



Request for Partnership

to

**Design the Lesotho Impact Investment Fund (LIIF) &
Technical Assistance Facility (TAF)**

Ref No.: LMDA/CD/C/03/2020

September 03, 2020

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1. Abbreviations and Definitions

BDS	Business Development Services
DDGS	Demand Driven Goods & Services
LIC	Lower Income Countries
LIIF	Lesotho Impact Investment Fund
LMDA	Lesotho Millennium Development Agency
LMIC	Lower-Middle Income Countries
MCA	Millennium Challenge Account
MCC	Millennium Challenge Corporation
MOU	Memorandum of Understanding
TA	Technical Assistance
TAF	Technical Assistance Facility
RFP	Request for Partnership
SPV	Special Purpose Vehicle
UMICs	Upper Middle-Income Countries

Throughout this document, the following terms may be used:

“**Applicant**” refers to the organization responding to the Request for Partnership. Applicant may partner with other entities to strengthen their proposal.

“**Award Manager**” refers to the LMDA staff person who will be responsible for liaising with the

Partner and other relevant stakeholders in the partnership and who has responsibility to ensure compliance with the terms of the award.

“Cooperation Agreement” is the legal instrument pursuant to which the assistance described herein will be provided and which will set forth the terms and conditions of such assistance, including a collaborative governance structure. It is also referred to as an award.

“Grant” is the grant, transfer, or other provision of money or other items of value to a recipient in order to accomplish an authorized public purpose of support or stimulation.

“Key Personnel” refers to individuals with particular technical and management expertise whose qualifications form part of the evaluation of the Applicant. Once a Cooperation Agreement is signed, replacement of key personnel (Key Personnel changes) must be approved by the LMDA.

“Lesotho Millennium Development Authority or LMDA” refers to the statutory entity established under the laws of Lesotho namely, Millennium Challenge Account Lesotho Authority (MCA-Lesotho) Act No. 1 of 2008 as amended through the Millennium Challenge Account – Lesotho Authority (Continuation) Legal Notice No. 151 of 2013, whose mandate is to develop an MCC compact.

“Partner” refers to the primary organization receiving a Cooperation Agreement and undertaking the shared objectives and activities in a collaborative relationship with LMDA and the Lesotho Pension Fund.

“Partnership” refers to a collaborative relationship between two or more entities – governmental or nongovernmental – in which the partners work together to achieve a common purpose or undertake a specific task and to share risks, responsibilities, resources, competencies, and benefits. The partners mutually determine the goals, structure, governance, roles, and responsibilities of their collaboration.

“Project” refers to the joint activity with shared objectives undertaken through the Cooperation Agreement.

“Sub-award” is any grant provided by the Applicant to any entity to undertake elements of the Project in concert with the Applicant.

“Sub-contract” is any contract provided by the Applicant to any entity to undertake elements of the Project in concert with the Applicant.

“Sub-partner” is any entity receiving a sub-award or sub-contract from the Applicant to undertake elements of the Project.

“Sub-recipient” is any entity receiving a sub-award from the Applicant to undertake elements of the Project.

2. Funding Opportunity

The United States of America, acting through the Millennium Challenge Corporation (“MCC”) and the Government of Lesotho (“the Government”) have entered into a Grant and Implementation Agreement under which MCC has granted funding to the Government (“MCC Funding”) to support the development and facilitation of an MCC compact. The proposed compact program will focus on addressing binding constraints to economic growth in Lesotho through improved planning and delivery of public goods and services to enable private investment.

The Government, acting through the **Lesotho Millennium Development Agency**, intends to apply a portion of the MCC Funding to eligible payments of approximately USD250 000 under a Cooperation Agreement for which this Request for Partnership (“RFP”) is issued. Any payments made by LMDA under the proposed agreement will be subject, in all respects, to the terms and conditions of the Grant and Implementation Agreement and related documents, including restrictions on the use and distribution of MCC Funding. No party other than the Government and the LMDA shall derive any rights from the Grant and Implementation Agreement or the proposed compact or have any claim to the proceeds of MCC Funding. Information regarding the [proposed compact](#) and its related documents can be found on the MCC website (www.mcc.gov) and on the website of LMDA (www.lmda.org.ls).

The LMDA is collaborating on this effort with the Lesotho Public Officers’ Defined Contribution Pension Fund (hereinafter referred to as the “Pension Fund”). The Pension Fund is a statutory body duly established in terms of Public Officers’ Defined Contribution Pension Fund Act, 2008, whose mandate is to provide for pension benefits on behalf of the permanent and pensionable officers of Lesotho, and for related matters. LMDA and the Pension Fund are collaborating in this effort, as memorialized in a Memorandum of Understanding between the parties. However, the Cooperation Agreement award will be signed and administered by LMDA only.

This RFP sets out the objectives of LMDA and the Lesotho Pension Fund to be achieved through a collaborative, co-funded partnership with a qualified organization experienced in asset management (the “Applicant” or, later, the “Partner”), to undertake design of the LIIF and TAF. The RFP lays out eligibility conditions and other requirements that should be met by the Applicants, including cost-sharing of the activity. Successful applications may result in an agreement to memorialize cooperation through a milestone-based Cooperation Agreement. LMDA expects to make one award.

Cost sharing by the successful Applicant is strongly preferred, as described in Section 4.3.

2.1 Purpose

Through this RFP, LMDA is seeking a partner to design a Lesotho Impact Investment Fund (LIIF) and an accompanying Technical Assistance Facility (TAF) to promote a public purpose of: 1) increasing the availability of working and growth capital to promising job creating businesses in Lesotho, and 2) mitigating impact investing risks such as weak pipeline development, uneven technical assistance and business development services for businesses and weak business ecosystems. The LIIF will be an impact fund – meaning its investors will seek to gain both financial and impact returns on their investments. The Pension Fund anticipates being an anchor investor in the LIIF. Other potential LIIF investors could include impact investors, development agencies and local individual or institutional investors. The total size of the LIIF is currently estimated at US\$30 million. Likewise, as currently envisioned, the TAF would serve as a complementary, MCC grant-funded facility that will facilitate LIIF pipeline development, provide technical support and business development services as well as business ecosystem strengthening to mitigate the investment risks of the LIIF and enable the success and sustainability of the businesses supported by the LIIF and TAF. The size of the TAF is currently estimated at \$20 million for LIIF related activities and \$20 million for delivery of public goods and services requested by the private sector.

The LIIF & TAF design activity is the first step in the development and launch of the LIIF as well as the TAF. The duration of the design activity is expected to last for a period of 7 months starting December 2020. Subject to funding approvals by MCC and investment approvals by the Pension Fund and other investors, the LIIF and TAF could launch by late 2021.

