

Request for Proposals

Design and Implementation of DIAL 1.0 Endline Assessment
June 2020



This document summarizes the requirements for a proposed consultancy to plan and deliver an endline assessment on the Digital Impact Alliance's (DIAL's) impact on the digital ecosystem from launch of work (October 2016) through the end of the current strategy (October 2020), henceforth called "DIAL 1.0." It is expected that the selected applicant will serve as a consultant and thought partner in exploring changes in the digital ecosystem, developing a data collection methodology and implementing the endline assessment from July through December 2020. The consultant will analyze the data collected during the assessment and produce several products detailing DIAL's direct results and broader impact on the digital ecosystem, as well as recommendations for future directions.

DIAL Background Summary

Digital technology is having a profound impact on society, enhancing our ability to solve longstanding global development challenges. Creating an inclusive digital society would ease our ability to communicate with everyone and allow new opportunities for innovative services to flourish.

For the most vulnerable though, the digital divide exists and is growing. Persistent challenges that slow awareness and adoption of digital technology and services in the developing world include the limited reach of technical infrastructure and software maturity, the misalignment of financial incentives, uncertain policy environments, and scarce technical capacity. These factors impede the scale and speed of delivering digital services to millions of people, preventing them from realizing the full potential of better health, education, and economic opportunities. This imbalance must change. When we achieve a digital society that serves everyone, we have the potential to improve the lives of millions of people around the world and achieve the Sustainable Development Goals.

The Digital Impact Alliance (DIAL) was conceived of in 2015 by four donors¹ funding digital projects to bring the public and private sectors together to help realize an inclusive digital society that could connect everyone to life-enhancing and life-enabling technology. Based in Washington, DC, 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 in this ecosystem, bringing together government, industry, and other development stakeholders to discover and promote new solutions to old problems.

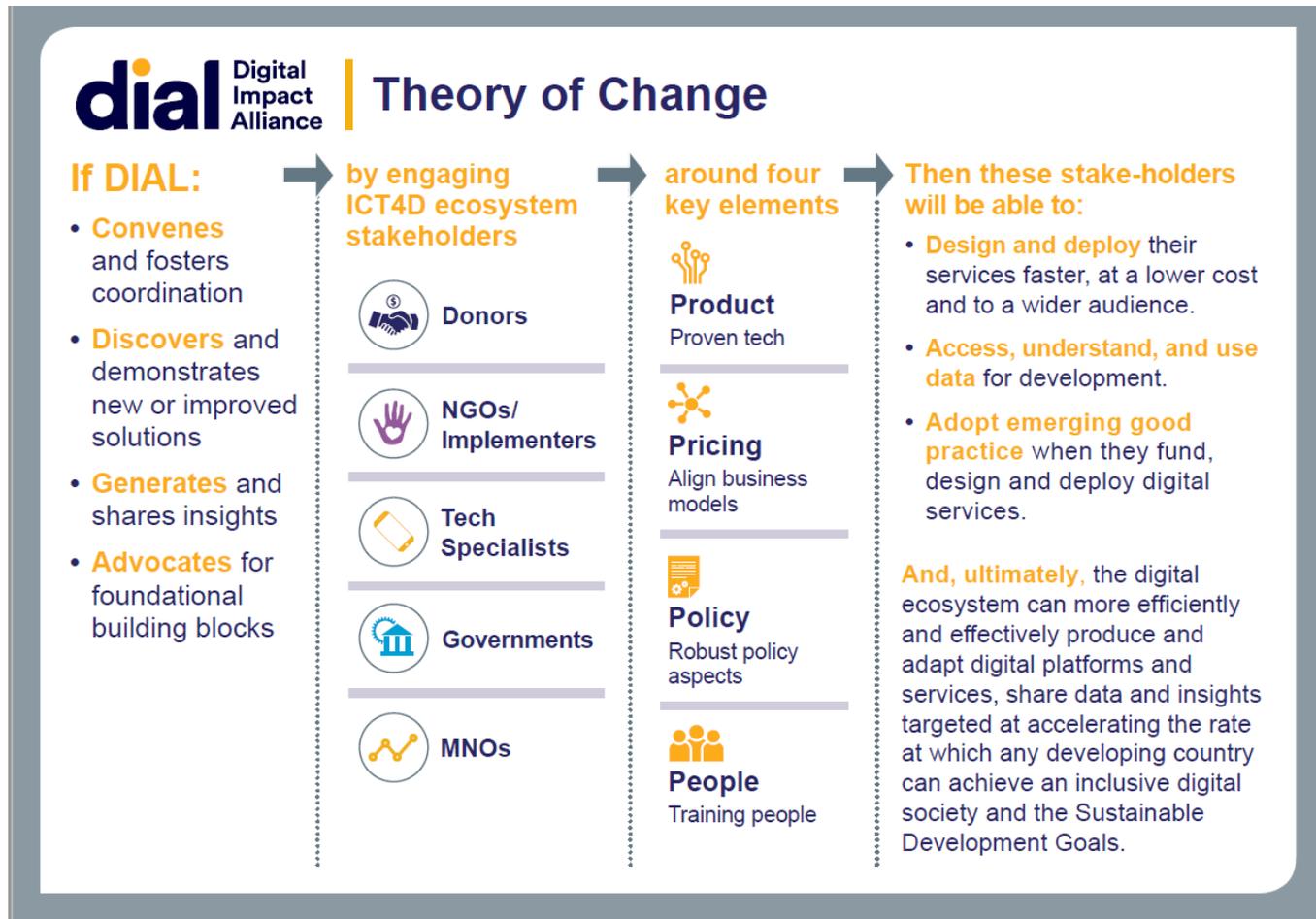
DIAL's hypothesis is that *a more efficient and effective digital ecosystem leads to more inclusive digital societies* and this hypothesis shapes DIAL's vision and mission, described below.

