



To: Offerors

Date: August 28, 2020

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

Subject: Request for Proposals (RFP) INVEST-059: Digital Stakeholder Landscape Analysis

Due: **3:00 PM EDT on Friday, September 25, 2020**

Dear Offerors:

Enclosed is a Request for Proposals (RFP) to support the implementation of DAI's INVEST project funded by the United States Agency for International Development (USAID). DAI invites firms to submit a proposal for work with the USAID Global Development Lab, Center for Digital Development.

- I. RFP Process and deadlines:** This solicitation will result in the award of one Fixed Price subcontract. The **ceiling of the awarded subcontract** is expected to be between \$200,000 and \$250,000. Please note that because INVEST anticipates making only **one award within the stated ceiling**, Offerors should submit a proposal that is below the total ceiling amount.
1. Submission of Questions – Questions must be submitted no later than **3:00 pm EDT on Friday, September 4, 2020** via email to INVEST_Procurement@dai.com.
 2. Submission of Proposals – Proposals must be submitted no later than **3:00 pm EDT on Friday, September 25, 2020** via email to INVEST_Procurement@dai.com, copying Matthew_Mitchell@dai.com, Talin_Baghdadian@dai.com and Katherine_Tilahun@dai.com. The subject line of the email should be your organization name, followed by “Submission under RFP INVEST-059: Digital Stakeholder Landscape Analysis.” Please certify in your submission email a validity period of 60 days for the price(s) provided and include your organization’s DUNS number. Please limit file submissions to 10 megabytes or less.
- II. Composition of Proposal:** Your organization’s proposal should comprise of the following submission documents. The Technical Proposal and Cost Proposal should be prepared as separate files for independent evaluation, as follows below. Technical Proposals should be submitted as a slide deck of no more than ten (10) slides with a minimum font size of 12, and graphics with a minimum font size of 10. Graphics may be included, so long as text is clearly legible. If text or graphics are of poor resolution, the information provided may not be considered. Submissions in PowerPoint or in PDF are acceptable, although PDF is preferred along with an accompanying PowerPoint document. Please provide a copy of your Cost Proposal in Excel format.

Part 1 – Technical Proposal

Please limit your technical proposal to no more than **ten (10) slides**. The technical proposal is composed of the following three (3) sections:

1. **Technical Approach** – Offerors will detail their approach to fulfilling the accompanying Statement of Objectives (SOO). The approach will clearly indicate how the proposed activities will result in the successful completion of all deliverables and milestones.
2. **Institutional Capacity** – Offerors should provide details about the experience, networks, expertise, or capacity of their firm (or firms if a partnering arrangement is being proposed) to carry out the proposed approach and complete the work as described. This should also include past performance information for similar activities.
3. **Management Plan/Staffing Structure** – Offerors should include details of personnel who will be assigned to the activities described in the technical approach, as well as a clear management plan in narrative form for the development, review, and submission of all associated deliverables, including a milestone schedule.

Offerors are not required to be members of the Partner Network and are permitted to engage in partnering arrangements if it will aid in providing best value to USAID, regardless of whether organizations belong to the Partner Network. If a partnering arrangement is being proposed, please describe the nature of the arrangement, the specific technical value being contributed by each member of the team, and the appropriate management controls to ensure successful delivery. Firms may consider partnering with other firms that bring in complementary skill sets and experience.

In addition to the above, please include the following:

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

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

Part 2 – Cost Proposal

The contract type for this activity is expected to be one Firm Fixed Price Subcontract issued by DAI Global, LLC. Please include your total proposed fixed price along with details for specific deliverable pricing. *Please note that INVEST anticipates making only one award within the stated ceiling and Offerors should submit a*

proposal that at or below the total stated ceiling amount. We encourage all offerors to price their work competitively based on their experience carrying out similar types of work.

Offerors must also include a cost breakdown of the daily/hourly rates for proposed personnel, any other direct costs, indirect costs, and fees if applicable, with a build-up to their total proposed price or include substantiating price reasonableness documentation/justification. Cost breakdowns included will be utilized to determine price reasonableness. Offerors can use the attached cost/budget template for guidance, but are not required to use it, as long as the cost proposal captures the necessary elements (i.e. deliverables table with breakdown of how the deliverable totals were calculated).