As outlined in Section 4.1 and 4.2, eligible organizations are invited to submit partnership applications to the LMDA by **September 29, 2020**. Further information on the application process is included in Sections 6.4 to 6.7 of this document.

2.2 Duration

The partnership through the Cooperation Agreement is expected to have a duration of seven (7) months, valid from February 2021 to August, 2021. The Partner would not be eligible to manage the TAF designed through this Cooperation Agreement, but may be eligible to manage the LIIF if so **selected** by the Pension Fund at a later stage. Subsequent contractual arrangements between the Pension Fund and the Partner are possible, but not guaranteed.

3 Partnership Opportunity Context

3.1 Program Description

LMDA, acting on behalf of the Government of Lesotho, and MCC are developing a compact to address binding constraints to economic growth through improved planning and delivery of public goods and services to enable private investment¹. In order to address the challenge of access to finance, especially for the MSMEs and women and youth-owned businesses in the key strategic sectors of Lesotho (i.e. agriculture and high-value horticulture, creative industries, tourism and manufacturing), the compact proposes the establishment of the Lesotho Impact Investment Fund (LIIF) and Technical Assistance Facility (TAF). The former would provide funding via fit-for-purpose funding windows. The TAF would help mitigate the risks of lending and investing, and enable the success and sustainability of businesses supported by the LIIF and TAF, by providing direct technical assistance and business development services, as well as addressing ecosystem challenges that may be hindering investment in certain sectors of Lesotho's economy.

The overall goal of the LIIF is to reduce poverty and promote private-sector led growth and job creation in Lesotho by providing capital to financially viable and promising businesses and start-ups seeking working and growth capital. Financing for start-ups is nearly non-existent and working capital or bridging financing is extremely hard to come by. At the same time there is no venture capital for innovative projects and long-term financing for the private sector project is limited. While the country has relatively high level of savings, such savings end up financing investment projects outside the country in neighboring countries, particularly CMA countries. The gap is further evidenced by the number of pyramid schemes and volume of investment in the same by Basotho, indicating that there is a need for development of other safe platforms besides the Maseru Securities Market (MSM) in which local funds can be mobilized for venture capital. The Financial Sector Development Strategy 2013 aims to effect the National Strategic Development Plan (NSDP II) aspirations regarding financial sector development and gives a high priority to financial inclusion of Basotho in line with the policy priorities of the government to increase outreach and quality of financial services, as well as increasing financial and investment capacity.

LIIF borrowers and investee companies must be focused on creating jobs, providing opportunity for small and medium enterprises, adhering to environmental, social and gender good practices and meeting other social impact measurements. Potential LIIF borrowers could include large businesses that require longer-term, large mezzanine debt and equity in amounts exceeding \$1 million. Borrowers are also expected to include MSMEs that require both working capital and fit-

¹ <https://assets.mcc.gov/content/uploads/cn-101718-lesotho-ii-609g.pdf>

for-purpose financial products and financial intermediary financing, especially those that are designed to attract and address the conditions of women and youth-owned Micro, Small and Medium enterprises (MSMEs). The LIIF should include financing products that explicitly cater to women and youth-owned enterprises, as well as those owned by people with disabilities (PWD). The Pension Fund anticipates being an anchor debt investor in the LIIF, with other investors sought to round out the investor pool. The LIIF could also provide equity capital to companies through support from other investors.

The complementary TAF is envisaged to support the LIIF by identifying and developing a viable pipeline of investee companies, providing technical support and business development services for such companies and strengthening the investment landscape. The grant capital used for the TAF would address several traditional risk areas for impact investors and their investee companies. The TAF funding would also facilitate the delivery of critical goods and services demanded by the private sector to enable viable investments.

In this design stage, the LMDA and Pension Fund seek to learn with a Partner to lay the groundwork required to catalyse the LIIF and TAF. Questions for consideration in design include:

Lesotho Impact Investment Fund (LIIF)

- What is the best organizational, management and governance structure for the LIIF to ensure that it achieves the objectives?
- How can the LIIF balance the need to provide some investors with commercial returns with the need to deliver social and economic returns?
- Are there institutional and regulatory barriers to a viable LIIF, and, if so, how could these be addressed?
- Which impact investors are interested in investing in the LIIF? What blend and structuring of investments would be necessary?
- How might individual Basotho investors invest in the LIIF?
- What financing product blend (long term, short term, working capital) would enable the LIIF to be commercially viable?
- What should the portfolio of borrowers look like to ensure fund viability?
- What interest rates should be charged that would balance LIIF financial viability and affordability, especially for MSMEs?
- How can the LIIF be designed to fund large enterprises as well as MSMEs? Can the LIIF be designed to support the creation of a sustainable MSME finance ecosystem? Can financial products for micro and small enterprises be designed, packaged or managed in a way that is practical and sustainable?
- What is the potential pipeline of LIIF borrowers (size of company, sector, size of funding, country of origin)? Women- and youth-owned MSMEs? What are the potential issues that could prevent this pipeline from materializing?
- How can the LIIF be designed to provide broad-based as well as targeted support? E.g. how can it support MSMEs for men and women, while also designed to attract and be responsive to the specific conditions of women- and youth-owned businesses?
- How can the LIIF balance the needs of investors to achieve economic returns while ensuring compliance with IFC Performance Standards?

- Which impact investors are interested in investing in the LIIF? What type of investment (debt and/or equity) are they interested in investing? What are their return expectations?
- What is the best fee structure that ensures LIIF is commercially viable while meeting its impact objectives?
- Where should the fund be domiciled and what are some legal and tax implications for domestic and international investors?

