Request for Proposals

Data for Development
May 9, 2017

dial | **Digital Impact Alliance**

UNITED NATIONS FOUNDATION | BILL & MELINDA GATES *foundation* | SWEDEN | USAID FROM THE AMERICAN PEOPLE

Background Summary

The Digital Impact Alliance (DIAL) originated to bring together the public and private sectors to realize an inclusive digital society that connects everyone to life-enhancing and life-enabling technology. DIAL is staffed by a global team of technology researchers, developers, investors, negotiators, and policymakers. It is supported by world-class foundations and development agencies and guided by a board of leading emerging market entrepreneurs, technologists, and development experts. With this leadership, DIAL is positioned to serve as a neutral broker, bring together government, industry, and other development stakeholders to promote new solutions to old problems.
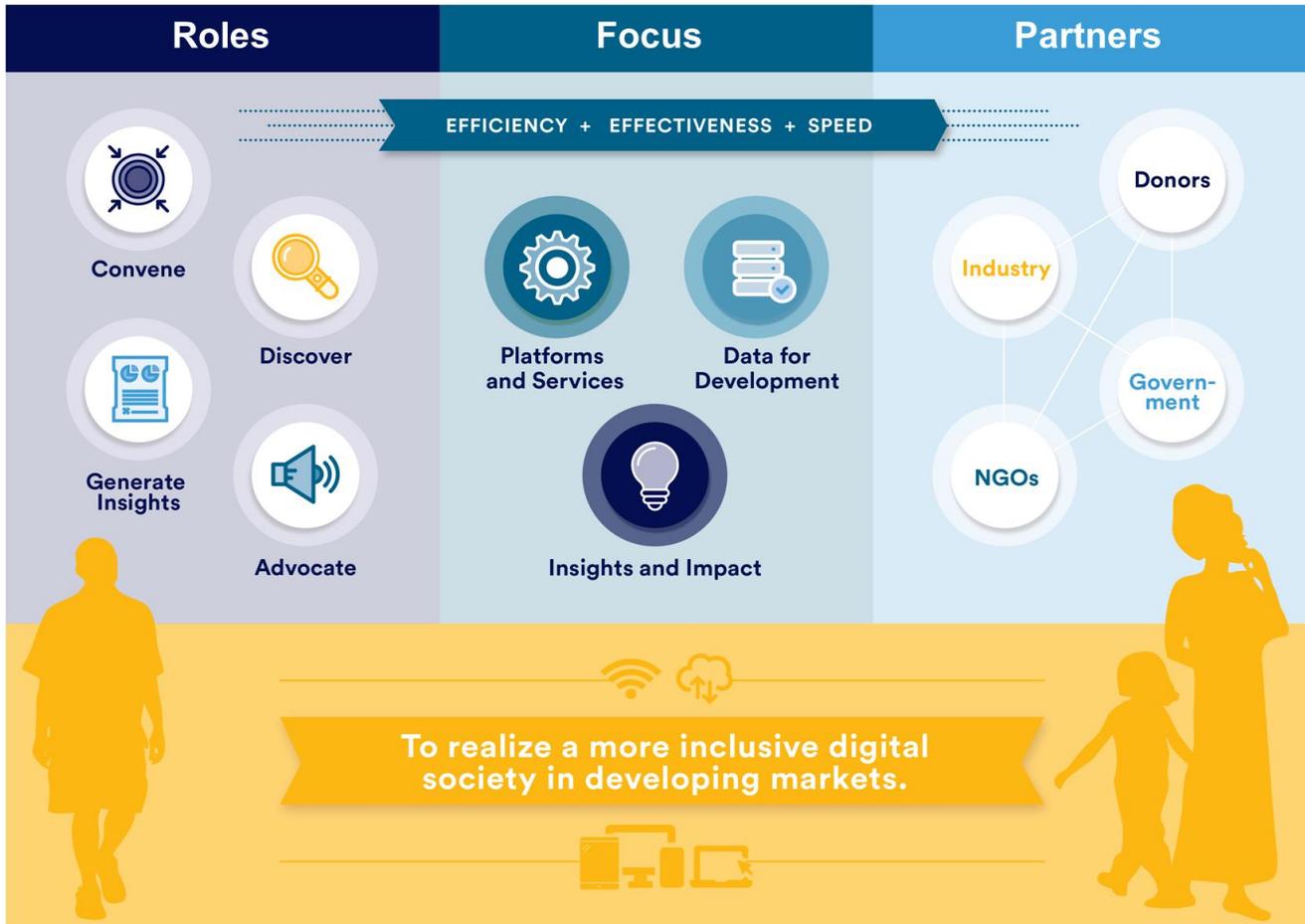
DIAL's role is to convene the community, discover what works and what doesn't, generate insights to help strengthen ecosystem partners, and advocate best practice recommendations.

DIAL is focusing its work in three areas:

- **Platforms and Services (P&S):** DIAL addresses reach and capacity challenges, working to help digital service providers design and deploy their services faster, at a lower cost, and to a wider audience in development markets.

- **Data for Development (D4D):** DIAL accelerates shared value scenarios in technology and economic models, working closely with MNOs and digital data holders. DIAL also supports discussions tackling sensitive privacy and security questions that hinder the public sector and development community's access to and use of data to improve communications and services provided to the people they service.

- **Insights and Impact (I&I):** DIAL produces, curates, and disseminates evidence-based good practices packaged in easy to understand guidance so that governments, technology companies, the development community, and other implementers can quickly use it to inform ongoing efforts to fund, design, and deploy digital services to more people. DIAL then convenes these groups that share advocacy agendas to drive collective impact.

DIAL's Data for Development focus area has three main <u>initiatives</u>:

1. **Data Analysis and Use Demonstrations.** Conduct demonstration projects providing evidence on the viability of platforms and business models for generating mobile and digital data based insights on development topics

2. **Common Data Architecture (HDP).** Deliver a foundational, common data architecture that is robust, scalable, interoperable, and provides open access for supporting programmatic partners' efforts

3. **Policy and Regulatory Support.** Support the enabling environment on regulatory and policy issues that prevent D4D ecosystem holders from achieving meaningful scale; develop, aggregate and disseminate social and business impact knowledge products for D4D

For the purposes of this RFP the Consultant shall focus on *Initiative One and Two*, keeping in mind the strategic requirements for DIAL's overarching D4D strategy. The broad, thematic support areas in Initiative One are outlined below. DIAL is seeking an anchor 'integration' partner that will enable success for DIAL, its stakeholders and its broader network across the above initiatives by driving thought leadership. DIAL further envisions its partner to engage across multiple sectors (e.g. agriculture, public health, infrastructure planning, urban development, food security), domains (e.g. data partnerships, infrastructure, solutions and insights) and countries. This partner must be adept at conceptualizing and prototyping solutions and ideas at a broader, upstream level while deploying these solutions at a local, lower level.

