



## REQUEST FOR PROPOSALS (RFP) No. 2023-0012-RFP

<b>RFP Title:</b>	<b>Sustainable and Secure Digital Connectivity Activity</b>
<b>Award Type:</b>	Firm Fixed Price
<b>Issuance Date:</b>	November 9, 2023
<b>Deadline for Proposals:</b>	December 1, 2023 at 5:00pm EST
<b>Questions Deadline:</b>	November 16, 2023 at 5:00pm EST
<b>For:</b>	Climate Finance for Development Accelerator (CFDA) Project
<b>Funded By:</b>	United States Agency for International Development (USAID), Contract No. 7200AA22C00044
<b>Implemented By:</b>	Chemonics International Inc.
<b>Estimated Award Ceiling:</b>	\$300,000 USD
<b>Submission Requirements:</b>	Electronic submissions only via <a href="#">CFDA Portal</a>
<b>Email Contact:</b>	<a href="mailto:CFDAProcurement@CFDAAccelerator.com">CFDAProcurement@CFDAAccelerator.com</a>
<b>Award Purpose:</b>	To co-create and design a financing entity to help digital infrastructure partners access capital to expand their networks in low- and middle-income countries

*The dates above may be modified at the sole discretion of Chemonics. Any changes will be published in an amendment to this RFP. This RFP does not obligate Chemonics to execute a subcontract, nor does it commit Chemonics to pay any costs incurred in the preparation and submission of the proposals. Furthermore, Chemonics reserves the right to reject any and all offers, if such action is considered to be in the best interest of Chemonics. Unless otherwise stated, the periods named in the RFP shall be consecutive calendar days.*

**About CFDA.** The United States Agency for International Development (USAID) Climate Finance for Development Accelerator (CFDA) is a \$250 million initiative designed to mobilize \$2.5 billion in public and private climate actions and investments by 2030. These investments will fund a range of climate change mitigation and adaptation activities focused on scaling up the transition to an equitable and resilient net-zero economy. CFDA convenes stakeholders across the public and private sectors to develop and scale effective partnerships and innovative investment solutions that bring more climate finance resources to frontier and emerging markets. Additionally, CFDA aims to strengthen locally-led climate finance ecosystems, with a particular emphasis on empowering local actors, marginalized communities, and underrepresented groups to drive climate solutions. For more information about CFDA, please visit <https://www.climatelinks.org/projects/cfda>.

## **RFP Contents:**

**Section I.** Instructions to Offerors

**Section II.** Offer Checklist

**Section III.** Statement of Objectives

**Attachments (not included in body of RFP).** See linked resources on the [CFDA Procurement site](#):

**Templates** – Annex A (Detailed Budget and Narrative Template); Annex B (Cover Letter Template)

**Required Certifications** – certifications required with proposal submission

**Guidance Documents** – documents to assist in development of the proposal

**Award Certifications** – certifications due at the award stage, available for Offeror review (*not required to be submitted with the proposal*)

### **\*\*\*\*\* ETHICAL AND BUSINESS CONDUCT REQUIREMENTS \*\*\*\*\***

*Chemonics is committed to integrity in procurement, and only selects suppliers based on objective business criteria such as price and technical merit. Chemonics expects suppliers to comply with our Standards of Business Conduct, available at <https://www.chemonics.com/our-approach/standards-business-conduct/>.*

*Chemonics does not tolerate fraud, collusion among offerors, falsified proposals/bids, bribery, or kickbacks. Any firm or individual violating these standards will be disqualified from this procurement, barred from future procurement opportunities, and may be reported to both USAID and the Office of the Inspector General.*

*Employees and agents of Chemonics are strictly prohibited from asking for or accepting any money, fee, commission, credit, gift, gratuity, object of value or compensation from current or potential vendors or suppliers in exchange for or as a reward for business. Employees and agents engaging in this conduct are subject to termination and will be reported to USAID and the Office of the Inspector General. In addition, Chemonics will inform USAID and the Office of the Inspector General of any supplier offers of money, fee, commission, credit, gift, gratuity, object of value or compensation to obtain business.*

*Offerors responding to this RFP must include the following as part of the proposal submission:*

- *Disclose any close, familial, or financial relationships with Chemonics or project staff. For example, if an offeror's cousin is employed by the project, the offeror must state this.*
- *Disclose any family or financial relationship with other offerors submitting proposals. For example, if the offeror's father owns a company that is submitting another proposal, the offeror must state this.*
- *Certify that the prices in the offer have been arrived at independently, without any consultation, communication, or agreement with any other offeror or competitor for the purpose of restricting competition.*
- *Certify that all information in the proposal and all supporting documentation are authentic and accurate.*
- *Certify understanding and agreement to Chemonics' prohibitions against fraud, bribery and kickbacks.*