Technical Assistance Facility (TAF):

- What are the pre-investment needs of potential LIIF borrowers, especially women and youth owned MSMEs?
- What is the potential role of early-stage equity funding for MSMEs and how can the LIIF or TAF attract impact investors or development finance institutions to provide this type of funding?
- What impact measurements should be used for the LIIF?
- What are the critical public goods and services that need to be provided by the Government of Lesotho (e.g. roads, electricity, wastewater, quality standards and certification, etc.) required by the potential LIIF pipeline companies to facilitate their investment in Lesotho?
- What activities should be prioritized by the TAF to mitigate the LIIF's investment risk and enable the success and sustainability of beneficiary businesses? What business-strengthening approaches would be most important?
- What models of business-support services and training could be supported by the TAF (including incubation, acceleration, mentorships, etc.) to have the highest likelihood of success for MSMEs (in contrast to low-impact approaches tried in Lesotho and elsewhere)?
- What are the potential institutional arrangements for providing this support and training, from the perspective of viability, effectiveness and sustainability (e.g. by service providers or experts hired by the TAF through intermediary organizations based in Lesotho, contracted by or as grant recipients)?
- How can the TAF strengthen the institutional and regulatory environment particularly for women-owned MSMEs and youth-owned MSMEs?
- How can the TAF support the development of fit-for-purpose financial products and tools for women owned MSMEs and youth owned MSMEs and the MSME finance ecosystem?
- Given that recipients of the LIIF and TAF will need to comply with IFC Performance Standards, per MCC Environmental Guidelines, what type of technical assistance should the TAF provide to support investors in meeting these standards?
- How can the TAF support development of investments that are socially and environmentally sustainable?
- How can the TAF be financially sustainable before MCC compact funding starts (estimated mid-2022) and after MCC funding ends (estimated mid 2027)?

Analytical work to inform the design of the TAF is underway, including an enterprise survey that will provide a profile of MSMEs in agriculture, manufacturing, tourism and creative industries, as well as identify a pipeline of these businesses that may be eligible for support; an analysis of the

current status of the financial sector vis-à-vis MSMEs, with a focus on women-owned businesses and gender dynamics that affect financial inclusion; a study of the vast landscape of savings groups in Lesotho and their potential role in the LIIF and TAF, a value chain map, market and needs assessment for the creative industries; and development of a set of sector-specific gender-smart investment tools for use in the LIIF and TAF. These products developed through these partnerships would be shared with the Partner, and the organizations that have done this analytical work will be available to discuss findings with the Partner, particularly during the first half of the work. Additional due diligence contracts underway or planned will also provide data and recommendations that the Partner can draw on to inform design.

3.2 Activities and Milestones

Illustrative milestones and activities include the following, which Applicants are encouraged to confirm or adjust. Please note that many or all design documents created through this Cooperation Agreement would not be considered proprietary to the Partner.

Activity	Milestone
Engagement of the LIIF and TAF developer through partnership solicitation process	Signed Cooperation Agreement January 31, 2020
Identify the potential LIIF pipeline	Pipeline of projects (initial report by April 30, 2021)
Provide preliminary recommendations for the design the Technical Assistance Facility (TAF)	TAF recommendations (initial report by April 30, 2021)
Due date of final report (Final TAF design and design the structure of the LIIF and elaborate its financing instruments)	LIIF Structure June 27, 2021
Due date for final report	July 27, 2021

3.3 Approach to Collaboration

Recognizing common objectives and complementary roles and resources, LMDA and the Pension Fund have agreed to collaborate to catalyse the LIIF and TAF. The Pension Fund and LMDA seek an experienced asset management firm interested in the prospect of structuring a first-of-its-kind investment fund – the LIIF - and associated TAF for Lesotho and willing to bring expertise, networks and financial resources to the undertaking.

The anticipated relationship with the selected Partner is expected to be collaborative and co-creative, drawing on the unique expertise, equities and intersecting - but unique - interests of each party. A Partnership Advisory Committee comprised of the empowered representatives from the Pension Fund, LMDA, the Partner, and any other entities deemed necessary, will jointly undertake

direction-setting and ensure that the creative work led by the Partner addresses the interests and parameters of the Pension Fund and LMDA.

LMDA is administering the program partnership solicitation process to on-board the selected Partner, following the process outlined in Sections 6.4 -6.7 of this document. As MCC Funding will finance a portion of this partnership, LMDA will also coordinate with MCC for guidance, technical support and approvals per MCC's requirements.

The Pension Fund, as the anticipated anchor investor of the LIIF, will partake in the partner selection process being led by LMDA and will provide thought-leadership and guidance to the Partner to ensure the LIIF structuring will meet Pension Fund requirements and that the TAF will address some of the unique challenges of investing in the Lesotho market.

All parties are expected to identify and access additional information, networks or abilities that might advance the shared objective of designing a feasible LIIF and TAF for Lesotho.

And while the relationship is expected to be collaborative, contributing towards achievement of the common goal, certain responsibilities and authorities are held by individual actors in the collaboration:

- LMDA will have sole authority to oversee compliance with award terms in accordance with Millennium Challenge Corporation requirements. An LMDA Award Manager will have authority to approve changes to key personnel and other terms as specified in the Cooperation Agreement.
- The Pension Fund will have sole authority to determine whether, how and with whom it invests its assets. The partnership formalized in a Cooperation Agreement does not obligate the Pension Fund to a future action. It also does not preclude the Partner from serving as the asset manager for the LIIF.
- The Partner will drive and undertake the work required to achieve the milestones envisaged for the partnership, and it is solely responsible for compliance with award terms.
- The Millennium Challenge Corporation as the funder of the Grant and Implementation Agreement and the proposed compact, whose development is managed by the LMDA, reserves certain rights as outlined in the Cooperation Agreement <http://www.lmda.org.ls/compact-ii/>

4 Partner Profile

4.1 Eligible Institutions

Private sector organizations defined as all non-state actors, including companies, partnerships, consortia/joint venture/associations among others are eligible for this solicitation.

The eligibility of certain private sector organizations (companies, partnerships, consortia/joint venture/associations) for this solicitation is determined in accordance with MCC's Program Procurement Guidelines (available at www.mcc.gov/ppg), in particular Part 1, Part 10, and Part 13.

4.2 Qualifications of the Applicant

The selected Partner should have experience in developing and managing impact investment funds with associated technical assistance facilities in a developing country context. The Partner should also bring to this engagement a willingness to collaborate with the relevant stakeholders to catalyse a first-of-its-kind fund in Lesotho.

Specific qualifications and core competencies of an Applicant (firm, organisation, etc.) are noted below:

- 8-10 years of investment experience with at least 5 years in impact investment fund management in a low-income country (LIC) or lower-middle income country (LMIC). The experience could be in an Upper Middle Income Country (UMIC) if the fund is focused on social impact in low income communities. The partner should have demonstrated experience in successfully sourcing and closing deals, especially SME through a formalised process of investing. The impact fund experience should be focused on at least one of the following impact areas: gender lens investing, job creation, youth-owned enterprises, environmental and social impact (including climate smart investing), MSME finance.
- Demonstrated experience working with investment funds that include complementary technical assistance vehicles that provide support to SMEs or MSMEs
- Demonstrated experience working with investment funds that incorporate objectives related to promoting opportunities for women/youth/vulnerable groups owned enterprises
- The following is preferred:
 - Demonstrated experience with managing a debt or debt and equity investment fund, that preferably includes MSME lending through financial intermediaries.
 - Demonstrated experience in managing funds where a portion of funding comes from a development finance institution, foundation, pension fund or other institutional investor, impact investor, international development or donor institutions, or international non-government organization (NGOs).
 - Understanding of the investment landscape in Lesotho.
 - Experience investing in Southern or Eastern Africa regions.
 - Demonstrated experience in fund performance and impact measurement.
 - Experience in setting up investment vehicles linked to a fund that facilitate local investment from individuals and institutions.
 - Demonstrated experience in management of funds with a particular focus on at least one of the following impact areas: gender lens investing, youth-owned enterprises, environmental and social impact, climate smart investing, and MSME finance.
 - Resource contribution brought by the partner. Preference will be given to Applicants who/that bring a resource contribution to the partnership to be determined as the proportion of the total cost of the assignment.