Part 3 – Evaluation of Proposal

Evaluation of Proposal: DAI will use best value determination for the award of this Request for Proposals. A best value determination means that, in DAI’s estimation, the selected offeror(s) will provide the greatest overall benefit to USAID in response to the requirements stated in this RFP. DAI may also exclude an offer from consideration if it determines that an Offeror is "not responsible", i.e., that it does not have the management and/or financial capabilities required to perform the work required. Proposals will be evaluated against a stated number of factors, including the overall proposed approach, past performance, specific qualifications in the identified sectors and other evidence substantiating the bidder’s ability to deliver, including budget and time frame considerations. Specific preference will be shown for firms with a demonstrated track record experience developing comprehensive landscape analyses, especially in the technology sector.

1. **Technical Proposal:** The Technical Proposal will be scored and evaluated separately from the Cost Proposal. Technical panel reviewers will evaluate offerors on the following factors, consistent with the offerors’ Technical Proposal. The Technical Proposal will be evaluated against the following criteria:
 - a. **Technical Approach (50 points)** - Points for this section will be awarded based on the information presented in the technical approach. Points will be awarded to firms describing their thoughtful approach to addressing the Statement of Objectives (SOO). The offeror will be scored based on its presentation of a clear approach which reflects the requirements of this specific activity but also incorporates the offeror’s competencies. The technical approach should clearly demonstrate the offeror’s specific approach(es) to complete a comprehensive landscape analysis and facilitate dialogue/matchmaking between identified private sector actors that may develop and launch or collaborate on joint initiatives with USAID Global Development Lab, Center for Digital Development (CDD) technical teams that support the goals of the USAID Digital Strategy and CDD. **Points will be awarded for the following areas:**
 - 1) Ability to research, identify, and evaluate large private sector technology partners with activities and objectives that align with

CDD development targets and the goals outlined in the USAID Digital Strategy;

- J Methodology proposed to conduct landscape analysis – including methods to collect and map data; and
- J Capacity to facilitate and strengthen new and existing relationships between CDD technical teams and private sector actors with aligned objectives to discuss the potential opportunities for collaboration.

b. **Institutional Capacity (30 points)** – Points for this section will be based on information presented in the corresponding section and any submitted past performance case studies. In line with their technical approach, the offeror should demonstrate their:

- J Experience developing comprehensive landscape analyses by collecting information/data through various sources, including personal interviews;
- J Extensive knowledge of and experience in private sector initiatives around development, especially those engagements using technology;
- J Advanced knowledge of and familiarity with USAID’s Private Sector Engagement Policy and the newly-released Digital Strategy; and
- J Access to and familiarity with strong and relevant networks and connections with private sector contacts within the technology field.

c. **Management Plan/Staffing Structure (20 points)** - Points for this section will be based on the qualifications of proposed staff, clear delineation of the roles and responsibilities of each proposed staff and each proposed firm (if firms are partnering), and the demonstrated efficacy and clarity of the management plan. Proposals should provide a clear management plan in narrative form for the development, review, and submission of all associated deliverables, including a proposed milestone schedule. If the offeror is submitting a proposal with partners, the proposal should describe the nature of the arrangement (i.e. added technical value), the division of labor among the partners, and the appropriate management controls to ensure successful delivery. The offeror should demonstrate their proposed staff’s:

- J Management plan for proposed activities, including clearly identified roles for each partner (if applicable);
- J Timeline and deliverables that will result in objectives of SOO being met;
- J Experience of staff to successfully implement objectives of the SOO; and
- J Knowledge and experience with USAID and the structuring of public-private partnerships (Global Development Alliances, etc.).

2. **Cost Proposal:** Cost will be evaluated separately from the technical approach, with due consideration for realism, price reasonableness, and allowability consistent with US government cost principles. Evaluation for this section will be dependent upon all information presented by the Offeror in their deliverable table and supporting cost information, as well as its alignment with the proposed technical approach.