In summary, DIAL is seeking a strategic technology partner to help orchestrate the above needs, in order to effectively address key D4D challenges that are supply oriented, demand oriented, analytics capacity oriented and regulatory environment oriented. Together, DIAL wishes to impact a step-change in the sector by shaping a set of ecosystem-wide prime-mover forces. DIAL is seeking a partner that is able to internalize our mission quickly and be results-oriented from day one.

Guiding principles

DIAL is setup to solve upstream, systems-level barriers in the digital development sector. With that overarching goal, the D4D team is looking to develop partnerships with entities that:
- Advocate 'open' data, 'open source', discoverable formats
- Have flexibility and willingness to learn, share learnings and findings, and adapt to evolving needs and situations
- Demonstrate enthusiasm for joint learning, collaboration and communication
- Can use the power of digital and data to transform the sector and help scale solutions across multiple countries/ geographies
- Bring 'systems thinking' and problem solving skills
- Empathize with social development outcomes, while building the value chain capacity and incentive structures that enable profitable outcomes
- Operate globally and emphasize local capability building
- Demonstrate versatility and diversity in talent/ skills
- Link outcomes and priorities for all stakeholders – from programmatic partners up to data holders
- Drive advocacy and knowledge across communities
- Share the results of the project to people most in need within developing countries
- Promptly and broadly disseminate institutional knowledge and information gained from project

Scope of Work

The Consultant shall provide DIAL with professional and technical Program Management, Project Management and other related management support services as specified in the subsequent Task Orders (covered in Appendix). For the purposes of the RFP we are defining program management as overall support for Data for Development team's Initiatives and Investments portfolio. Specific instances may also apply to in-country programmatic partner support in domain specific interventions. These tasks will help align the following four D4D ecosystem stakeholders (data holders, DIAL, analytics providers, research/ academia organizations and insights users [demand side]) as illustrated:
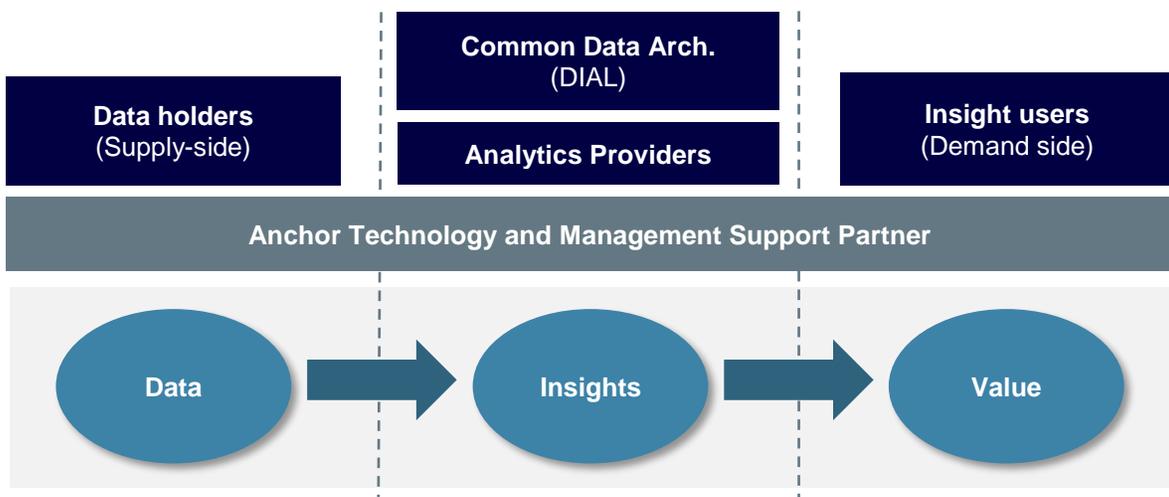
The goal of these services is to provide DIAL with program management and other business management support functions (including individual project or investment level support) that result in measurable improvements in performance and process outcomes related to DIAL's metrics.

1. Problem statement

The potential for using Data for Development has been demonstrated, but limited traction has been achieved. What is missing is scalability and sustainability. The D4D community is fragmented and its actors have separate driving incentives. This lack of coordination among D4D actors has resulted in few scalable use cases that demonstrate the full range of potential of data driven insights for social and developmental challenges.

Although effective use of data can have a transformative effect on societal development programs, several critical barriers remain. More than 95% of the world's data remains locked in proprietary systems, and it is not shared by data holders due to market, business or regulatory constraints. The data paradox is real – value creation is hindered by fragmented technical environments, ad-hoc and unstructured demand, lack of commercial incentives and ambiguous approaches to data acquisition and use that do not safeguard privacy.

There is a need in the market for a fundamental, common data architecture approach that enables data holders (e.g., telcos, geospatial, digital and other data providers) to participate in social impact programs with the same rigor as commercial investments and to solve for the above challenges at scale.

DIAL's Data for Development focus area requires Program Management support services to steer technical, programmatic, and implementation partners to develop the required infrastructural components and services that will match data supply with data demand. These services primarily include, but are not limited to:

- Program planning and integration
- Project management in many areas such as project oversight, communication, risk management, scheduling, estimating and knowledge management.
- Budget planning and execution
- IT capital planning and portfolio management
- Policy management,
- Requirements management
- Software engineering and development support
- Field implementation

2. Goals of the project and key deliverables

DIAL is seeking an anchor technology and management support partner that will enable success for DIAL, its stakeholders and its broader network across the above initiatives by driving thought leadership in the following support areas:

Data Open Source Standards and Architecture
DIAL has a set of evolving investments underway to deliver use cases identified as part of *Initiative One* and seeks a partner that can rapidly come up to speed on these investment use cases and development of their associated data models and insights. The selected partner will collaborate with the existing and evolving ecosystem of partners and support DIAL in endeavors to broaden the investment scope and onboarding of new partners. This partner shall also leverage and, to the fullest extent possible and permissible, scale these data models for broader applicability to other geographies/ use cases. Such a partner shall identify common data elements from telecom consumer/operator data, geospatial data and other digital, global and national data sources to work towards developing a data open source standard.