The method for submitting this information to LMDA as part of the application is outlined in Section 7.7.

In addition to firm-level credentials, LMDA and the Pension Fund are seeking a qualified team to carry out this partnership that brings expertise in asset management; technical assistance facility development and implementation; and best practices in impact investing. The proposed team should include professionals with credentials and characteristics such as the following, though the Applicant is invited to suggest other types of expertise required. A team of four (4) to seven (7) proposed Key Personnel must possess the following skills and expertise:

- Track record in asset management – particularly in the impact investment field.
- Experience working in Lesotho or the Southern and Eastern regions of Africa, including an understanding of the high-growth potential sectors, including horticulture, as well as the social and gender dynamics in this context.
- Experience identifying and due diligencing investment pipelines LICs or LMICs or UMICs if focused on social impact in low income communities.
- Experience in due diligencing investment pipelines against environmental and social impacts, for example in compliance with IFC Performance Standards
- Experience in monitoring and evaluation for impact funds and technical assistance facilities.
- Proven experience in assessing financial services gaps for financial inclusion of women and youth and providing strategic recommendations on the integration of these groups in funding programs.
- Experience in developing a fund that focuses on providing finance and technical support for women-owned SMEs.

4.3 Cost-Sharing

Because LMDA and the Lesotho Pension Fund seek to identify a partner to share risk and reward to catalyze the fund, a cost share of up to 25% of the award amount by Applicants is strongly preferred.

To be accepted and allowable, all cost share contributions must be:

- Verifiable in the Partner's records;
- Incurred or earned during the period of the award;
- Necessary and reasonable for proper and efficient accomplishment of the program;
- Allowable under the applicable cost principles;
- Not used to meet cost share requirements of any other U.S. federal program; and
- Non-U.S. federal funds.

5. Budget and Financial Conditions

The LMDA's available budget is USD **\$250,000**, which is for the design of the LIIF and TAF only. As noted above, Applicants who can demonstrate a more significant cost-share may be more competitive. The Pension Fund has the option of contributing funding to the collaboration.

The MCC Funding granted to LMDA under the Grant and Implementation Agreement is considered program design funds authorized for the purpose of facilitating the development and preparatory work for a compact. Such groundwork includes project design studies, feasibility studies, environmental impact assessments, engineering and geotechnical designs, economic baseline surveys, technical assessments of financial management and procurement capabilities, and other specialized analyses that help partner countries fully prepare projects that can be later

implemented within the fixed five-year timeframe. Thus activities proposed to be funded using MCC Funding in this Cooperation Agreement may not include LIIF launch and operations.

In addition, the funds provided by LMDA under this partnership must be clearly defined with a reasonable degree of certainty and with reasonable assurance that the Applicant will not be able to realize an increment profit above its actual cost.

Section 1.5 of the Cooperation Agreement template sets forth the tax provisions for this activity. Applicants should review this clause carefully in preparing their applications. It is the responsibility of the Applicant, before starting financial negotiations, to determine the relevant local tax amount to be paid by the Applicant under the proposed Cooperation Agreement. Except to the extent provided in Section 1.5 of the Cooperation Agreement, in no event will LMDA be responsible for the payment or reimbursement of any taxes, and in the event that any taxes are imposed on the partner, the award amount will not be adjusted to account for such taxes. Applicants are expected to account for tax implications in their budgets.

Upon award, disbursements will be made upon successful completion of milestones. Each milestone will have an agreed value based on costs to achieve the milestone, as substantiated by the Partner's budget details (see Section 6.7). LMDA will conduct a cost-reasonableness analysis on Applicant budgets. Refer to the Cooperation Agreement, Annex E for more detail. Disbursements will be in USD.

The award is subject to MCC's cost principles.

6. Partnership Application Process

6.1 Staged Approach

The application process under this Request for Partnership will take place in three stages:

Stage I. Application – Concept notes are submitted and evaluated and a shortlist is prepared.

Stage II. Co-Creation– The shortlisted companies attend co-creation session (for each if more than one Applicant proceeds to Stage II), which informs full proposals.

Stage III. Proposal – Full proposals are submitted and evaluated.

Applicants who pass Stage I may be invited to Stage II. Applicants who pass Stage II may be invited to Stage III. LMDA and the Pension Fund reserve the right to advance one, several, or no organizations from one stage to another.

LMDA and the Pension Fund each reserves the right to engage third-party advisors to LMDA or the Pension Fund in review panels or in co-creation sessions. Certificates of confidentiality and impartiality will be secured for any such third-parties. Millennium Challenge Corporation has the right of no-objection prior to award, negotiation, and award signature.

6.2 Indicative Timetable

The following schedule indicates the deadlines for the different activities for this Request for Partnership:

ACTION	Timing
LMDA publishes calls for concepts	03 September 2020
Questions or Clarifications Deadline	10 September 2020
Application Deadline	29 September 2020
Notification to Applicants following review of Applications	21 October 2020
Co-Creation Session	30 October 2020
Request Full Proposals	03 November 2020
Receive Proposals	03 December 2020
Selection Notification	21 December 2020
Award Negotiation	15 January 2021
Kick Off	08 February 2021

6.3 Pre-Application Clarification

Partners can request clarifications to this Request for Partnership by stating their questions or clarification requests via email. All clarification requests must reach LMDA by 5.00pm (Lesotho time) on **September 10, 2020**. The address for requesting clarifications is moum@gmail.com copy to lefothanem@lmda.org.ls

LMDA will respond to all clarification requests by means of a Q&A document, which includes and responds to all questions, and will be sent to all applicants by 5.00pm (Lesotho time) on **September 14, 2020**.