*Please contact Anne Spahr at [aspahr@CFDAaccelerator.com](mailto:aspahr@CFDAaccelerator.com) with any questions or concerns regarding the above information or to report any potential violations. Potential violations may also be reported directly to Chemonics to [BusinessConduct@chemonics.com](mailto:BusinessConduct@chemonics.com) or by phone/Skype at 888.955.6881.*

## **Section I: Instructions to Offerors**

- **Introduction:** The Climate Finance for Development Accelerator (CFDA) Project is a USAID program implemented by Chemonics International. Offerors are responsible for ensuring that their proposals are received by Chemonics in accordance with the instructions, terms, and conditions described in this RFP. Failure to adhere with instructions described in this RFP may lead to disqualification of an offer from consideration.
- **Proposal Deadline and Protocol:** Proposals must be received no later than 5:00pm EST on December 1, 2023 via the [CFDA portal](#). If Offerors experience any challenges with the submission portal, email [CFDAProcurement@CFDAAccelerator.com](mailto:CFDAProcurement@CFDAAccelerator.com).

Please reference the RFP number in any response to this RFP. Proposals received after the specified time and date will be considered late and will be considered only at the discretion of Chemonics.

- **Questions:** Questions regarding the technical or administrative requirements of this RFP may be submitted no later than 5:00pm EST on November 16, 2023 via the [CFDA Questions Submission Portal](#). Questions must be submitted in writing; phone calls will not be accepted. Questions and requests for clarification—and the responses thereto—that Chemonics believes may be of interest to other offerors may be published on the [CFDA procurement site](#).

Only the written answers issued by Chemonics will be considered official and carry weight in the RFP process and subsequent evaluation. Any verbal information received from employees of Chemonics or any other entity should not be considered as an official response to any questions regarding this RFP.

- **Statement of Objectives:** Section III contains the Background, Statement of Objectives (SOO), deliverables, and anticipated deliverables schedule anticipated for the required work.
- **Proposal Details:** Proposals in response to this RFP must include all of the below elements.
  1. **Technical Proposal:** The technical proposal shall comprise the parts below. Please note that the proposal must be responsive to the detailed information set out in Section III of this RFP, which provides the background, SOO, deliverables, and anticipated deliverables schedule. Technical proposals will comprise a maximum of 10 slides, submitted in PDF or PowerPoint format, inclusive of all parts as described below:
    - *Part 1: Technical Approach, Methodology, and Detailed Implementation Plan:* Offerors shall describe their overall technical approach, methodology, and implementation plan to achieve the objectives laid out in the SOO.
    - *Part 2: Management and Key Personnel:* Offerors shall briefly describe their approach to managing the activity to ensure the objectives will be achieved. Offerors shall propose up to 3 key personnel positions necessary for the implementation of the objectives and include a brief statement to justify their selection of these positions. Offerors must include CVs for key personnel in an annex to the technical proposal and will not count against the slide limit.
    - *Part 3: Corporate Capabilities, Experience, and Past Performance:* Part 3 must include a description of the company and organization, with appropriate reference to any parent company and subsidiaries. Offerors must include details demonstrating their experience and technical ability in implementing the technical approach/methodology and the detailed implementation plan. Additionally, offerors

must include 3 past performance references of similar work previously implemented as well as contact information (name of point of contact, name and address of the company/donor, and email and phone number of the point of contact). This may be submitted in an annex to the technical proposal and will not count against the slide limit. Chemonics reserves the right to check additional references not provided by an offeror.

2. **Cost proposal:** CFDA anticipates awarding one subcontract. It is anticipated that the award will not exceed \$300,000 but the final amount will be dependent upon the activities proposed and final negotiations and may be lower. The duration of any award under this solicitation is expected to be no more than 6 months. The cost proposal is used to determine which proposals represent the best value and serves as a basis of negotiation before award of a subcontract. Cost proposals must be priced on a fixed-price, all-inclusive basis. For the purpose of the proposal, offerors must provide a detailed budget showing major line items as well as a budget narrative. Please refer to Annex A for the detailed budget format required. Prices must be presented in USD. A detailed guide to preparing the cost proposal can be found in the linked zip files on the RFP publication site. **During the evaluation stage, offerors may be asked to provide additional financial information as required.**