Further, there is a need to design and launch an open architecture based data platform that will broaden the reach of the use cases and enable rapid, scaled-up prototyping. DIAL's partner will also be an active advocate for sharing all relevant artifacts with the open source community (e.g. code in github).

Data Engineering, Deployment and Sustenance
Closer to maturity of its investments in the D4D use cases, DIAL expects its selected partner to drive, at a global level, at-scale deployments of analytical models, complete with production-ready enablement of interfaces for accessing insights, assurance to provide reliability of insights and ongoing sustenance of the data models and platforms. Given the complexity in managing and maintaining an open source technology stack for the data platform, disparate and multiple data sources from different domains including telecom data, satellite data etc., and an ever-evolving set of data models with sensitive analytical insights, DIAL anticipates its partner to leverage a wide set of capabilities to effectively execute on an ongoing basis.

In the longer term, DIAL also anticipates enabling a commercially self-sustaining model for its successful use cases. Its partner is expected to be in alignment with enabling this objective.

Data Governance and Investment Lifecycle Management
Currently, DIAL has launched a handful of investments in the D4D focus area particularly around Initiative One. DIAL plans to start and scale additional investments over the course of the next year and concurrently will commence new investments across all three initiatives in the next 12 to 18 months. In this early stage, DIAL expects its partner to support and oversee governance processes in three broad areas:

1. Data governance, to ensure data privacy and regulatory concerns are effectively addressed, while ensuring compliance in word and spirit with open data and open-source expectations set forth by the DIAL donors and leadership

2. Operations governance, to work collaboratively with commercial mobile network operators (MNOs) and analytics/ research firms that are currently driving activity sets within those investments, and, distill the learnings and best practices from those

investments for broader, scaled-up applicability of the use cases in the future

3. <u>Business model governance</u>, to monitor investments and their progress and to enable future attainment of commercial viability of such investments

DIAL also expects the partner to be fully engaged in exploring newer collaborative relationships, for example, with programmatic partners in health, agriculture, etc., and enable attainment of common goals.

The Consultant shall provide DIAL with professional and technical Project Management and other related management support services. The nature of this work may require the Consultant to be capable of quick response to stringent deadlines. All work under this contract will fall under the below task areas:

1. Program and Project Management Support
2. Software Engineering/ Development Support
3. IT Capital and Portfolio Management Planning and Support
4. Strategic Planning and Common Data Architecture Support
5. Business Process Reengineering Support
6. Requirement Management Support
7. Government and Policy Management Support

3. Project timeline and expected outputs

Project should commence June 7, 2017 and be completed by June 2018. At that time DIAL will evaluate partnerships against ongoing implementations and seek to review/ extend in order to meet DIAL's strategic priorities.

4. Role of Consultant (including all individuals expected to be part of this work)

The Consultant shall perform management support services in one or multiple task areas below. Under the scope of this SOW, the Consultant shall assist DIAL with developing project and program plans, making recommendations to DIAL in improving existing management processes and practices, and executing decisions upon approval of the plan by DIAL management. The specific task requirements and deliverables will be specified below.

5. Detailed objectives of the deliverables/tasks

We have described the deliverables and tasks in more detail in the Appendix. These tasks are a representation of the types of services the Consultant will provide as the Anchor Technology and Management Support Partner; however, please keep in mind that this is not an exhaustive list and is subject to change as the partnership evolves.

6. Monitoring and Evaluation/Performance Evaluation

DIAL has a defined Results Framework and set of indicators to measure it. Its mission and primary outcomes, defined in its results framework (see Exhibit A), are designed to capture change at the

ecosystem level. The proposed work is meant to help DIAL achieve the second of these key outcomes:

Public service delivery and development programs have improved access to, understanding of, and use of data for development.

DIAL will address monitoring and evaluation for the proposed work at two levels:

1. Assessing the performance of the vendor in executing its contracted deliverables (targets, deliverables, criteria and expectations to be defined in the contract).

2. Ensuring that the Project Management functions taken on by this vendor include project- and program-level performance/monitoring and evaluation that is aligned with and contributes to DIAL's overall Investment Evaluation systems and approach. This will include, at a minimum:

    a. Aligning data collection, management and analysis with DIAL's results framework, indicators, and internal systems
    b. Participating in DIAL-driven evaluations, after-action reviews, learning agendas, or other defined processes relevant to the projects being managed.
    c. Sharing monitoring reports and key findings with DIAL leadership, program management, and Investment Evaluation unit.

DIAL will expect to partner with the selected vendor in establishing the appropriate systems, tools and processes to meet these requirements.

7. Intellectual Property (IP) considerations

DIAL's mission is to create public goods that enable a more efficient digital economy for everyone's common benefit. To serve this goal in partnership with other organizations and individuals, DIAL funds the development of important hardware and software, databases, computer protocols, and useful industry standards.

Intellectual property ("IP") is at the heart of all things creative and inventive. DIAL's IP policy is shaped by our key funders' (i.e., the Bill and Melinda Gates Foundation, United States Agency for International Development (USAID) and the Swedish International Development Cooperation Agency (Sida) policies. DIAL's work products thus must comply with BMGF's "Open Access" policy. Further, any IP DIAL funds should be licensed for free use worldwide. This is accomplished through open source and Creative Commons licensing and by open standards, unencumbered by restrictive copyrights and patents.

The scope of work for this project and deliverables will, as such, abide by DIAL's intellectual property (IP) policy and its donor' compliance requirements. If special considerations are required, DIAL will negotiate those on a case by case basis with selected vendors.

As required by its donors, DIAL is committed to "Global Access". As such, DIAL will ensure that knowledge and information gained from any project and any deliverable produced will be promptly and broadly disseminated under a creative commons license, and any funded developments will be made available at an affordable price to:
a. People most in need within developing countries and /or
b. In support of the U.S. educational system and public libraries, as applicable

DIAL will take into consideration consultants' intellectual property issues as part of the selection process.

Deliverables

The following table reflects the anticipated deliverables and schedule required for this project. Respondents may suggest amendments as part of their proposals, for approval prior to contracting.