6.4 Submission Instructions

All Stage I applications and Stage III proposals shall be submitted electronically through sync.com, using this upload link: <https://ln2.sync.com/dl/016cded00#udjd4hfi-g8hv4wka-4f55txzk-8kssyvaz>. Submission by hard copy is not permitted. Submission by email is not permitted. The link will expire on the application submission deadline for Stage I and Stage III respectively. Late submissions will automatically not be accepted.

The following stipulations pertain to Stage I and Stage III documents.

- All applications shall be in pdf, JPG or TIFF format, Times New Roman size, and single-spaced, unless otherwise specified.
- All documents shall be written only in English.
- Documents should be in USD, 11point font (Times New Roman or size equivalent), single-spaced and may not exceed the page limits given for each section.

- Submission occurs when the document is *fully* uploaded on the link. Firms are therefore advised to commence the file upload with an ample time margin as the upload time will depend on the size of the document, the internet bandwidth capability and concurrent traffic.

Procedure for Electronic Submission of Proposals

1. Each Applicant will be provided with a **File Request Link** (via email), which is an electronic link to upload its submission when it requests the **Request for Partnership**. The Applicant shall use this, and only this link to submit its Entire Proposal. The Entire Proposal shall be submitted via the **File Request Link** only. Proposals submitted by email shall not be accepted. Also, the Entire Proposal shall be submitted by the proposal submission deadline provided in the **Request for Partnership**.
2. Steps for uploading a submission to the **File Request Link**:
 - a. Navigate to the link (if it was sent to you via email, click the link in the email to access it).
 - b. Click **Upload files** from the file menu.
 - c. Drag files from your computer into the window or click **Choose files** and select as many files as you'd like (that need to be uploaded as part of submission) from the computer file browser.
 - d. Click **Add** or **Open**
3. The **File Request Link** shall automatically expire on the submission deadline, specified **Request for Partnership**. No extension shall be provided after the expiry.
4. All submitted documents are required to be in pdf or JPG or TIFF format, except the budget, which is submitted in Excel.
5. Applicants should use the filename framework for the Proposals as follows:

Technical Proposal filename: **Applicant's Name, Ref. No.: LMDA/CD/C/03/2020, Technical Proposal**

Budget Proposal filename: **Applicant's Name, Ref. No.: LMDA/CD/C/03/2020, Budget Proposal**

Applicants should not password protect their submissions.
6. Presentation on how to upload the submission:

<https://drive.google.com/file/d/1T65MjmdkXfKbyND7knPqOAGJILbQmjap/view?usp=sharing>

6.5 Stage I: Application

The application consists of the following elements, with associated page limits. A detailed budget should **not** be submitted for STAGE I, though a rough, estimated top-line budget should be included in the cover page.

The Submission should be arranged as follows:

1. Application submission form

2. Organization Overview
3. Project Concept
4. Appendices
 - a. Appendix 1 - Relevant Past Performance and Past Experience Information
 - b. Appendix 2 - Problems encountered on the identified contracts or grants
 - c. Appendix 3 - Power of Attorney

APPLICATION SUBMISSION FORM (1 page limit)

See Annex A.

COVER PAGE (1 page limit):

The cover page must contain the following information:

1. Name and full address of Applicant organization;
2. Project Title
3. Type of organization (e.g., for-profit, non-profit, etc.)
4. Point of Contact (name, position title, phone number, fax number, e-mail address)
5. Total estimated budget required (including percentage and sources of cost share, if applicable)
6. As applicable, any partnerships / proposed consortium members with the addresses and contact person's name, phone and email; and a statement of the intended legal arrangement between the consortium members
7. Signature of authorized representative of the Applicant, name and title

ORGANIZATION OVERVIEW (2 page limit):

The Organization Overview should succinctly provide information about the Applicant:

1. The organization, its mission, structure, legal registration or incorporation. If applying as a group, list of proposed consortium members and specify the legal arrangement between the participants, such as a joint venture, a consortium organized as an association with mutual and several liability or a consortium organized as a prime and sub partners.
2. Summary of relevant organizational experience, qualifications and past performance of the Applicant and proposed consortium partners (if applicable).
3. The organizational capacity, financial performance (total funds under management, total funds currently deployed for impact investing, average returns to investors by fund type), as well as management practices and technical expertise of Key Personnel to adequately manage and implement the Project with high quality and credibility. If proposing a consortium, address organizational capacity of the lead partner and other partners.
4. Description of likely cost share sources and anticipated cost share levels; types of resources brought by the Applicant.

PROJECT CONCEPT (3 page limit):

The Applicant's vision for the project should be clearly described in a Concept Paper to enable LMDA and the Pension Fund to distinguish the Applicant's suitability for this opportunity. The

Concept Paper should describe what should be done, expected target areas, and demonstrate that the Applicant has assembled a team best suited to achieve the project outcomes within the envisioned timelines. The Concept Paper must include:

1. Identification of country of focus, concise title and objectives of proposed project.
2. Discussion of method of approach; this should include how the firm would undertake the design and due diligence work and considerations for launching the LIIF.
3. Estimated amount of effort to be employed, project duration.
4. Brief discussion of why the Applicant considers the proposed approach to be particularly appropriate to answer questions in Section 2.
5. Brief discussion of any elements of the partnership concept which the Applicant considers to be unique, innovative, or unusual.
6. Discussion of the division of roles, responsibilities and contributions between prospective partner organization(s), LMDA and the Lesotho Pension Fund, as well as how risk within the partnership will be distributed.
7. Proposed estimated cost and any other support being requested by the Applicant based on the preliminary description of the projects and intended to be the basis for discussion with MCC. *A cost application should **NOT** be submitted for STAGE I.*

APPENDICES

1. **Appendix 1 Relevant Past Performance and Past Experience Information (3 page limit; 5 page limit if applying with sub-partners):**
 - Information provided here by the Applicant must be based on the requirements listed in Section 4.2. See Annex B for a suggested format to provide past performance references.
 - If a consortium is envisioned, the application should also include at least two (2) past performances for each consortium member, including references, from the 8-10 years detailing work similar in nature to that which would be envisioned for this.
 - References may be with the private sector, development finance institutions, U.S. government agencies, other international development or donors institutions, or NGOs.
2. **Appendix 2 Problems encountered on the identified contracts or grants**
 - As relevant, Applicants are authorized and encouraged to provide information on problems encountered on the identified contracts or grants and the Applicant's corrective actions taken.
3. **Power of Attorney**

6.6 Stage II: Co-Creation

Stage II is characterized by structured, interactive discussions between the invited Applicant, LMDA, and the Pension Fund.