DIAL's vision is to realize a more inclusive digital society for the underserved in developing markets, in which all women, men and children, regardless of gender, geography, social or economic status, benefit from the life-enabling services available in an effective digital ecosystem.

¹ DFID, Sida, USAID, and the Bill & Melinda Gates Foundation. Actual program implementation did not begin until October 2016, when Strategic Plan and budget were approved by donors.

DIAL's mission is to overcome systemic barriers to enhance the collective efforts of donors, governments, industry and others in the digital ecosystem.

Our overall Theory of Change for DIAL 1.0 is below:



To strengthen these digital ecosystems, DIAL has focused its efforts since October 2016 on convening the digital ecosystem, generating insights in key gap areas, discovering what works through demonstration models and subsequently advocating for the adoption of proven practice. DIAL has three primary aims: to expedite the deployment of proven software and technology platforms, expand mobile distribution channels, and ensure responsible, widespread access and use of network data. We conduct research and demonstration projects across these areas.

DIAL's work to expedite the deployment of proven software and technology platforms has included:

- Information, Communications and Technology (ICT) platforms and gap analysis against the Sustainable development Goals (SDGs)
- The Open Source Center (OSC)

DIAL's work to expand mobile distribution channels has included:

- Messaging applications for international development
- Mobile network integration
- Innovative financing

DIAL's work to ensure responsible, widespread access and use of mobile network data has included:

- In-country data partnership and process models
- Data platforms
- Ecosystem support to leverage mobile data for development

Additionally, 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 stewards the Principles for Digital Development, which have become a recognized framework for how to design good digital projects and convenes several communities of practice, including Digital Donors Anonymous, both virtually and in country.

While much of DIAL's early work was at a "global" level, more recently DIAL has made targeted investments in several countries, namely Malawi, Tanzania, Mozambique, DRC, and Sierra Leone.

DIAL's Measurement Approach

DIAL's measurement focus is on behavior change and improvements within the **digital ecosystem**, which has been defined by DIAL to be comprised of organizations designing, funding, or using digital technology to deliver lifesaving services to people, including implementers (primarily NGOs/CSOs), funders, policymakers, and private sector technology developers and providers (including mobile network operators, data aggregators, software stack developers, etc.). Our hypothesis is that by focusing on behavior change of the ecosystem (our sphere of direct influence), we will be able support these individual organizations and the larger ecosystem to collectively improve outcomes for individual beneficiaries or end users (sphere of interest).

DIAL's founders have encouraged DIAL to take risks and continuously adapt its approach. This mandate has required a flexible approach to monitoring, evaluation and learning that allows DIAL to manage adaptively while still working toward consistent, long-term outcomes. DIAL's M&E approach is based on Developmental Evaluation principles² linking together three key components that combine a focused, rigorous framework with critical reflection and learning cycles. These key components are:

- **Results Framework:** logic model with clear outcomes and indicators through which DIAL is measuring its collective success. Reported against annually to all donors using the same framework.
- **Program-Level MEL:** designed to link programs to the Results Framework, while allowing for flexibility and adaptation around program-level theories of change, learning questions, and desired outcomes. The MEL team hosts quarterly Pause and Reflect sessions to prompt strategic discussion and capture these lessons.