#	Deliverable	Description	Estimated completion date
Milestones			
1	Task Kick Off Meeting	The Consultant and DIAL shall schedule a kick-off meeting. Each Task Order awarded against this contract shall have a deliverable schedule. The Consultant shall prepare and deliver a proposed project plan and schedule to DIAL for review and approval.	Upon award
2	Project Plan and Schedule	The project plan and schedule shall include the following: task names, descriptions, planned and actual starting dates, planned and actual completion dates, supporting documentation, and resource names. The Consultant shall incorporate feedback from DIAL and shall provide a final project plan and schedule to DIAL for review and approval. The approved project plan and schedule shall become the baseline for the project.	14 days after Task Kick Off Meeting
3	Ecosystem collaboration	Co-create and align on a set of DIAL partner-wide collaboration principles to help key actors lead the sector to realize D4D vision.	July 31, 2017
4	Design of Common Data Architecture	Development of foundational data architecture (Human Data Platform) and flavors/ instantiations depending on programmatic use cases in-country. Presentable iteration of design due, expected drafts and testing to be done throughout the year.	12-18 months
5	PMO Partner Guidelines Presentation	Draft and develop a presentation that details underlying collaboration principles, how the consultant is supporting DIAL, and the breadth of resources the consultant is bringing as PMO. This will be used to share with future partners and establish working guidelines upfront.	June 21, 2017

6	Best practice support to DIAL partners	Design a cohesive, expansive set of best practices for collaboration across DIAL-wide partners (Phase 1) and D4D actors (Phase 2). These include practices around software engineering and development, design thinking, MNO data analytics, ecosystem-wide collaboration, etc.	First draft due August 31, 2017
7	Initiative wide governance	Working with DIAL leadership and partners, develop a strategic governance model that will 1.) enable day to day collaboration, 2.) provide blueprint for technical governance, 3.) define country-level best practices for program implementation (portfolio governance)	Per program implementation
8	Innovation agenda	Share a strategic digital innovation agenda and proposed mechanisms for infusing key learnings from evolving technical, business and impact sector landscape into DIAL investments on an ongoing basis	First draft due August 31, 2017
Ongoing support			
9	Informal Project Status update	The Consultant shall prepare and deliver more frequent informal written or verbal status updates as requested by DIAL on each Task. The status reports shall include the labor category, work activity, and hours worked by name for all individuals charging work to the Task.	At minimum weekly
10	Monthly Project Status Report	The Consultant shall prepare and deliver periodic formal written status reports updates monthly on each Task. The status reports shall include the labor category, work activity, and hours worked by name for all individuals charging work to the Task, tracked on a weekly basis.	Monthly
11	Design of sustainable model	Develop collaboration plans with DIAL's Initiative 1, 2 and 3 partners to steer technical, programmatic, and implementation support.	Per program implementation
12	Program partner support	Work closely with programmatic partners (development sector, country) to implement technical, business and governance solutions as per program needs.	Per program implementation
13	In-country implementation	Provide on-going PMO, and additional support (as outlined in program requirements above) to DIAL and program partners in selected countries.	Per program implementation
14	Insights generation	Provide robust, ongoing mechanisms (APIs, end-points, dashboards, visualizations) for accessing and embedding insights by demand side partners.	Per program implementation (in-country and common data infra-level)
15	Analytic process design and iteration	Define and optimize DIAL ecosystem processes and systems to enable execution of complex big data projects (demonstrate via selected investments)	Per program implementation

16	Digital capacity/ Incubator build up	Support DIAL in the buildup of a digital capacity model providing a robust set of impactful applications and services.	Ongoing
17	Business Model development	Rigorously test ideas around creating a sustainable business model in the data for development ecosystem, (e.g. recommendations on scaling, compensating data holders)	Per program implementation (in-country)
18	Training	Ensure knowledge transfer to DIAL, its partners and community. Develop training guides.	Ongoing
19	Knowledge Management	Continually share project outcomes and key learnings with DIAL, its partners and D4D/ social impact ecosystem, create knowledge and insights products (working with DIAL D4D and I&I teams), conduct end-to-end knowledge transfer on projects to DIAL teams and staff. Format includes but is not limited to blog posts, white papers, presentations, workshops, etc.	Ongoing

Project Period of Performance

DIAL expects the project will launch its preparation phase by June 7, 2017 and expect ongoing support to end June 2018. At that time DIAL will evaluate partnerships against ongoing implementations and seek to review/ extend in order to meet DIAL's strategic priorities.

Proposal submission requirements and evaluation criteria

Proposal submissions, which may be created in Word, PowerPoint, or a combination of the two, must include the following components. Respondents may include additional elements as needed.
- Proposed approach
    - Demonstrate understanding of the project objectives
    - Describe approach and methodologies, as applicable
    - Describe project management approach, including timeline and any recommended updates to timeline provided above, including timing and level of effort on the part of the DIAL team, e.g. to participate in scoping and requirements workshops, iteration junctures, performance evaluation, etc.
    - Approaches to embedding flexibility and capability to scale-up/ down support in the entirely of the partnership, including staffing, commercials, expertise provided, regional support, breadth and depth of services offered, etc.
- Staff and team structure
    - Identify the team structure, including roles, responsibilities, resumes (for key individuals) and level of effort of staff and any sub-contracted resources. For sub-contracted resources please include resumes in the appendix of the proposal.
    - Provide rationale and background on any sub-contracted firms or individuals
- Relevant experience
    - Demonstrate firm and key participants' experience relative to the scope of work
    - Experience working with emerging markets and the field of global development

- – Experience in transferring, translating and diffusing knowledge products to broader community use
- – Experience delivering innovative, digital-transformation led projects
- – Provide at least 3 examples of similar work
- Demonstrate experience with operating models with the following characteristics
  - – Deep technological expertise in directly attributable D4D areas
  - – Advocating 'open' data, 'open source', discoverable formats, etc.
  - – Flexibility and willingness to learn, share learnings and findings, and, adaptability
  - – Joint learning, collaboration and communication
  - – Scaling across multiple countries/ geographies
  - – Empathizing with social development outcomes
  - – Creating sustainable pricing mechanisms and commercial levers, as well as effective business models, especially for data monetization (data as a strategic asset)
  - – Operating globally and emphasizing local capability building
  - – Versatility and diversity in talent/ skills
  - – Linking outcomes and priorities for all stakeholders – from programmatic partners up to data holders – to deliver transformational impact
  - – Driving advocacy and knowledge across communities
  - – Building out of impact across demand side value chains
  - – Significant sector partnerships/ relationships
  - – Innovation-driven approaches
- Budget
  - – Provide a detailed budget, including assumptions and costs and level of effort for staff and any sub-contractors
  - – Provide professional fees budget, including cost and level of effort per staff member
  - – Provide separate line item for any sub-contractors
  - – Provide expenses budget by type of expenses, e.g. travel, research, etc.
- References
  - – Provide names and email addresses of at least two prior client willing to discuss their experiences working with you.