The purposes of co-creation sessions are: 1) to facilitate discussion of the proposed methodology in light of the objectives and context, and 2) to engage in brainstorming and open dialogue with Applicants to better clarify, develop, and refine methodology, and 3) to ensure that the parties

have a common objective and vision for a collaborative working relationship, risks, resources and roles to achieve the joint objective of the collaboration.

Co-creation discussions generally require two full working days. Representation at the co-creation session is mandatory, and at least two members of the firm who would be proposed as Key Personnel must be present. Applicants who fail to attend will not be allowed to submit proposals in Stage III. The Applicants are responsible for costs related to attendance at the co-creation session. If more than one Applicant is advanced to Stage II, each such Applicant will have its own co-creation session, though information-sharing from the Pension Fund and LMDA might be consolidated into a single session for all invited Stage II Applicants.

The co-creation session(s) will likely take place remotely (virtually) between the dates of **September 26 to 30, 2020.**

Applicants invited to Stage II will be provided additional information and a detailed agenda to prepare for the discussions. Applicants will be requested to prepare very brief PowerPoint presentation to aid discussions.

Co-creation does not automatically result in an invitation to advance to Stage III. The Applicant(s), LMDA and the Pension Fund might determine not to move forward if sufficient alignment does not appear feasible in the discussions, and such misalignment cannot be overcome.

A Non-Disclosure Agreement (NDA) is signed by all invited Applicants prior to the Co-creation session(s).

6.7 Stage III: Proposal Preparation and Submission

Applicants who are invited to participate in the co-creation session may be invited to submit proposals. Full proposals consist of technical and cost proposals. The Technical and Cost Proposals must be in two separate files and the Technical Proposal will be opened first.

Instructions for electronic submission will be reconfirmed at this stage.

Technical Proposal Instructions

Any charts or tables included within the technical application sections will be considered against the page limits of those sections. Charts may use 10 point font. The requirements for the technical application sections as described below are minimum requirements that must be included with the Applicant's submission.

The Submission should be arranged as follows:

1. Cover page
2. Executive Summary
3. Technical Approach
4. Appendices
 - a. Key Personnel Résumés and Letters of Commitment
 - b. Sub-recipient or consortium member Information and Letters of Intent (if applicable)
 - c. Relevant Past Performance and Past Experience Information
 - d. Power of Attorney

COVER PAGE (1 Page Limit) must contain the following information:

- Name and full address of Applicant organization;
- Project Title;
- Type of organization;
- Legal registration;
- Point of Contact (name, position title, phone number, e-mail address);
- Proposed place and period of performance;
- Total proposed budget (including direct and indirect expenses), with breakdown of proposed total grant funding and Applicant cost share/matching contribution;
- List of proposed partners/consortium members, as applicable, including the contact person's name, address, phone and email; and
- Signature, name and title of Applicant's authorized representative.

EXECUTIVE SUMMARY (2 Page Limit)

The executive summary must summarize the Applicant's final proposed vision and technical approach to achieve project outcomes; highlight work plan milestones; and convey why the Applicant's proposed team is optimally suited to lead this project.

TECHNICAL APPROACH (15 Page Limit)

The technical application will be the most important factor for consideration in selection of the proposed Award. The technical application should be clear, complete and concise. At a minimum, the application should include the components listed below:

Technical Approach

- Context, including problem and opportunity statement
- Description of goals, associated activities, methodologies and milestones (in the form of a combination of results, timelines and outputs)
- Approach to determining and monitoring success in achieving the higher-order milestones (results, objectives)
- Proposed public and any non-public outputs among the milestones
- Explanation of partners and their expected roles, including financial and non-financial resources that will be brought to bear; to include a summary of the roles of the Applicant, the LMDA, and the Pension Fund and any other proposed partners, if applicable
- Define activities and implementation schedule, targets and standards
- Anticipated risks and proposed mitigation strategies
- Post-agreement phase out and/or sustainability plan

Firm Qualifications

- Applicant's (the firm/consortium/joint venture) track record and qualifications directly relevant to achievement of the goals and milestones
- Management strategies and administrative approaches (e.g., plan, structure, policies and practices) proposed to accomplish the project requirements

Team Qualifications

- Summary of qualifications of the proposed team. For the requirements, Applicants must refer to Section 4.2 above.
- Staffing and management plan

1. All proposed positions, including whether the position is full-time or part-time and the planned person months, days or hours each position will devote to the Project
2. Organizational chart showing the structure and relationships between positions, including any sub-recipient, joint venture, or associated organizations
3. Key Personnel and their contribution to the project (including assignment to each proposed activity/milestone). At least four (4) to seven (7) team members must be designated as Key Personnel

APPENDICES – (35 Page Limit)

1. Appendix 1 - Key Personnel Résumés and Letters of Commitment

- Each résumé for the proposed Key Personnel positions (which should be clearly identified by the Applicant) should not exceed 3 pages.
- Each Key Personnel résumé must be accompanied by a signed Letter of Commitment from the candidate (additional 1 page not included in 3 page limit) indicating his/her: (a) availability to serve in the stated position; (b) intention to serve for the full term of service (complete period of performance for the cooperation agreement); and (c) agreement to the compensation levels which correspond to the levels set forth in the cost application.

2. Appendix 2 - Sub-recipient or consortium member Information and Letters of Intent (if applicable)

If proposing a consortium approach structured as a joint venture, association with mutual and several liability or prime organization with sub-recipients, each organization must provide a signed Letter of Commitment indicating the following information for each organization:

- brief statement of the role of the sub-recipient, joint venture or association member;
- availability to participate in the potential program;
- the length of participation as it relates to the program; and
- agreement to the budget associated with consortium member (sub-recipient, associate with mutual and several liability) set forth in the cost application.

3. Appendix 3 - Relevant Past Performance and Past Experience Information (As stated in Section 4.2)

- Applicants should provide evidence [(e.g. financial reports)] of their experience managing an impact investment fund or technical assistance facility in a LIC or LMIC, preferably in Southern, Eastern or Sub Saharan Africa in the last five (5) years. This experience may be in a UMIC, if the fund was targeting low income communities. Applicants should provide at least three (3) past performance references for work over the last 8-10 years of a similar nature or relevant to the proposed award, including those with the private sector, pension funds, and international development donors.
- If sub-recipients are proposed, the applications should also include at least two (2) past performances per sub-recipient, including references, for relevant work performed in the last five (5) years detailing.

4. Appendix 4 – Power of Attorney

Cost Proposal Instructions

An overall budget for the entire proposed award period of performance should be included in the cost/business application. The detailed budget must be submitted electronically as an **unprotected** Microsoft Excel document with open and linked formulas.