- **Offer Submission Requirements:** Offerors shall submit their offers electronically via the [CFDA portal](#). Offerors are responsible for ensuring that their offers are received in accordance with the instructions stated herein. Late offers may be considered at the discretion of Chemonics. Separate technical and cost proposals must be uploaded no later than the time and date specified on the cover page. The Offeror must submit the proposal electronically with attachments (5 MB limit) compatible with MS PowerPoint, MS Excel, readable format, or Adobe Portable Document (PDF) format in a Microsoft XP environment. Offerors must not submit zipped files. Those pages requiring original manual signatures should be scanned and sent in PDF format or signed using e-signatures. **Technical proposals must not make reference to pricing data in order that the technical evaluation may be made strictly on the basis of technical merit.**
- **Source and Authorized Geographic Code:**
  - a) All services offered in response to this RFP or supplied under any resulting award must meet USAID Geographic Code **935** in accordance with the United States Code of Federal Regulations (CFR), [22 CFR §228](#). The resulting subcontract is not limited to any specific USAID presence countries and is global in scope.

Offerors may not offer or supply services or any commodities that are manufactured or assembled in, shipped from, transported through, or otherwise involving any of the following countries: Cuba, Iran, North Korea, Syria.

Any and all items that are made by Huawei Technology Company, ZTE Corporation, Hytera Communications Corporation, Hangzhou Hikvision Digital Technology Company, Dahua Technology Company will not be accepted. If a proposal includes items from these entities please note that they will be deemed not technically responsive and excluded from competition.

- b) **Taxes and VAT:** No profit, fees, taxes, or additional costs may be added after award.

- c) **UEI Number:** Companies or organizations, whether for-profit or non-profit, shall be requested to provide a Unique Entity Identifier (UEI) number if selected to receive an award in response to this RFP valued greater than or equal to USD\$30,000 (or equivalent in other currency). If the Offeror does not have a UEI number and is unable to obtain one before the submission deadline, Offeror shall include a statement in the cover letter noting their intention to obtain a UEI number should it be selected as the successful offeror or explaining why registration for a UEI number is not possible. Contact sam.gov to obtain a number. Further guidance on obtaining a UEI number and Active SAM.gov registration can be found in the linked zip file.
- d) **Eligibility:** Chemonics anticipates issuing a fixed-price subcontract to a US or international organization provided it is legally registered and recognized under the laws of the country where it is headquartered and is in compliance with all applicable civil, fiscal, and other applicable regulations. Such a company or organization could include a private firm, non-profit, civil society organization, or private university. Companies and organizations that submit proposals in response to this RFP must meet the following requirements:
1. Companies or organizations, whether for-profit or non-profit, must be legally registered under the laws of the country where it is headquartered upon award of the subcontract.
  2. Firms operated as commercial companies or other organizations or enterprises (including nonprofit organizations) in which foreign governments or their agents or agencies have a controlling interest **are not eligible** as suppliers of commodities and services.
  3. Companies or organizations, whether for-profit or non-profit, shall be requested to provide a UEI number and have an active SAM.gov registration if selected to receive a subcontract valued at USD\$30,000.

Offerors may present their proposals as a member of a partnership with other companies or organizations. In such cases, the subcontract will be awarded to the lead company in the partnership. The leading company shall be responsible for compliance with all subcontract terms and conditions and making all partnership arrangements, including but not limited to division of labor, invoicing, etc., with the other company(ies). A legally registered partnership is not necessary for these purposes; however, the different organizations must be committed to work together in the fulfillment of the subcontract terms.

- **Evaluation and Basis for Award:** This RFP will use the tradeoff process to determine best value as set forth in FAR 15.101-1. That means that each proposal will be evaluated and scored against the evaluation criteria and evaluation sub-criteria, which are stated in the table below. Chemonics will award a subcontract to the offeror whose proposal represents the best value to Chemonics and the CFDA project. Chemonics may award to a higher priced offeror if a determination is made that the higher technical evaluation of that offeror merits the additional cost/price. Evaluation points will not be awarded for cost, but for overall evaluation purposes of this RFP, technical evaluation factors other than cost, when combined, are considered more important than cost factors. Cost will primarily be evaluated for realism and reasonableness. If technical scores are determined to be nearly equal, cost will become the determining factor.

