

# Request for Proposals

Category Management Guide for Procurement of Digital Technology

March 12, 2020



## Background

DIAL originated to bring the public and private sectors together 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 uniquely positioned to serve as a neutral broker, bringing together government, industry, and other development stakeholders to promote new solutions to old problems.

DIAL is working with digital development partners across the ecosystem to conduct research, share practical knowledge and advocate for the implementation of emerging good practice in digital development. DIAL is currently active in projects in Mozambique, Malawi, Tanzania and Sierra Leone. With new knowledge generation and greater collective action, the benefits of digital services can reach the underserved faster, more efficiently and through mechanisms that more directly address the challenges and opportunities they face in their lives. One area of focus for DIAL is the financing and procurement of digital technologies, and the collaborative business models that can enable or underpin their drive to scale.

## Investment Description

Various agreements, accords and partnerships (BUSAN Partnership, Accra Accord, UNCTAD), call on country governments to assume the driver's seat in their development agenda and take a more proactive role in managing the allocation of external development finance to align with their national development priorities. DIAL supports these calls and regards them as particularly relevant to technology investments within the development sector. We believe that many low and middle income governments in receipt of development finance may not have the tools at their disposal to translate national digital strategy into procurement activity, either by themselves or through implementing partners, and thus fail to assume the driver's seat when it comes to investment in digital in their nations.

Public procurement represents a significant portion of public spending and is a powerful tool for using public money in an efficient, sustainable and strategic manner. It is a fundamental element of investment and is a crucial pillar of strategic governance and service delivery. Many governments have established national digital transformation strategies that seek to harness the power of technology to deliver better services to their citizens. However, implementation of those strategies through the procurement decisions made across government and their implementing partners is challenging and often fails to deliver due in part to a lack of specialization in procurement of digital technology.

DIAL intends to invest in a toolset for governments to assist them to establish and operate a specialized digital technology procurement category. Category management is a strategic approach to procurement whereby the organization segments its spending on goods and services to arrange it in discrete groups depending on the functions of these goods and services. Traditional category segments, such as professional services or utilities, benefit from many years of price, supply market, and contracting analyses, captured in numerous category guides that assist procurers to understand markets, analyze demand patterns, and make purchasing decisions. Digital technology does not have the same and is often subsumed under innovation or broader IT segments, which underplays its importance, leading to

poor procurement decisions that cause misalignment with the direction a country needs its technology investment to support and what it has actually procured.

With this investment we want to guide government decision-makers toward the procurement structures and approaches that contribute to ensuring public procurement outcomes are delivering against national digital strategies.

## Project Objectives

The project has four key objectives, all to be achieved with strong participation of DIAL team members. The focus of the project is on procurement of digital technology and its part in the wider digital transformation agendas of low- and middle-income (LMIC) countries, particularly in Sub-Saharan Africa.

1. Validate the needs of the proposed target audience as pertains to establishment of a category specialization for procurement of digital technology
2. Identify existing resources both internal and external to DIAL that could be included in a category specialization for procurement of digital technology and assess their application to the audience needs
3. Develop a category management guide for digital technology incorporating any relevant existing resources
4. Report out on the project findings and develop an action plan and recommendations to trial the guide with the target audience

## Scope of work

### Roles

DIAL's Director Procurement Strategy is the project sponsor and will be the consultant's primary point of contact. She will assume responsibility for approving the contents of the work. She also will help the consultant navigate DIAL's existing resources, processes and tools, and will dedicate time to working with the consultant to achieve the deliverables.

DIAL's Senior Manager Financing and Procurement Models will be a key project resource, dedicated to working with the consultant to achieve the deliverables.

DIAL's Program Director will provide overarching strategic input to ensure alignment with DIAL's future programming and will have the final sign-off on deliverables.

The consultant's role will include but may not be limited to the following:

- Structuring and managing the project
- Designing and completing deliverables, including frameworks, analyses, tools as required
- Undertaking primary and secondary research as required
- Designing and facilitating any proposed workshops and other conversations or outreach
- Prepare communication materials to ensure a clear, consistent understanding of the strategies, plans and processes, and work with DIAL to develop blog posts for external communication relating to the project

## Suggested Approach and Activities

Respondents are welcome to offer revisions to the following suggested approach, which may be amended further during the kickoff and inception period.

### Project Kick-off

- Structure and participate in a kick-off meeting with the project leadership to ensure alignment on expectations, key milestones, roles and responsibilities, and administrative issues
- Based on this meeting and the consultant's deeper understanding of DIAL's needs, create an inception report that proposes a project plan and initial outline of key deliverables
- Align on target governments for needs assessment and validation

### Needs Validation

- This stage will assist us to better understand government needs - what incentivizes this audience to establish a category-based procurement approach to digital technology while recognizing that development sector procurement activities are often spread across multiple partners and not solely government
- Analyze and assess a range of public procurement vehicles and mechanisms for digital technology in the target region of Sub-Saharan Africa
- Undertake an audience requirement exercise that should consider the following:
  - How can we strengthen government procurement teams in ministries to procure digital as a specialized approach?
  - What levers and drivers would assist the procurement function in a government demonstrate their activities have a direct impact on public spend and strategy implementation
  - What information do government procurement teams need to have more informed conversations with implementers and donors about digital technology
- Report out on the findings in terms of understanding gaps within current structures and procedures as it relates to public procurement of digital technology

