the subcontractor will establish metrics that can account for performance/impact within the relevant time periods. Preference will be given to proposals that incorporate performance-based structures.

QUALIFICATIONS

- Strong and relevant networks and connections with international investors of varying types, e.g. institutional investors, in the United States and Africa
- Demonstrated and robust access to transactions and other relevant opportunities with potential impact in sub-Saharan Africa
- Experience in convening and advising U.S. and African investors
- As relevant, ability to leverage the financial expertise and depth of the US financial sector in emerging markets
- As relevant, demonstrated capacity for advising on and structuring complex medium and large-scale investments in Africa
- As relevant, ability to form partnerships with and leverage the risk mitigation tools of other development finance institutions
- Knowledge of the landscape of U.S. government priorities, tools, and relevant actors,
- Staff with deep local knowledge and experience in sub-Saharan Africa