The currency for submission is USD. Budgets should be organized **by milestone** and then by **budget year**.

The Applicant is requested to submit an overall budget summary showing costs by milestone as well as linked, detailed line item budget tabs broken down by project year. The detailed budget tabs should provide, in detail to the individual line item, a breakdown of the costs anticipated per milestone, as well as a breakdown of the overall funding between the prime and any sub-recipients or associated members of a consortium (if applicable).

The budget summary and milestone breakdowns must include any proposed cost share information in addition to the amounts anticipated to be funded by LMDA.

Because the grant requires a cost-reasonableness analysis, the Applicant must submit a **detailed budget narrative by line item** which explains in detail the basis for how the individual budget line item costs were derived.

The budget narrative should provide information regarding the basis of estimate for each line item, including reference to sources used to substantiate the cost estimate. The narrative must be detailed enough to identify the purpose of every cost item proposed, as well as understanding the basis for the costs, to enable LMDA to determine the cost as fair and reasonable.

The budget narrative must also include sufficient details about the cost share resources contributed to the total budget of the Cooperation Agreement to the extent necessary to demonstrate the feasibility and applicability of the proposed contributions to the program.

The budget narrative may be a tab in the main Excel budget document or a separate PDF.

6.8 Cost of Proposal

Applicants are solely responsible for the cost associated with the preparation and submission of their proposal. The LMDA and the Pension fund shall not be responsible or liable for those costs, regardless of the conduct or outcome of the Proposal process. Any costs incurred prior to any eventual award will not be reimbursed.

7. Evaluation Method

7.1 Stage I Applications Review- Pass/Fail Compliance Method

The Stage I Application Review takes place across two progressive steps: administrative compliance and technical evaluation. Applicants must pass administrative compliance to proceed to technical evaluation. Technical evaluation comprises Technical Approach and Strategic Fit and Organizational Capacity.

1. Administrative Compliance

1.1 Past Performance and Reference Checks

The Applicant's performance on similar past projects will be considered a factor in qualification. LMDA reserves the right to check the performance references provided by the Applicant or to use any other source at LMDA's discretion. In addition, if the Applicant (including any of its associates or joint venture/association members) is or has been party to an MCC-funded contract or

agreement (either with MCC directly or with any MCA Entity, anywhere in the world), whether as lead firm, affiliate, associate, subsidiary, sub-contractor, sub-recipient or in any other role, the firm must identify and /or disclose the contract or agreement in its list of references submitted with its application. Previous experience with MCC is not a requirement but Applicants who have it must disclose it.

1.2 Eligibility Checks

The eligibility of each Applicant will be verified by LMDA. The eligibility of each organization listed as party to the application or potential partnership will be verified (“partial eligibility verification”). If the Applicants are eligible based on this check they may proceed to the next step in the review process. If a record(s) for one or more firms is identified in the three screening databases noted below, additional research will be conducted to determine whether the result may be a “false positive.” At this stage MCC will be notified and consulted prior to a final determination to disqualify an Applicant.

The Eligibility Verification Procedures can be found at the following link:

<https://www.mcc.gov/resources/doc/guidance-eligibility-verification-procedures>

2. Technical Merit Review

All applications will be evaluated based on the requirements stated in Section 4.2.

- Alignment with the objectives of the LIIF and TAF as described in this Request for Partnership and within the timeframe of the program

Only those firms whose applications pass STAGE I will be invited for the STAGE II: Co-Creation. Should more Applicants qualify than LMDA and Pension Fund can engage in Co-Creation, qualifying Applicants will be ranked using adjectival ratings against the criteria. Adjectives and associated points include: Information Not Provided (0), Significant Weakness (1), Partially Satisfied (2), Satisfied (3), Exceeded Requirement (4).

7.2 Stage II Co-Creation

The co-creation stage does not include formal evaluation.

LMDA and the Pension Fund in good faith will devote time openly to discuss goals, options, risk and roles with qualified Applicants so the Applicant is in the best position to develop a highly relevant, full proposal, while simultaneously developing shared expectations for how to work with one another in a collaborative manner towards a shared goal.

In the course of such discussions, LMDA and the Applicant(s) might decide not to continue in the process after co-creation due to insufficient alignment on scope, roles, resources or other critical areas of the proposed collaboration. Where significant misalignment appears in the discussion, any such issues will be raised and discussed to determine if there is a way to resolve the issue(s). Confirmation of sufficient alignment prior to Stage III is designed to respect the time and resources required of Applicant(s) to submit full proposals.

7.3 Stage III Proposals Evaluation-Merit Point Method

After STAGE II: Co-Creation, participating organizations may be invited to submit proposals. STAGE III Proposals will be evaluated based on technical merit and budget. Technical merit review is more important than cost. The cost applications of the apparently successful technical applications will be evaluated for cost effectiveness, including the level of proposed cost share.

Applicants should note that co-creation sessions are intended to sharpen the relevance, creativity and feasibility of Stage III proposals while building a shared vision of how to operate as a collaborative team. However, STAGE III proposals will be evaluated on their own merit; no proposal element will be considered as having been adequately covered through previous discussion.

STAGE III Proposals will be evaluated based on technical merit. The cost applications of the apparently successful technical application(s) will be reviewed for cost reasonableness, allowability and allocability as well as overall cost effectiveness, including the level of proposed cost share. Should two applications be equally rated in the technical evaluation, the application with a more cost-effective budget, including its proposed cost-sharing, will be considered superior.

Applicants are encouraged to review the content requirements stated in Section 4.2 above and evaluation criteria below when developing full proposals. It is important to note that the evaluation criteria for Stage III may be revisited before the request for full Proposals is issued to the Applicants.

STAGE III Proposals will be reviewed using adjectival ratings for each of the criteria; adjectives and associated points include: Information Not Provided (0), Significant Weakness (1), Partially Satisfied (2), Satisfied (3), Exceeded Requirement (4).

Review categories and individual criteria include the following. Each criterion will be given equal weight.