DIAL will review all written proposals, and may request a phone or in-person interview and/or updated submission to address questions or provide clarification. DIAL will evaluate proposal based on the criteria listed above, and on the proportional value between competitive pricing and scope.

Submission format and timeline
- All submissions are due on May 22, 2017 by 11:59 PM EDT.
- Questions and clarifications will be communicated to Respondents between May 26 – June 1 with a kind request for prompt turnaround on part of the Respondents.
- The selected Respondents will be notified on June 2, 2017 by 6:00pm EDT
- Please send all EOIs and email submissions to RFP@digitalimpactalliance.org
- In case respondents encounter a problem submitting, please contact Syed Raza at sraza@digitalimpactalliance.org

Questions and answers

Please forward any questions to RFP@digitalimpactalliance.org by May 15, 2017. DIAL will make every effort to respond to questions within 24 hours, and may choose to share the questions and answers from these bilateral discussions with other Respondents.

Intent and disclaimer

This RFP is made with the intent to identify a consultant to deliver results as described in this RFP. DIAL will rely on Consultant's representations to be truthful and as described. DIAL assumes it can be confident in Consultant's ability to deliver the product(s) and/or service(s) proposed in response to this RFP.

If DIAL amends the RFP, copies of any such amendments will be sent to all Respondents.

Contract terms

DIAL will negotiate contract terms upon selection. A copy of the contract terms and conditions will be provided upon selection.   All contracts are subject to review by UN Foundation's Business Services Budget Reporting (BSBR) team. Once a draft contract is reviewed by BSBR, DIAL's Grants Manager will contact the Consultant. The project will start upon the execution of the contract. The contract will outline terms and conditions, scope, budget, and applicable flow-down terms.

Release

Consultant understands that DIAL has chosen to solicit an RFP for consulting services, and that Consultant's response does not guarantee that DIAL will enter into a new contract with Consultant or continue any current contract(s) with Consultant.
Consultant agrees that DIAL may, in its sole discretion:
  • Amend or cancel the RFP, in whole or in part, at any time
  • Extend the deadline for submitting responses
  • Determine whether a response does or does not substantially comply with the requirements of the RFP
  • Waive any minor irregularity, informality or nonconformance with the provisions or procedures of the RFP
  • Negotiate with all consultants UNF deems acceptable
  • Issue multiple awards
  • Copy the responses

This RFP is not an offer to contract. DIAL assumes no responsibility for Consultant's cost to respond to this RFP. All responses become the property of DIAL.

The Consultant, by submitting a response to this RFP, waives all right to protest or seek any legal remedies whatsoever regarding any aspect of this RFP.

Consultant represents that it has responded to the RFP with complete honesty and accuracy. If facts provided in Consultant's response change, Consultant agrees to supplement its response in writing with any deletions, additions, or changes within ten (10) days of the changes. Consultant will do this, as necessary, throughout the selection process. Consultant understands that any material misrepresentation, including omissions, may disqualify it from consideration for a contract award.

Consultant understands it may receive proprietary and confidential information from DIAL during the RFP process ("Confidential Information"). Consultant agrees to not use Confidential Information for any purpose other than its participation in the RFP process and to not reveal Confidential Information directly or indirectly to any other person, entity, or organization without the prior written consent of DIAL. Consultant further agrees to exercise all reasonable precautions to maintain the proprietary and confidential nature of Confidential Information where it can best demonstrate its value and capacity to delivery ecosystem-wide, meaningful value.

Exhibit A: DIAL's Results Framework

Mission – Strategic Goal	The digital ecosystem can more efficiently and effectively produce and adapt digital platforms and services, share data and insights targeted at accelerating the rate at which any developing country can achieve an inclusive digital society.		
Primary Outcomes	**Primary Outcome 1:** By FY19, providers of digital development services can design and deploy their services faster, at a lower cost and to a wider audience in select countries (Platforms and Services)	**Primary Outcome 2:** By FY19, in select countries, public service delivery and development programs have improved access to, and understanding of, and use of data for development (Data for Development – D4D)	**Primary Outcome 3:** By FY19, governments, funders and implementers adopt emerging good practice when they fund, design and deploy digital services (Insights and Impact)
Intermediate Outcomes	1.1 By FY18, developers of digital development services leverage standard digital development tech stacks for designing and deploying their services	2.1 By FY19, in select countries, providers of public services and development agencies can access and use insights and indicators based on mobile and digital data	3.1 By FY19, target DSPs have access to emerging good practice for more efficient and effective design and deployment of digital services
	1.2 By FY18, providers of digital development services have streamlined access to channels that allow them to reach more users	2.2 By FY19, stakeholders have access to common public goods (e.g. APIs, tools, knowledge products) on how to generate D4D	3.2 By FY19, target funders have access to emerging good practice and increasingly collaborative approaches for impactful digital development investment
			3.3 By FY19, target policy makers accelerate adoption of emerging good practice in policy and regulatory for digital development

Appendix: Detailed objectives of the deliverables/tasks

TASK 1: Program and Project Management Support

The Consultant shall provide program (initiative level) and project management (investment level) support to investment teams executing DIAL 's business initiatives and missions. The Consultant shall provide certified program and project managers who meet the minimum requirements as defined in each task.

<u>Program Management Support</u>
The Consultant shall assist DIAL with developing processes, methods, standards and training for executing overall program management with DIAL-determined levels of rigor. The Consultant shall introduce industry best practices in project management, and work with the respective DIAL officials to obtain approval and support implementation at the appropriate level.