Evaluation Criteria	Maximum Points
<b>Technical Approach, Methodology, and Detailed Implementation Plan</b>	
The degree to which the proposal explains, understands, and responds to the objectives stated in the SOO, and if the detailed activities and suggested timeline fulfill the requirements of executing the SOO effectively and efficiently.	<b>20 points</b>

Proposal demonstrates offeror’s understanding of financing digital infrastructure in emerging markets and the extent to which the offeror has demonstrated experience in, and understanding of, financing structures and mechanisms that support digital infrastructure partners in emerging markets, including telecom regulatory and finance compliance.	<b>15 points</b>
The degree to which the proposal demonstrates the offeror’s ability to articulate the financing entity’s potential for social and development impact through expanded broadband connectivity – including the role it can have on enhancing climate mitigation and adaptation – to potential future funders and investors.	<b>5 points</b>
<b>Total Points – Technical Approach</b>	<b>40 points</b>
<b>Management and Key Personnel</b>	
Management Approach – the soundness of the management approach required to implement the technical proposal including an approach to working with USAID/ITR and CFDA.	<b>15 points</b>
Personnel Qualifications – the degree to which the proposed team members have the technical and management experience to implement the SOO.	<b>15 points</b>
<b>Total Points – Management</b>	<b>30 points</b>
<b>Corporate Capabilities, Experience, and Past Performance</b>	
Company Background and Experience – the degree to which the company experience, technical ability, and recognized leadership is relevant to the project SOO.	<b>20 points</b>
Past Performance – the degree to which the offeror has performed work similar in size and scope in the past, including prior experience raising capital.	<b>10 points</b>
<b>Total Points – Corporate Capabilities</b>	<b>30 points</b>
<b>Total Points</b>	<b>100 points</b>

- **Privity:** Please note that in submitting a response to this RFP, the offeror understands that USAID is not a party to this solicitation and the offeror agrees that any protest hereunder must be presented—in writing with full explanations—to the CFDA Project for consideration, as USAID will not consider protests regarding procurements carried out by implementing partners. Chemonics, at its sole discretion, will make a final decision on the protest for this procurement.
- **Terms and Conditions:** This is a request for proposals only and in no way obligates Chemonics to award a subcontract. In the event of subcontract negotiations, any resulting subcontract will be subject to and governed by the firm fixed price subcontract terms and clauses found in the linked zip file.
- **Validity Period:** Offerors’ proposals must remain valid for 60 calendar days after the proposal deadline.
- **Negotiations:** Best offer proposals are requested. It is anticipated that a subcontract will be awarded solely on the basis of the original offers received. However, Chemonics reserves the right to conduct discussions, negotiations and/or request clarifications prior to awarding a subcontract. Furthermore, Chemonics reserves the right to conduct a competitive range and to limit the number of offerors in the competitive range to permit an efficient evaluation environment among the most highly rated proposals. Highest-rated offerors, as determined by the technical evaluation committee, may be asked to submit their best prices or technical

responses during a competitive range. At the sole discretion of Chemonics, offerors may be requested to conduct oral presentations. If deemed an opportunity, Chemonics reserves the right to make separate awards per component or to make no award at all.

- **Insurance and Services:** Within two weeks of signature of this subcontract, the Offeror shall procure and maintain in force, on all its operations, insurance in accordance with the information provided in the DBA and Insurance Disclosure required form found in the linked zip file.

## **Section II: Offer Checklist**

To assist offerors in preparation of a proposal, the following checklist summarizes the documentation to include in response to this RFP:

1. **Cover Letter:** See template provided in the linked zip files. Offerors must have an active SAM/UEI Registration or provide a statement in the cover letter regarding intent to obtain a UEI.
  - Cover letter
2. **Technical proposal:** Technical proposals will comprise a maximum of 10 slides, submitted in PDF or PowerPoint format, inclusive of all parts as described below:
  - Part 1: Technical Approach, Methodology, and Detailed Implementation Plan
  - Part 2: Management and Key Personnel
  - Part 3: Corporate Capabilities, Experience, and Past Performance
3. **Cost proposal:**
  - Detailed Budget and Narrative (Excel)

**In addition, offerors responding to this RFP are requested to submit the following<sup>1</sup>:**

- Any one of the following:* (1) Copy of registration or incorporation in the public registry, or equivalent document from the government office where the offeror is registered; (2) Copy of company tax registration, or equivalent document; *or* (3) Copy of trade license, or equivalent document.
- A minimum of three (3) references (with name and contact information) indicating the relevant work carried out in the last three (3) years that best illustrate organization's qualifications and past performance. Independent verification of the references may be carried out. Chemonics reserves the right to obtain past performance information from sources other than those identified by the offeror.
- CVs of all named key personnel
- Evidence of Responsibility form
- Subcontractor Size Self-Certification Form
- Insurance/DBA Disclosure