² Patton, Michael Q. "Developmental Evaluation: Applying complexity concepts to enhance innovation and use." Guilford Press: London, 2011.

- **Learning Agenda:** to ensure periodic, critical reflection on hypotheses, context, and progress toward mission. This has led to cross-program research around uptake and replicability of our work.

Additionally, DIAL has conducted two assessments to date on the digital ecosystem. In 2018, DIAL worked with Genesis Analytics to conduct a [Global Digital Ecosystem Study](#) to serve as a baseline evaluation for DIAL’s measurement system. While the study was not able to provide quantitative measures against the Results Framework indicators to serve as a true “baseline” assessment, it was able to paint a clear qualitative picture of the challenges of different organizations within the digital ecosystem at that point in time. More recently, the MEL team led an internal “midline” process assessment to capture signs of progress against our Results Framework and uncover unexpected results of our work by interviewing our partners and direct program customers. The findings of this assessment have not yet been published but will be available for review by the selected consultants.

In this context, this endline assessment will not be a true “endline”; we expect that it will have a slightly different methodology and sample than the baseline and midline assessments (although ideally some overlap for continuity). However, it should provide an accurate portrayal of how DIAL’s actions and advocacy have resulted in changes in the digital ecosystem, particularly in addressing the barriers captured by the baseline study.

Finally, DIAL is currently developing a new five-year Strategic Plan (October 2020-September 2025) under the name of “DIAL 2.0.” We expect that the DIAL 1.0 endline assessment will help inform, validate, and/or update this strategy, allowing DIAL to understand key areas for improvement and opportunities to build on success. The DIAL 2.0 Strategic Plan and related pieces will be a key input into the 1.0 endline assessment.

Objectives

The primary focus of this assessment is to document the results and effectiveness of DIAL 1.0 work. Additionally, through this study DIAL hopes to examine what has changed in the digital ecosystem since the Baseline study, in order to identify any new or persistent barriers that we should address and pivot the DIAL 2.0 strategy accordingly. The assessment will identify changes both within the larger digital ecosystem and smaller segmented stakeholder groups over the past four years, drawing out if (and how) DIAL has contributed to that change.

Therefore, this study has three goals, listed in order of importance:

1. **DIAL 1.0 Final Assessment:** Document results of DIAL 1.0, including collecting data against the 1.0 Results Framework for Strategic Goal and Primary Outcomes. Evaluate and compare the effectiveness of different 1.0 interventions in terms of value for money. Capture lessons, best practices, and areas for improvement.
2. **Updated State of the Digital Ecosystem:** Document ongoing and new barriers to scaling digital and data tools, including blockers and opportunities for national digital transformation.
3. **DIAL 2.0 Partial Baseline Study:** Inform 2.0 strategy and Theory of Change. Capture data against select indicators under consideration to measure progress under DIAL 2.0 Results Framework (draft will be shared with consultants).³

³ We use the term “partial baseline” as we anticipate that certain indicators under the 2.0 Results Framework will need to be developed during Year 1 (2021) of 2.0 implementation and will not be ready for this study.

We expect that these goals can be met through a single assessment design with different analytical frameworks and focused sensemaking with DIAL and partners.

The key evaluation questions to be addressed by this study are:

- **What changes have occurred in the digital ecosystem since October 2016?**⁴
- **Which of these are as a direct or indirect result of DIAL's work?**
- **Which of DIAL's interventions have been most effective in creating these changes?**
- **What can DIAL learn or adopt from these experiences as it moves into a new strategy?**

The consultants will also analyze trends and disaggregate findings by key stakeholder group (NGOs, donors, policymakers, tech developers, and mobile network operators). For example, we are interested in understanding if/how donors have shifted their funding of digital programs and if/how mobile network operators are engaging with the development sector to create shared value.