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

Thank you,

DAI INVEST Procurement and Partnerships Team
INVEST_Procurement@dai.com

Statement of Objectives for RFP INVEST-059
USAID's U.S. Global Development Lab, the Center for Digital Development –
Digital Stakeholder Landscape Analysis

INTRODUCTION:

Through INVEST, USAID seeks to unlock the potential of private capital to drive inclusive growth. Increasingly, private investors and businesses are looking to emerging markets for better returns and new market opportunities. Encouraging investment in high-impact areas important to USAID such as agriculture, financial services, infrastructure, energy, clean water, health, and education, requires new forms of collaboration between USAID and the investment community. Specifically, USAID can leverage its resources – grants, technical assistance, guarantees, and convening power – to help raise awareness of investment opportunities, lower transaction costs, and mitigate the risk of investments that generate positive social, economic, and environmental impact.

Through INVEST's flexible buy-in mechanism, USAID Missions and Operating Units are able to access an unprecedented network of firms and individuals that have the range of technical expertise needed to identify opportunities and effectively mobilize private capital toward development priorities. Using a lean approach tailored to high potential opportunities, relevant parts of the network will come together to research, develop, and build specific solutions that align private capital with development needs.

BACKGROUND:

The USAID Global Development Lab, Center for Digital Development (CDD) works to address gaps in digital access, affordability, and the advanced use to further the effective and responsible application of technology and advanced data analysis in developing countries. By supporting these countries as they build their commitments and capacity to fully harness the power of digital technology, CDD helps improve the lives of millions of poor and vulnerable people throughout the world and promotes a path to self-reliance for countries by supporting the development of secure, inclusive, and resilient digital ecosystems and the adoption of digital tools and data-driven approaches that improve development outcomes.

In order to identify solutions that address the gaps in digital ecosystems, CDD will work with INVEST to partner more effectively with the private sector. Priority areas of digital ecosystem strengthening include: developing financial and policy models that create secure, open, reliable, and inclusive connectivity for communities; exploring strategies for effectively mobilizing private capital in rapidly evolving digital markets in ways that foster recognition of and protection for personal rights; and identifying what makes a productive and inclusive relationship between traditional development actors and tech companies in the digital space. By partnering with the private sector as co-creators of market-oriented solutions to address these gaps, CDD will be better able to scale sustainable and effective development outcomes.

CHALLENGE:

In line with USAID's Private Sector Engagement Policy and the newly released Digital Strategy, CDD aims to identify tangible opportunities to partner with private sector firms to develop and

implement solutions that address critical gaps in developing country digital ecosystems. As an initial step to this approach, CDD seeks a partner to map current private sector relationships among the CDD's technical teams and potential opportunities for private sector collaboration by conducting internal interviews to identify contacts with private sector actors across the Center's technical teams and potential activities where CDD can engage with the private sector to achieve its development objectives at a greater scale, sustainability, and effectiveness. During the initial mapping phase, the partner will also research and compile a detailed list of planned, initiated or active projects being implemented by large technology firms where potential collaboration with USAID CDD might be possible in order to expand or generate greater development outcomes through the strengthening of digital ecosystems in countries and/or regions where USAID operations.

In close collaboration with CDD, the implementing partner will then analyze the current relationship map – considering existing Center activities and the USAID Digital Strategy – and the list of private sector-led activities with a high potential to improve digital ecosystems that can help people live freer, healthier, more prosperous lives, to identify key relationships to accelerate or develop in order to facilitate direct collaboration between the private sector firms and CDD technical teams. The overarching goal is for the partner to facilitate and strengthen connections among CDD technical teams and private sector stakeholders where mutually beneficial opportunities are identified. It is envisioned that three (3) multi-level, long-term corporate partnerships between multiple CDD technical teams will be identified through this activity, with at least one (1) concrete collaboration/partnership consisting of matching/leveraged financial resources being committed in a signed memorandum of understanding (MOU).

OBJECTIVES AND ACTIVITIES:

INVEST will support both a mapping exercise and – most importantly – the relationship building/matchmaking necessary to strengthen and/or develop successful collaborations between USAID's CDD and private sector technology firms. This activity will identify large private sector technology partners with activities and objectives that align with CDD development targets and the goals outlined in the USAID Digital Strategy. An INVEST partner will complete a comprehensive landscape analysis and facilitate dialogue/matchmaking between identified private sector actors that may develop and launch or collaborate on joint initiatives with CDD technical teams that support the goals of both the Strategy and Center. The partner will be expected to complete the initial outreach between CDD technical teams and private sector stakeholders, facilitate discussions, and provide technical support, when necessary, to develop concrete and impact-driven MOUs where financial resources are committed to drive digital transformations.