The Consultant shall assist the DIAL leadership and staff with the program management function. The Consultant shall provide recommendations in the areas below to DIAL program staff, and assist with the execution upon approval by DIAL. The type of program management activities anticipated are, but not limited to:

- Program Assessment: feasibility studies, impact analysis, position papers and action items
- Program Planning: life cycle cost definition, cost/benefit analysis, requirement management, scope management, resource management, implementation plan development and management, schedule management, and dependencies management
- Program Performance: program metrics, timeline and milestones, and action item management
- Communications: stakeholder management (under direction of DIAL)
- Risk Management: risk management planning, threat and vulnerability assessment, risk identification, analysis, response, monitoring and control
- Program Review, Oversight, and Reporting: resource, schedule and change management
- Program Management: vendor management, workflow management, post-production operation management and benefit realization
- Process Management: document processes, conduct customized training sessions on processes and coach DIAL project managers on specific processes.
- Preparation, review and editing of: investment proposals, business justifications, program management artifacts and program briefings and reports

- *Performance Evaluation Support*
  The Consultant shall provide monitoring and evaluation of DIAL D4D initiatives, investments, programs, projects and services at the request of the COR with focus on resource, schedule and performance baselines to determine known and unknown risks, improvement opportunities and overall program/project health and achievements of outputs and outcomes. The Consultant shall also validate that DIAL's objectives are reflected in the program and project requirements of future partners. The Consultant shall assess program and project to ensure continuous justification. The Consultant shall assess program and project alignment with the DIAL and the future Common Data Architecture. The Consultant shall identify upcoming initiatives, investments, programs, projects and services milestones, evaluate requirements for in-depth technical review (with the support from technical subject matter experts) and prepare and

maintain an associated schedule. The Consultant shall provide support to programs to update program baseline documentation to implement recommendations. The Consultant shall perform independent analyses, provide independent status report and assessments as required, share learnings with DIAL staff and leadership, and analyze program status to predict program/project progress at selected milestones or fiscal year end.

- *PMO Communication and Outreach Support*
  The Consultant shall provide support in developing and maintaining PMO charters and communication plans. The Consultant shall identify stakeholders of the PMO and develop strategies to engage and maintain relationships with its stakeholders. The Consultant shall assist with external PMO communication via e-mails or the use of existing tools.

- *Budget, Financial, and Cost Management Support*
  The Consultant shall assist DIAL D4D with budget formulation and execution to include all phases of the budget life cycle. The Consultant shall provide support for preparing annual operating plans and financial reports, developing budget justifications, conduct budget analysis, preparing budget exhibits, and maintaining a budget database and tools. The scope of support will include DIAL's overall Initiative One, Two and Three investments, and output will be oriented to managing day-to-day operations, monthly and quarterly reporting, DIAL senior management, partner, board and donor support. The tasks may include but are not limited to the following:
  - Assist in data collection, data tracking and document production by developing and producing budgetary reports and charts for DIAL management.
  - Develop budget variance analyses and projections that support budget execution and formulation with a focus on budget status, variance and budget projections.
  - Prepare monthly plan analyses to inform management on budget status.
  - Develop written budget justification narratives to support future budget requests.
  - Develop briefing packages for program reviews for current and budget year status
  - For IT investments, work closely with DIAL staff to develop project tracking and status reports for the approved IT portfolio.
  - Review and analyze budget requests consistent with management guidance.
  - Interpret and assess the impact of updates to budget requests.
  - Develop database reports from the system of record for project status on budget allocation and commitment status.
  - Prepare budget templates to include detailed data for each DIAL initiative, investment and project
  - Document procedures for major requirements above and report on any challenges.

Project Management Support
The Consultant shall perform project management support services under the oversight of DIAL program managers. The Consultant shall serve as an independent entity supporting DIAL staff in initiating, planning, executing, monitoring and closing DIAL projects. DIAL will determine project management activities required for each specific investment; however, an investment may require the entire range of project management activities that include but not limited to:

- Integration Management
- Schedule Management
- Software engineering
- Risk and Issue Management

- Stakeholder Management Support
- Quality Management
- Communication Management
- Cost Management Support
- Scope Management
- Acquisition Support
- Resource Management

The Consultant shall also assist with the preparation, review and editing of 1) investment proposals and business justifications; 2) project management artifacts; 3) project life cycle and user documentation; 4) standard operating procedures, and 5) business process documentation. As requested by DIAL, the Consultant shall assist with the preparation, review and editing of technical documents and reports for IT investments.

- *Integrated Master Schedule (IMS) Support*
As requested by DIAL, the Consultant shall assist in the creation, update, management, and analysis of integrated master schedules for projects and programs in accordance with work breakdown structures (WBSs) and perform overall analysis of labor, schedule, risk, trigger dates, resource needs, dependencies, discrepancies, conflicts, and performance on a regular basis to identify issues and items on the critical path. The Consultant shall provide IMS status reports and actively participate in the Critical Path assessments. Furthermore, the Consultant shall coordinate the agendas used during program and project meetings across the portfolio with internal and external stakeholders, assist with the development of the associated presentations, prepare minutes and track/close out action items, and identify overarching program issues.

- *Integrated Process Team (IPT) Support*
The Consultant shall support IPTs and other ad hoc forums and ensure that regulatory and programmatic considerations are included as a part of the discussions. The Consultant shall provide the necessary documentation support to include the development and coordination of reports, action items, briefing charts, etc. The Consultant shall support the development and review of draft process documentation and reports, prior to submission for approval.

- *Program and Project Acquisition Support*
The Consultant shall work with DIAL staff to develop and implement the acquisition strategy for assigned projects or programs. The Consultant shall support acquisition activities such as conducting market assessment, and assisting with the preparation of acquisition documents, plans, and performance measures. The Consultant shall provide reports of emerging industry capabilities and technologies to fulfill DIAL requirements. The Consultant shall provide support and recommendations for the capture, analysis, assessment, reporting, and development of acquisition baselines for assigned programs, projects, services, and initiatives. The Consultant shall assist DIAL with developing and/or reviewing acquisition documents to include, but not limited to: Requests for Information (RFIs), Sources Sought, Market Surveys, Industry Day material, Q&A's, Statement of Work (SOW), Request for Proposals (RFPs), and Requests for Quotes (RFQs). All information must be prepared and coordinated with DIAL input and direction.

- *Project Reviews Support*
The Consultant shall prepare and coordinate project reviews and participate in forums such as DIAL Board meetings or equivalent, and other briefings as required. Reviews may include assessment of project risks and risk mitigation planning, implementation and reporting. The

Consultant shall assist with reviewing project documentation, developing project performance measures and reports, facilitating reviewing meetings, taking meeting minutes and tracking and reporting post meeting actions.