In order to assess DIAL 1.0's effectiveness, the consultants will seek to tie identified changes to DIAL's Strategic Goals and Primary Outcomes from our Results Framework⁵. Within the larger context of changes within the digital ecosystem, the consultants will consider: **Did these changes in fact occur? In what ways did DIAL contribute to them? Which of DIAL's interventions were most effective in creating these changes?**

Suggested analytical questions are below each outcome but can be refined by the consultants in conjunction with DIAL:

- **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.
 - Are we seeing signs that the ecosystem is operating more effectively and efficiently?
 - Is the ecosystem better able to reach underserved populations? How can we know?
 - Are products being designed with women and girls in mind?
- **Primary Outcome 1:** Providers of digital development services can design and deploy their services faster, at a lower cost and to a wider audience in select countries⁶.
 - Did DIAL actually save the digital ecosystem time and money by testing concepts and publishing our research?
 - Are more organizations embracing open source software (compared to off-the-shelf/proprietary software)?
- **Primary Outcome 2:** In select countries, public service delivery and development programs have improved access to, and understanding of, and use of data for development.
 - Are mobile network operators more likely to share/sell their data to LMIC country governments and NGOs than previously? What incentivized this change?
- **Primary Outcome 3:** Digital service providers adopt emerging good practice when they fund, design and deploy digital services

⁴ The consultants will have access to DIAL founding documents (including original 2016 Strategic Plan) as well as the 2018 baseline report to and 1.0 Results Framework to use as a comparison point, in addition to independent desk research.

⁵ The full DIAL 1.0 Results Framework and indicator plan is in the appendix for reference. It is not expected that the consultants will need to capture data against specific RF indicators, but those indicators can be used to shape questions and analysis to understand whether the larger outcome was achieved.

⁶ "Select countries" will include the countries within which DIAL and partners invested longer term efforts, including Malawi, Tanzania, Mozambique, DRC, Colombia, and Senegal (potentially a few others).

- How are different organizations in the digital ecosystem “implementing” the Principles for Digital Development? How has that changed how they design their services?
- Did DIAL’s resources actually reach the desired stakeholders? How did people come across our resources?
- For those that accessed DIAL resources, were they relevant to their needs? Did the resources help them solve a problem or improve a way of working?

In terms of the appropriate methodology to address these questions, DIAL expects a mixed methods approach: heavily qualitative (surveys, interviews, anecdotes, desk research) plus some quantitative (e.g. DIAL budget actuals, donor spending data). Ideally, we would like to work with a firm that is experienced in quantifying qualitative data without losing the nuance or oversimplifying; for example, starting with an approach similar to Outcome Harvesting to gather changes and identify factors that drove these changes, aligning those changes to the outcomes within the 1.0 Results Framework, and then developing a basic model to determine which factors or interventions were most effective in bringing about the change and in turn, which yielded best value for money (considering budget spent).

Data collection for this study is expected to take place at the same time as program work for the current phase of DIAL is wrapping up, and therefore this study is not meant to be an impact evaluation or capture all potential results of our work, but rather provide an early understanding of what has changed during (and resulting from) DIAL’s work to date and drawing conclusions from those observations. The consultants will have access to all program-level Theories of Change and will be able to meet with each program team to understand the current status of each program, and what types of changes are reasonable to expect at this point in the program’s lifecycle to inform methodology.

The sampling strategy will be a mix of the key stakeholder groups within the digital ecosystem, as well as a mix of known DIAL clients and partners (75%) and organizations in the larger digital ecosystem beyond DIAL’s known network (25%). DIAL will work with consultants to determine the right balance between country-specific vs global level sampling and analysis. However, for the purposes of the proposal, please consider the countries mentioned on page 3 of this RFP. The consultants should apply an equitable evaluation approach and seek to achieve when possible gender/racial/geographic balance within stakeholder groups.

Scope of Work

1. **Purpose.** The purpose of this request for proposals is to find a firm to help co-create and implement a methodology to collect and analyze ecosystem-level outcomes via an endline assessment. The consultant will be expected to build off DIAL’s prior work, including the baseline and midline assessments as well as the existing Results Framework, to define and implement this study and provide recommendations for further thinking for DIAL and the larger digital ecosystem around key findings.
2. **Goals and Deliverables.** We expect the work to entail the following key phases:
 - **Inception Report⁷:** The consultants, with guidance from the DIAL MEL team, will conduct a preliminary desk review to ensure a shared understanding of the digital ecosystem and DIAL’s role in the ecosystem. The review should include a review of DIAL’s data

⁷ See Better Evaluation’s definition and guidance for evaluation inception reports: https://www.betterevaluation.org/en/evaluation-option/inception_report

collection tools and existing data, a review of the baseline and midline reports, the Results Tracker and report for each year of DIAL’s operation, and all other materials that DIAL and the consultants agree are necessary to understand the full context of DIAL and its operating environment since DIAL’s inception. From this desk research and conversations with the DIAL MEL and program teams, the consultants should develop an inception report that includes a conceptual framework to be used in the assessment, the key evaluation questions and methodology, including information on data sources and collection, sampling frame and approach, and any key indicators. The inception report should also include a timeline for the evaluation project (to be refined from the timeline presented in this RFP) and drafts of data collection instruments, including informed consent and data protection protocols. This report should clearly define the digital ecosystem, key stakeholders, barriers, and any other additional background information that gives context to the proposed approach. Finally, the inception report should include plans for sensemaking and brief outlines of the final products, including ideas for potential graphics. The Director of MEL must approve this report before moving on to testing and data collection stage.