1. Firm Capacity

- 1.1. Applicant's experience in similar undertakings with a particular focus on the Applicant's experience managing funds dedicated to investing in at least one of the following impact areas: gender lens investing, youth-owned enterprises, people with disability--owned enterprises, environmental and social impact, climate smart investing, MSME finance
- 1.2. Applicant's core business and its alignment with the goals of the LIIF and TAF
- 1.3. Applicant's experience in assignments of similar magnitude in terms of duration and cost
- 1.4. Applicant's financial capacity

2. Technical Approach and Methodology

- 2.1. The firm must elaborate how the activities will be undertaken and when each milestone will be achieved
- 2.2. Develop the pipeline for projects to be supported under the Fund
- 2.3. Design the structure of the LIIF and elaborate its financing instruments and windows, ensuring that it will meet the dual goals of financial returns for LIIF investors and social impact, including equitable job creation
- 2.4. Design the Technical Assistance Facility (TAF) that will address the business development needs of likely LIIF investee companies, including women and youth-owned businesses and businesses owned by people with disabilities, while also addressing business ecosystem-wide challenges

3. Relevance of professional staff qualifications to the assignment

- 3.1. Thorough knowledge of impact investing and development finance landscape in Lesotho, South Africa, Southern or East Africa regions
- 3.2. Thorough knowledge of Business Development Services (BDS), business climate, ecosystem landscape in Lesotho, South Africa, Southern or East Africa region

- 3.3. Thorough knowledge of investment in key productive sectors in Lesotho, including businesses in the agriculture value chain - with a preference for experience in the horticulture subsector – creative industries, manufacturing and tourism.
- 3.4. Preference will be given to firms that demonstrate a thorough knowledge of best practices in promoting gender and social goals including equitable job creation through impact investment.
- 3.5. Knowledge of the international trading landscape for Lesotho and other Least Developed Countries (LDCs) is preferred.

8. Notification and Negotiation

After review of the proposal(s) and no-objection from MCC per its reserved rights, LMDA will inform the selected Applicant and negotiate the terms of the award. In some cases, modifications to the proposal or adjustments to milestones or budget will be required before finalization of an award.

The Applicant will review the proposed Cooperation Agreement template and identify any specific issues requiring negotiation within 5 business days of notification of intent to negotiate. The Applicant should be prepared to conduct and conclude award negotiations and sign an agreement within 10 business days of notification of intent to negotiate. Negotiations may be completed virtually. The MCC will take 5 business days to review the negotiated Cooperation Agreement. The Cooperation Agreement must be signed within 3 weeks following issuance of the intent to negotiate.

Matters that will be discussed and confirmed during negotiation will include, among any items raised by the Applicant:

- Budgetary items, proposed methodologies, and staffing proposed in the Stage III application
- The provisional milestone and payment schedule to be included in the Cooperation Agreement
- LMDA and the Pension Fund's substantial involvement in the project, including the Partnership Advisory Committee composition and roles
- The start date and end date
- Tax issues
- LMDA and Partner's contributions

General provisions and intellectual property clauses of the Cooperation Agreement are not negotiable. Applicants are advised to thoroughly review the Cooperation Agreement terms.

9. Cooperation Agreement

Once LMDA has concluded negotiations with the awardee, LMDA will inform any Applicant who submitted a proposal but was not ultimately selected at Stage III. In the case that no proposal satisfies the requirements, LMDA would inform any Applicant(s) invited to Stage III that an award will not be negotiated.

Cooperation Agreements are a form of legal instrument used to provide assistance that also facilitate collaboration in the governance and implementation of the project being funded by such

assistance. Applicants are encouraged to review the standard Cooperation Agreement, provided in a separate document that forms part of the RFP announcement package. Features of the Cooperation Agreement include:

- Focus on achieving an objective with a benefit to the public in furtherance of a compact program
- Cost sharing by the Partner
- Substantial involvement by LMDA and the Pension Fund, for example through: 1) participation in a Partnership Advisory Committee, 2) approval of and input into timelines for work plans, or the “cooperation plan,” 3) approval of changes to Key Personnel or consortia members, 4) periodic status reports to LMDA executives or Board of Directors, 5) facilitation of resources, networks or knowledge to advance the shared objective
- Milestone-based payments, with milestones comprised of a combination of results and outputs
- Routine reporting by the Partner and monitoring by a designated Award Manager in LMDA
- Compliance with Millennium Challenge Corporation general provisions, which can be found on the MCC website at: <https://www.mcc.gov/resources/doc/annex-of-general-provisions>.

10. Annexes

10.1 Annex A: Application Submission Form

[Location, Date]

To: [\[Insert point person from LMDA\]](#)

Re: **[Insert Name] Activity; [RFP Number]**

Dear **[Sir/Madam]**,

We, the undersigned, offer to partner with LMDA for the above-mentioned undertaking in accordance with your Request for Partnership (RFP) dated **[Insert Date]** and our Application.

We acknowledge notice of MCC’s Policy on Preventing, Detecting and Remediating Fraud and Corruption in MCC Operations². We have taken steps to ensure that no person acting for us or on our behalf has engaged in any corrupt or fraudulent practices. As part of this, we certify that no attempt has been made or will be made by us to induce any other concern to submit or not to submit an offer for the purpose of restricting competition.

We are hereby submitting our Application, in Association with:
[Insert a list with full name and address of each associated Applicant].³

Our total estimated cost (including our cost share, if applicable) is USD.....

We hereby declare that all the information and statements made in this Application are true and accept that any misinterpretation contained in it may lead to our disqualification

We understand you are not bound to accept any Application that you may receive.

Yours sincerely,

[Authorized Signatory]
[Name and Title of Signatory]

² Available at www.mcc.gov/resources/doc/policy-fraud-and-corruption

³ Delete in case no Association is foreseen.

10.2 Annex B: Past Performance Table

Relevant Past Performance Table

Fund or project name:	Approx. value of the contract or grant (in current US\$):
Country(ies):	Name of client(s) or donor:
Start date (month/year): Completion date (month/year):	Name(s) of joint venture partners, subcontractors, subgrantees, if any:
Name and title of primary client contract manager: <i>Note: if multiple clients were engaged in a fund, repeat client information for each.</i>	Email and phone number of primary client contract manager: <i>Note: if multiple clients were engaged in a fund, repeat client information for each.</i>
Narrative description of project/fund:	
Description of actual services provided by or roles played by your staff for the project/fund:	
Names of team members involved in this activity that are also proposed for the LIIF/TAF activity and their roles:	
Evidence of fund/project performance:	

References of MCC-Funded Contracts

Each Consultant or member of a Joint Venture/Association making up the Consultant must fill in this form and include information about any and all MCC-funded contracts (either with MCC directly or with any Millennium Challenge Account Entity, anywhere in the world) to which the Consultant or member of a Joint Venture/Association making up the Consultant is or has been a party whether as a lead Consultant, affiliate, associate, subsidiary, Sub-Consultant, or in any other role.

Contracts with MCC			
Contract Name and Number	Role in Contract	Total Contract Amount	Employer Name and Address
Contracts with an MCA-Entity			
Contract Name and Number	Role in Contract	Total Contract Amount	Employer Name and Address