## **Section III: Statement of Objectives**

### **III.1 Background**

Chemonics International is currently implementing the USAID Climate Finance for Development Accelerator (CFDA) which is designed to mobilize \$2.5 billion in public and private climate investments by 2030. These investments will fund a range of climate change mitigation and

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<sup>1</sup> Apparent successful offeror(s) will be required to submit additional applicable certifications at the award stage before a subcontract can be issued, which are available in the linked zip file for review.

adaptation activities focused on scaling up the transition to an inclusive, equitable and resilient net-zero economy. CFDA is a platform designed to help countries meet their national commitments in alignment with the Paris Agreement through evidence-based solutions that respond to national contexts and address gaps in global, regional, and national climate finance ecosystems. The CFDA Activity is organized around the following three objectives that seek to mobilize financial resources for climate adaptation and mitigation priorities in an inclusive, equitable way:

- Objective 1: Develop and scale effective partnerships and new investment solutions to achieve transformational change in countries where USAID works.
- Objective 2: Improve the enabling environment and increase and broaden participation in climate finance including the range and diversity of stakeholders driving climate solutions.
- Objective 3: Expand local and global capacity to bring more resources into climate finance.

This RFP is in support of USAID's Innovation, Technology, and Research Hub (ITR) to expand open, inclusive, and secure broadband infrastructure in developing countries together with Microsoft. Connectivity infrastructure is critical to closing digital divides and bringing the infrastructure required to support a wide variety of development outcomes, including climate mitigation and resilience. Internet connectivity can play a critical role in building adaptation and resilience to climate change by enabling more efficient and clean energy solutions, mitigating the impact of climate disasters by providing real-time weather and early warning information, connecting farmers to climate and sustainable land use information, and supporting digital services that reduce the need for travel and lower emissions.

At the same time, there remains a major financing gap for the expansion of open, inclusive, and secure broadband infrastructure required to support these solutions, especially for un- or under-served communities in emerging and developing countries. Smaller, independent, more local internet service providers (ISPs) and other infrastructure providers that are best suited to serve these communities generally do not have liquidity to expand their broadband networks, and it is costly for green and secure network equipment manufacturers and investors to invest in these independent providers. If the barriers to independent ISPs in financing network construction, acquiring green and secure network equipment, and accessing more affordable middle mile and internet exchange points are closed, then these ISPs will be able to offer green, sustainable, and secure connectivity service in underserved communities.

### **III.2 Statement of Objectives – Sustainable and Secure Digital Connectivity Activity**

To fill the financing gap for broadband infrastructure, CFDA is seeking a subcontractor that has the capacity to evaluate different financing vehicles and approaches and recommend an effective structure that will allow digital infrastructure partners to gain access to affordable capital (in the below \$10M range) by receiving and leveraging USG risk capital, other donor and impact capital, as well as private investment. Digital infrastructure partners may include, but are not limited to: ISPs, energy access providers, middle-mile partners (data centers, exchange points, metro and backbone fiber, tower infrastructure), fixed wireless, and mobile network providers. While the geographic focus of this RFP is all low- and middle-income countries (LMICs) where USAID has a presence, a strong focus on Africa is anticipated.

The subcontractor must co-create and design a financing entity to help digital infrastructure partners access capital to expand their networks in low- and middle-income countries, and co-design a roadmap with USAID/ITR and Microsoft to launch the selected financing entity.



The selected organization will support the following activities as part of this subcontract:

### ***Phase 1: Research and Design***

1. **Justification Document.** Building off existing research (some of which will be provided by CFDA), the subcontractor must conduct an analysis of various financing structures and mechanisms (e.g. fund supported by first loss, guarantees, direct vendor financing, etc.) that will allow the greatest access to finance for the targeted digital infrastructure partners. Based on a review of existing resources, stakeholder consultations, models and approaches that have proven successful in analogous contexts, the subcontractor will produce a justification document that describes a short-list of high-potential financing entities for consideration, and the relative costs and benefits of each.
2. **Co-Creation Workshop.** With USAID/ITR, Microsoft, and other U.S. Government agencies, the subcontractor will co-create the final financing entity during a workshop tentatively scheduled for February/March 2024. The subcontractor will be expected to present initial research, analysis, and recommendations during the workshop.
3. **Concept Note/Teaser.** Through results of the research, design, and co-creation workshop, the subcontractor must produce a 1-2 page teaser that summarizes the main parameters of the selected financing entity which could be used by USAID/ITR and Microsoft to begin socializing with donors and investors.