- **Data Collection and Analysis:** This will include refining, testing, and implementing all data collection instruments outlined in the methodology section of the Inception Report with the identified sample, analyzing qualitative and quantitative data, and presenting the findings to DIAL in ways that are interactive and useful and can be disaggregated by a range of possible criteria (organizational type, sector, function, geography, gender, etc.). This should also take advantage, where appropriate and useful, of state-of-the-art digital tools and evaluation innovations, including dashboards, visualizations, journey maps, and/or other creative and effective dissemination methods. The data should be analyzed as it is collected, so that early findings can be incorporated into end-of-year reporting.
- **Sensemaking and Reports:** The consultants will develop a final report on the results of the endline assessment that will be published and widely shared by DIAL. This report will include a summary of the findings and reflections on how changes that were identified can be maintained, as well as suggestions for additional interventions and research to fill any gaps in the digital ecosystem. DIAL and the consultants will test these findings with selected participants from the study through a series of sensemaking activities to ensure that they hold meaning for external audiences. This report will be approved by the Director of MEL before final payment can be made. Additionally, the consultants will produce a second report specifically for DIAL, highlighting where and how DIAL’s work has led to observable change and where it fell short, where DIAL could improve and how to tweak our 2.0 strategy to build on these findings. This report will be for an internal audience, so specific DIAL program teams will be involved in sensemaking, and potentially including members of DIAL’s board.

#	Deliverable/activity	Description	Deadlines (based on kick-off of July 16)
	Phase I – Inception Report		

#	Deliverable/activity	Description	Deadlines (based on kick-off of July 16)
1	Draft Inception report	From desk research and conversations with the DIAL MEL team, the consultants should develop an inception report that includes a conceptual framework to be used in the assessment, the key evaluation questions and methodology, including information on data sources and collection, sampling frame and approach, and any key indicators. The inception report should also include a timeline for the evaluation project (to be refined from the timeline presented in this RFP) and drafts of data collection instruments, including informed consent and data protection protocols. This report should clearly define the digital ecosystem, key stakeholders, barriers, and any other additional background information that gives context to the proposed approach. The inception report should include plans for sensemaking and brief outlines of the final products, including ideas for potential graphics.	August 6, 2020
2	Final Inception Report and approved evaluation methodology and sample	The consultants will revise the inception report following feedback from DIAL and inclusion of additional research. The Director of MEL must approve this report and the final methodology and sample (including testing group) before moving on to testing and data collection stage.	August 17, 2020
Phase II – Data Collection and Analysis			
3	Set of quantitative and qualitative data collection tools piloted	In accordance with the approved methodology, all required survey tools, interview guides, citation scraping, digital analytics tools, or other relevant tools for quantitative and qualitative data collection must be tested with pilot group and refined and then submitted to Director of MEL.	August 30, 2020
4	Initial process review and data analysis brief	After implementing the agreed upon set of quantitative and qualitative data collection tools with the first part of the sample, the consultants will develop a brief analysis of the data collected up to this point, highlight any challenges encountered, and suggest any	September 30, 2020

#	Deliverable/activity	Description	Deadlines (based on kick-off of July 16)
		recommendations for how to pivot and address challenges. As an annex to the brief, the consultant should share an initial raw data set and interview notes.	
5	Pre-read impact memo for board meeting	Under guidance of the Director of MEL, the consultants will use the findings of the assessment to develop a memo as a pre-read to DIAL's annual board meeting in October/November (exact date TBD). Estimated 5 pages.	September 15, 2020
6	Second process review and data analysis brief	Same as #4, with suggestions for how to address any gaps in data while keeping to the agreed upon timeframe.	October 30, 2020
Phase III – Sensemaking and Reports			
7	Presentations and Notes from Sensemaking sessions and presentation of findings	In-person and virtual presentations with study participants and key DIAL staff and potentially board members to generate discussion, ask additional questions, and refine final analysis. The consultants will share minutes following each session, with notes of how the conversations will affect findings and recommendations.	November 30, 2020
8	Internal report	This report will include findings specific to DIAL's contribution to the outcomes identified through the study. The report will highlight any surprising findings, including any critiques of DIAL's work, and provide recommendations for how DIAL can better serve the digital ecosystem, with DIAL 2.0 Strategy as a reference. This report should also include qualitative and quantitative analysis against DIAL's 1.0 and 2.0 Results Framework, as well as suggestions for future MEL activities in this space.	December 15, 2020
9	Final external report	This report should be written for an external audience, including donors, policymakers, and other researchers working in the digital ecosystem. The focus will be balanced between DIAL's impact and effectiveness and overall changes in the digital ecosystem. This report should feature case studies of	December 30, 2020