- *Project Management Training Support*
  The Consultant shall provide training to DIAL's project managers, executives, and business leads as needed on the purposes of project and program management with focus on the standards and methodologies used at DIAL. The Consultant shall develop tailored training materials and deliver training using a variety of venues such as classroom, web based or workshops. The Consultant shall also coach the DIAL program and project managers on DIAL's project management policies and requirements, and the use of project management tools and templates.

TASK 2: Software Engineering/ Development Support

The Consultant will provide a cohesive, expansive set of software engineering and development services leveraging best practices in globally distributed development and delivered via an appropriate commercial model that is aligned with DIAL's overarching strategy and maturity. The intent of these services is to enable effective implementation of Initiative One & Two investments. The Consultant will support program partners, reduce cost and friction for data holder participation, provide cutting edge insights and analytics to stakeholders including demand side partners and public sector policy makers. The Consultant will be responsible for scaling, replicating and implementing commercially viable D4D solutions in DIAL's selected markets as well as enabling an "open standards" driven platform that will help DIAL meet its organizational objectives. These include:

- Common Data Architecture development
- Analytics capacity development, and creating impact through insights by leveraging platforms built for scale and harnessing data
- Leveraging 'big' data sets for shared value proposition
- Data exchange platform for seamless integration between different data sets
- Supply side mechanisms for data access and use
- Demand side development and sustenance
- Data protection, privacy and security guidelines
- Open source software development
- D4D public good generation
- Decision management platforms
- Commercial model generation and monitoring

Where possible, Consultant will utilize existing platforms and accelerators that can solve specific social impact problems with domain specific variants. The overarching objective of the above approach, to be further refined with partners, is to achieve faster time-to-market with D4D implementations while ensuring ecosystem collaboration.

TASK 3: IT Capital and Portfolio Management Planning and Support

The Consultant shall first provide project portfolio management and administrative plan and then support it at different projects. The plan should cover support services related to the development,

tracking, analysis and management of DIAL investments including, but not limited to investment prioritization, selection, budget formulation, investment control and evaluation. The Consultant shall administer and maintain DIAL's budget planning, formulation and execution databases and applications. The Consultant shall assist with the development, documentation, publication, and update of DIAL's capital planning and portfolio management processes and procedures.

- *Investment Data Support*
  The Consultant shall support DIAL in gathering and analyzing data on investments and presenting results to DIAL management. The Consultant shall support DIAL staff in developing a portfolio summary and investment reports, preliminary cost estimates, project requests, program plans, budget support documents, and business cases.

- *Capital Planning and Portfolio Management Process Support*
  The Consultant shall implement established policies and procedures for planning, and executing information technology investments. The Consultant shall support investment selection, control and evaluation following DIAL's guidelines. The Consultant shall assist DIAL with the whole range of portfolio management activities that include but not limited to investment categorization, prioritization, governance, performance assessment, and reporting. The Consultant may also be asked to provide support in evaluating and recommending automated tool(s) for capital planning and portfolio management, and assist with the implementation, administration and enhancement of the tool(s) as specified.

- *Capital Planning and Portfolio Management Process Improvement Support*
  The Consultant shall provide consulting services for improving the efficacy of the DIAL's IT capital planning process while reducing process complexity and burden. The Consultant shall introduce and assist in the implementation of industry best practices in capital planning and portfolio management. The Consultant shall identify existing tools and artifacts such as forms, reports and analyses that can be easily customized to meet the DIAL's portfolio management needs. The Consultant shall support DIAL in developing portfolio management guidelines, investment prioritization strategies and investment performance metrics in order to improve the management of DIAL's investments as well as to enhance the decision-making ability by DIAL management.

- *Resource Management Support*
  The Consultant shall assist DIAL with developing capacity planning and recourse management strategy. The Consultant shall track investments and general resource allocation based on the information in the approved project schedules and the IMS. The Consultant shall provide periodic resource loading charts and tracking Gantt charts of full project schedules.

TASK 4: Strategic Planning and Common Data Architecture Support

- *Strategic Plan Creation*
  The Consultant shall assist DIAL with drafting, updating and maintaining strategic plans for each D4D initiative. The Consultant shall review current strategies in support of DIAL's missions and strategic goals as well as other supporting documents; interview executive leaderships; validate alignment to higher level strategies and develop performance measures. The Consultant shall support development of roadmaps that enable achievement of strategic objectives over the planning cycle.

- *Common Data Architecture Plan*
  The Consultant shall assist DIAL with development of a Common Data Architecture that ensure alignment of business, process, data and technology, and deliver capabilities required to fulfill DIAL missions. The Consultant shall assess the current (as-is) state and develop future state (to-be) architecture that supports DIAL's strategies and priorities. The Consultant shall establish standards for the DIAL processes related to data, systems, security, and information technologies. The Consultant shall also conduct gap analysis and develop roadmaps to help the DIAL achieve its future state.

TASK 5: Business Process Reengineering Support

The Consultant shall collaborate with DIAL within country or specific use cases in developing the framework, document and map existing and new processes, facilitate process improvement workshops and meetings, develop metrics, utilize appropriate process re-engineering techniques and methodologies, establish internal controls, provide process improvement expertise and recommendations, develop and present oral and written documentation related to process improvement projects, program or requirements analyses or organizational studies, as required, and develop and populate a knowledge base as part of the process improvement program.

- *Process Reviews Map*
  The Consultant shall schedule, participate, and/or facilitate interviews, workshops, and meetings designed to collect information from stakeholders in order to review, analyze, document, and map "as is" and "to be" processes.

  - *As-Is Process Map*
    The Consultant shall investigate and map current and proposed DIAL (and its partners') work processes using industry standard tools and techniques. The Consultant shall define Process Parameters: objective and definition, owner(s), stakeholder(s), related processes, involved parties, communication interfaces, IT requirements, and other appropriate dependencies. Process Flow: input, output, steps, activities, owner, and dependencies. Rules and Regulations: rules, regulations, and/or policies that govern the process. The Consultant shall analyze existing work practices, identify gaps and opportunities for improving cost or operational efficiencies through workflow redesign, and quantify the benefits of such redesign.