### ***Phase 2: Roadmap for Implementation***

4. **Detailed Roadmap.** Building off the research, financial analysis conducted and the co-creation process, the subcontractor must develop a detailed roadmap for launching the selected financing entity that is anticipated to leverage additional U.S. government catalytic funding and private sector investments and commitments. The roadmap will include a financial model (e.g. minimal viable scale, concessional capital needed to mobilize a certain amount of private capital, risk mitigation approaches), and detailed action items/steps to implement (e.g. estimated timeline to fundraising).
5. **Pitch Deck.** The subcontractor must produce a PowerPoint pitch deck describing the selected financing entity for the purpose of sharing with potential donors and investors. The pitch deck must cover, but is not limited to: 1) Investment Thesis; 2) Pipeline (including sample investments/deals); 3) Strategic Partnerships; 4) Geographic scope; 5) Entity structure, timeline, and terms; 6) Team requirements; 7) Estimated returns; and 8) Risk assessments (e.g. currency and other risks).
6. **Partner and Investor Engagement.** In collaboration with USAID and Microsoft, the subcontractor must engage in conversations with potential partners and contribute to a shortlist of partners and investors who may support the selected investment entity.

### **III.3 Qualifications**

The subcontractor must possess the following minimum qualifications:

- Deep experience in digital infrastructure and engaging partners (e.g. ISPs, digital infrastructure, or middle mile providers)
- Experience and knowledge in financing projects in emerging markets (i.e. blended and development finance, equity, debt, public/private, local currency finance)

- Ability to assess various financing instruments for CapEx, currency risk, regulatory risks, and working capital needs
- Proven fundraising and execution experience
- Capacity to execute on a short timeline
- Experience in telecom regulatory compliance and finance compliance as it relates to executing transactions in the connectivity sector
- Fluency in written and spoken English required; additional language fluency strongly preferred
- Proven research, writing, and presentation skills, including in usage of Excel and PowerPoint
- Preferred experience in driving social impact and experience working with DFIs
- Ability to articulate the financing entity's climate mitigation and adaptation rationale for potential investors.

### III.4 Activity Indicators

Indicator reporting is not expected for this subcontract.

### III.5 Deliverables

The successful offeror shall deliver to Chemonics the following deliverables, in accordance with the schedule set forth below.

Deliverable	Description	Due Date
<b>Phase 1: Research and Design</b>		
<b>1. Justification Document</b>	The subcontractor must produce a detailed analysis of potential financial models and financing approaches that could expand access to finance for digital infrastructure companies and internet service providers in Africa, and other LMICs.	o/a February 2024
<b>2. Co-Creation Workshop</b>	A co-creation workshop with relevant stakeholders is tentatively scheduled for February/March 2024, during which the subcontractor will be expected to present initial research, analysis, and recommendations on potential financial models and financing approaches.	o/a February/March 2024
<b>3. Concept Note/Teaser</b>	Through results of the co-creation workshop, the subcontractor must produce a 1-2 page teaser that summarizes the main parameters of the selected financing entity.	Within 30 days after Co-Creation workshop
<b>Phase 2: Roadmap for Implementation</b>		
<b>4. Detailed Roadmap</b>	The subcontractor must produce a detailed roadmap for launching the selected financing entity and final report outlining a detailed roadmap to launch the most effective financial model to achieve the aims of this RFP.	To be proposed by offeror
<b>5. Pitch Deck</b>	The subcontractor must produce a final PowerPoint pitch deck for sharing with potential donors and investors. The pitch deck must cover, but is not limited to: 1) Investment Thesis; 2) Pipeline (including	To be proposed by offeror

	sample investments/deals); 3) Strategic Partnerships; 4) Geographic scope; 5) Entity structure, timeline, and terms; 6) Team requirements; 7) Estimated returns; and 8) Risk assessments (e.g. currency and other risks).	
<b>6. Partner Engagement</b>	In collaboration with USAID and Microsoft, the subcontractor will engage in conversations with potential partners and contribute to a shortlist of partners and investors who may support the implementation and launch of the selected financing entity.	To be determined with CFDA

### III.6 Geographic Focus

While the geographic focus of this RFP is all LMICs where USAID has a presence, a strong focus on Africa is anticipated.