This assistance would include:

-) Mapping of current CDD private sector contacts, relationships, and opportunities for engagement that aligns with the Center's ongoing activities and objectives;
-) Mapping of potential private sector actors, especially large firms in the technology sector, with activities and/or objectives that align with the goals of the USAID Digital Strategy and CDD;
-) Identification of robust, multi-level opportunities where CDD technical teams can engage and collaborate with private sector actors to achieve development goals at greater scale, sustainability, and effectiveness; and
-) Facilitation and strengthening of new and existing relationships between CDD technical teams and private sector actors with aligned objectives to discuss the potential

opportunities for collaboration identified during the mapping exercise. This includes initial outreach, facilitated discussions and technical support to develop concrete and impact-driven MOUs.

Please note that the submitted technical approach should include considerations for the challenges posed by COVID-19. The approach should demonstrate the partner's ability to be flexible and responsive to changing needs and timelines.

DELIVERABLES & IMPLEMENTATION TIMEFRAME:

Illustrative deliverables include:

-) Map of current and past relationships between CDD and private sector firms;
-) A detailed list of private sector-led projects for potential collaboration, identifying at least 3 multi-level partnerships between firms and CDD technical teams;
-) An extensive database of points of contact across the current, past and potential private sector partners identified in the mapping exercise;
-) Report with conclusions, considerations, and recommendations regarding potential ways CDD can improve networking with the private sector to facilitate productive relationships and investment with technology partners;
-) Presentation of findings to USAID and other interagency stakeholders, and participation in working group meetings as deemed appropriate;
-) Facilitated sessions, round tables, or co-creation with USAID and private sector companies identified as having aligned with objectives with the CDD to develop collaborative solutions for future initiatives; and
-) Signed MOUs, public-private partnership Global Development Alliances (GDAs), etc. between USAID and private sector companies as they come to fruition, with at least 1 concrete collaboration/partnership with committed financial resources launched.

General Implementation Structure:

Onboarding and Work-Planning

-) The Subcontractor, USAID CDD, and DAI INVEST teams will meet for an implementation kickoff meeting. The purpose and goal of this meeting is to align expectations and contexts and plan for the activities listed below.
-) Partner Onboarding: DAI will work closely with USAID CDD to provide the selected partner(s) with all necessary context, as well as to develop the work plan(s) for the determined countries.

Implementation

-) Project Implementation: The selected partner(s) will implement the work as prescribed by the work plan. DAI INVEST will provide management support and technical oversight throughout all activities and anticipates working closely with the subcontractor(s) and maintaining ongoing communications through periodic (e.g. weekly and monthly) check-ins/reporting as well as possible onsite meetings. USAID staff will be engaged throughout implementation, supporting the initial identification of challenges and root causes, and providing guidance and feedback as appropriate throughout the activity.

The activities outlined above are estimated to take place over a roughly 40-48 week period starting around October 2020. A deliverables table with an illustrative timeline is offered below;

however, offerors may propose alternate timelines, workplan and level of effort associated with the various components of the activity.

Description	Illustrative Timeframe
Onboarding & Work Planning	1 Week
Landscape analysis of private sector contacts, relationships, opportunities for private sector engagement, and technology firms with objectives that align with USAID CDD and Digital Strategy goals	8-10 Weeks
USAID review and feedback of deliverable	2 Weeks
Development of a database of points of contact and initial outreach of private sector stakeholders identified in the landscape assessment	1 Week
USAID review and feedback of deliverable	2 Weeks
Report with conclusions, considerations, and recommendations for USAID CDD	2 Weeks
USAID review and feedback of deliverable	2 Weeks
Present findings to USAID and other interagency stakeholders	2 Weeks
Facilitate initial discussions, round tables, or co-creations with USAID and private sector companies	8-10 Weeks
Support the continued development of relationships between identified private sector actors and USAID	12-16 Weeks

Contract Type:

DAI anticipates awarding a Firm Fixed Price contract type.