  - *To-Be Process Design*
    The Consultant shall analyze the data collected to determine deficiencies, obstacles, and opportunities for improvement. This will be geared towards meetings the needs of DIAL's in-country program partners. The Consultant will define and design a recommended end state or the "To-Be" process using industry standards and best practices such as LEAN, Six Sigma, Agile and CMMI that will lead to substantial improvements in efficiency and effectiveness over time. The Consultant shall conduct gap analysis between the current process (As-Is) and the desired end state (To-Be). The objectives of the comparison are to highlight functional differences, identify activities required to attain the recommended end-state, identify needed human, financial, and technological resources and anticipated process owners and stakeholder roles and responsibilities. The Consultant shall assist DIAL with socialization of the To-Be process across all stakeholders to obtain consensus for implementation.

- *Process Documentation Support*
  The Consultant shall document the As-Is and To-Be processes using industry standard notations including process flow charts and diagrams, narrative descriptions and any analyzes performed. The Consultant shall maintain the documentations as required.

- *Process Implementation Support*
  The Consultant shall develop alternative work processes, define implementation strategy, prepare implementation documentation, and develop supporting business rules to implement the improved To-Be process. The scope of these engagements shall be driven by DIAL's partner landscape. The implementation plan shall translate the required changes into a defined work plan that covers all changes needed to be done to reach the target process. The plan shall align the organizational structure, information systems, and policies and procedures with the redesigned processes. The Consultant shall assist with market research for products available that fit the requirement of the new process, and make product recommendations if required. The Consultant shall provide support to develop business and technical requirements for the To-Be process and provide implementation support during the deployment of new business processes or automated workflows.

- *Process Metrics and Implementation Plan*
  The Consultant shall work with DIAL staff to develop appropriate process metrics and establish processes to measure, and ensure reports contain relevant information regarding the process performance. The Consultant shall collaborate with management and process owners in the development and deployment of Service Level Agreements for transactional procedures, when necessary and appropriate.

- *Process Tools Support*
  The Consultant shall research commercial off-the-shelf for potential use in process automation, workflow management, or process design. The Consultant shall work with DIAL staff to plan and implement commercial off-the-shelf process management tools.

- *Process Training Support*
  The Consultant shall provide advice, guidance, and training in the use of process reengineering methodologies and techniques for business process re-engineering, or other related process improvement tools, especially any tool selected for use as a standard tool within the framework. DIAL anticipates majority of support to be required in our target markets in Sub-Saharan Africa, South-east Asia and Central and Latin America. The Consultant shall:
    - develop and maintain training documentation on improved processes, when deemed necessary by the subject matter experts.
    - deliver informal and formal training sessions on improved processes to DIAL staff and its network of in-country partners.

TASK 6: Requirement Management Support

- *Requirement Management*
  The Consultant shall support DIAL in defining and implementing requirements management processes in order to effectively manage its investments and key programs. The requirements gathered using the process shall be sufficient to 1) describe business problems to be solved in non-technical terms; 2) map to the common data architecture; 3) define technical solution alternatives; 4) generate sound use cases; 5) translate requirements into system requirements

for IT implementation, and 6) address ongoing maintenance of requirements during the project life cycle. The Consultant shall document the procedures associated with the requirements management process and conduct training sessions for the DIAL staff and key partners. The Consultant shall assist in developing a requirements document template that dictates a standard format (including document sections or areas to be covered) to be followed for all requirements documents. It should provide examples of the level of detail to be included to drive consistency in requirements documentation.

- *Requirements Analysis*
  The Consultant will work with stakeholders to elicit and fully document functional requirements that accurately reflect requirements and business processes verified by stakeholders. The Consultant shall gather and analyze DIAL's functional needs from an end-user's perspective, define current (As-Is) and target (To-Be) business processes and prepare gap analyses. The Consultant shall suggest improvements in business processes, including where IT can be leveraged to improve productivity and quality of service, and develop use case scenarios that model the desired business workflows using industry standard notations. The Consultant shall define data requirements in accordance with the required information flow in the desired business process. The Consultant shall work with program staff to develop appropriate process metrics and establish processes to measure process performance and business outcomes. The Consultant shall collaborate with management and process owners in the development and deployment of Service Level Agreements (SLA) for transactional procedures, when necessary and appropriate. The Consultant shall document business and functional requirements in detail using standard techniques, tools and templates accepted by DIAL.

- *System Requirements Plan*
  The Consultant shall develop system requirements with detailed documentations, performance specifications, system specifications, data specifications, and interface specifications. This work will be driven in conjunction with DIAL's Initiative One and Two investments. The Consultant shall analyze information requirements; analytically and systematically evaluate problems of workflow and organization; and plan for corrective action. The Consultant shall develop plans for automated information systems from project inception to conclusion. The Consultant shall analyze the problems and the information to be processed and develop system requirements and application specifications, from which developers will prepare detailed workflows, applications designs, solutions and tests. The Consultant or shall develop, in conjunction with functional users, alternative solutions. The Consultant shall maintain and update system requirement documents throughout the project lifecycle, and produce standardized documentation (e.g., user guides, requirements documents, requirement traceability matrix (RTM), on-line Help, standard operating procedures (SOP), system specification, interface document, and other documentation).

TASK 7: Governance and Policy Management Support

The Consultant shall work with governance and policy owner's designated subject matter experts to revise existing policy documents and, when indicated, establish new policy documents, within the context of DIAL's mission. All policy development and documentation will be under the strict oversight of DIAL staff

- *Policy Review*
  The Consultant shall review and analyze current statutes, regulations, policies, legislations, directives and mandates to ensure compliance, and provide an assessment on the future impact to local policies, guidelines, and operating procedures as well as to future DIAL programs, projects, services, initiatives, and other acquisition related matters. The Consultant shall provide subject matter expertise to ensure compliance with current statutory and regulatory requirements, to include tailoring of these requirements, as permitted. The Consultant shall review the references available to customers and provide recommendations to DIAL for consideration of potential changes to policy, guidelines, directives, instructions, regulations, processes and procedures required in support of DIAL's mission.

- *Policy Development and Communication*
  The Consultant shall assist DIAL and its subject matter experts in analysis, evaluation, development, creation, rescission, and whenever possible, consolidation of policies, guidelines, and operating procedures. The Consultant shall facilitate communication among all stakeholders. The Consultant shall support dissemination of policy-related information in appropriate forums.