### Resources Identification

- Identify existing resources both internal and external to DIAL that can guide government procurement of digital technology (these could include the OECD ICT Commissioning Tool, USAID Digital Investment Toolkit, Principles for Digital Development)
- For each resource identified, analyze its target audience, how it is being used and its relevance for inclusion in a category guide
- Identify gaps in available resources that would need to be filled to establish a comprehensive category management guide to procurement of digital

### Category Management Guide

- The guide should address the common stages of procurement (planning, contract formation, contract management) and not be duplicative but rather extend and add to existing resources
- The guide should be in a format that can be made available online
- Indicative contents could include guidance on the following:

- Identifying opportunity for savings and or better-quality outcomes from investment in digital
- Pricing analysis on local and international markets, and the prevailing trends
- Analysis of organizational spend vs market data
- Benchmarking KPIs to identify areas for improvement
- Supplier performance management
- Agile procurement
- Analysis of any savings gained through negotiations, substitutions and compliance
- Contract formation and contract management considerations
- Templates or checklists

### Report out and Implementation

- Prepare a report to share key findings, including but not limited to:
  - An implementation and dissemination plan on how to best reach this audience and how to engage appropriately
  - Advocating for methods that could be used by target governments/procurers to recognize when technology procurement structures are not aligned to a national strategy
  - Ideas and solutions that could better align procurement strategies to digital technology and digital transformation of government (which our guidance should address)
  - Demonstrate the critical importance of procurement activities in driving national digital transformation strategy and achieving of the SDGs through digital technology
- Measurement & Evaluation: Identify methods to measure whether as a result of using the resource guide, target audience/procurers are better equipped to recognize when a technology procurement is not aligned to the national strategy, to identify alternative practices and capacity gaps, and engage more fully with the supply market for digital technology.
- Identify methods to measure and demonstrate, as a result of applying the guide, the link between procurement activities and achieving a national digital transformation strategy

### Deliverables

The following table reflects key deliverables and proposed timelines for this project. Respondents may suggest amendments as part of their proposals, for approval prior to contracting.

Deliverables		Estimated completion date
1	Project kick-off meeting (project plan)	May 1, 2020
1	FINAL report out on audience needs (needs validation)	May 30, 2020
2	FINAL report out on existing resources landscaping exercise	June 20, 2020
3	FINAL Category Management Guide	July 31, 2020
4	FINAL report out with implementation and dissemination plan, including monitoring and evaluation	August 15, 2020

## Budget

Based on the scope of work and proposed timeline, and previous company experience with similar projects, please include a proposed budget for the completion of this project.

## Project period of performance

Work will start **o/a May 1, 2020** and we're requesting that it be completed by **o/a August 15, 2020**.

## Proposal submission requirements

- Proposal submissions may be created in Word, PowerPoint, or a combination of the two, and must include the following components. (You may include additional elements as needed.)
  - Proposed approach (methodology, project management, workplan/timeline)
  - Relevant experience (include at least 3 examples of similar work and a writing sample)
  - Budget (professional fees including cost and level of effort and any direct costs)
  - References (names and email addresses of at least 2 prior clients willing to provide reference)
  - Considering the covid-19 virus situation may severely limit travel options, please indicate an approach for the Needs Validation audience requirement exercise should travel for in-person meetings/workshops not be possible
- Submissions are due by Close of Business on **April 3, 2020**
- **Questions regarding the RFP to be received by March 26, 2020**
- Submissions should be not more than 25 pages.

## Timeline

Key Milestone	Date
Expressions of interest submitted by	30 March, 2020
Question and Answer period closed	3 April, 2020
Proposals due	10 April, 2020
Vendor selected and notified via email	17 April, 2020
Kickoff meeting with selected vendor	1 May, 2020

## Evaluation Process

Delivery Date	Score (1-5)
<b>1. Approach</b>	
The analytical framework and methodology that is capable of answering the project's key questions and deliverables	
<b>2. Subject Matter Expertise</b>	
Solid understanding of the key dynamics and trends in the relevant substantive areas	
Appropriate level of understanding of the key stakeholders and dynamics within the ecosystem	

Experience working with emerging markets and the field of global development, with government entities and/or in Sub-Saharan African countries	
<b>3. Project Management</b>	
Demonstrated understanding of their proposed scope of work, including overall project structure and how their scope of work relates to other consultants	
Achievable action plan that will deliver the project on time and on budget	
Effective staffing and/or team structure	
Thoughtful risk identification and mitigation strategies	
Ability of proposed solution to be extendable and a platform to build on over the long term for DIAL's site.	
<b>4. Capabilities and Experience</b>	
Demonstrated firm experience with similar projects	
Team members with demonstrated skills and experience with similar projects and activities	
High-quality sub-contractors and external advisors, if relevant	
Appropriate access to resources and knowledge centers	
Preference for in market and / or women-owned or led businesses	
<b>5. Value</b>	
The proposed pricing is within budget	
The proposed pricing demonstrates a competitive price and good value for the money	
Development and Emerging Market Experience	
Experience working with emerging markets and the field of global development	

## 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 to the proposal.

## 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 the UN Foundation's Business Services and Contracts team. Once a draft contract is reviewed by the Business Services and Contracts team, 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
- Photocopy the responses for evaluation/review

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.

## Intellectual Property

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, research 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 (BMGF), 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.

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

## Questions and answers

Contact Angela Kastner on [akastner@digitalimpactalliance.org](mailto:akastner@digitalimpactalliance.org) if you have questions or would like additional information.

Thank you for your interest in this Statement of Work!