#	Deliverable/activity	Description	Deadlines (based on kick-off of July 16)
		organizations that have made significant change as a result of DIAL's support. DIAL will contract a graphic designer to develop sophisticated graphics; however, the consultants should suggest which findings should be visualized, as well as ideas of how to disseminate the report in innovative ways, based on conversations with the digital ecosystem. The acceptance of this report will signify the conclusion of the study.	
10	Final data set	It is expected that all data and meta data collected will be the property of DIAL and will be provided to the DIAL's MEL team at project closing.	December 30, 2020

3. **Project timeline.** DIAL is in its final full year of implementation in its current phase. This contract should take approximately six months, between July and December 2020. DIAL proposes one month for the initial review of DIAL materials, one month for research and development of survey methodology, three months for implementation of the survey and analysis, and one month for writing and editing the final reports. Start date will be contingent upon final contracting and availability.
4. **Role of Consultant.** The consultant will work in close coordination with DIAL's Director of Monitoring, Evaluation and Learning, as well as members of senior leadership to approve methods, sample, tools, and final products on a work for hire basis. The consultant shall provide written updates weekly and be available for update calls at the request of the Director of MEL.
5. **Performance Measurement.** The deliverables of this project are linked inextricably to DIAL's Results Framework. This project will be critical to DIAL's ability to understand and describe its success. 'Successful completion' includes the following criteria:
 - The overall evaluation has clear questions and methods of analysis that are approved by relevant DIAL staff to ensure shared understanding and buy-in around the goals of the evaluation.
 - Each deliverable has approval from relevant DIAL staff and will include a period of review and sign-off to indicate satisfaction with the work.
 - Response rate for any quantitative survey should meet or exceed industry norms.
 - Acceptable survey and interview dissemination plan is developed by the consultant, approved by DIAL, and tested before implementation.
 - Quality of the work (internal report and final external report) is determined to be credible by our peers, and publishable within the sector.
 - Final negotiated schedule is adhered to with a window of variance not to exceed two weeks total.

- Raw data is received in a format accessible to and readable by DIAL’s Director of Monitoring, Evaluation and Learning, preferably in .xlsx.

6. 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’ 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 we fund 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, we will consider 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:

1. People most in need within developing countries and /or
2. In support of the U.S. educational system and public libraries, as applicable

Proposal submission requirements

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.

- Knowledge of digital ecosystem
 - Demonstrate understanding of DIAL’s vision, mission, and objectives
 - Demonstrate background knowledge of the digital ecosystem landscape
 - Reference firm/team experience with other digital technology organizations and/or firms
 - Reference previous experience evaluating digital technology interventions, if possible
- Approach and methodologies
 - Describe proposed preliminary approach and methodologies to performing a study that will serve as an endline assessment of DIAL 1.0 strategy
 - Describe project management approach, including timeline and any recommended updates to timeline provided above, including level of effort on the part of the DIAL team, e.g. to participate in scoping and requirements workshops, iteration junctures, etc.

- Describe understanding of risks and a detailed mitigation plan, including how to conduct this assessment without travel in light of the current pandemic, but still produce a high-quality report
- Team experience and expertise
 - Staff and team structure
 - Identify key staff who are integral to the implementation of the evaluation
 - Identify the team structure, including roles, responsibilities, and level of effort of staff and any sub-contracted resources (note that partnerships or sub-contracting is acceptable)
 - Provide rationale and background on any sub-contracted firms or individuals
 - Relevant experience
 - Demonstrate firm(s) and key participants' experience relative to the scope of work (including partners/subcontractors)
 - Provide at least 3 examples of similar work
- Value
 - Provide a detailed budget, including assumptions, costs and level of effort for staff and any sub-contractors. The consultant may find it helpful to document assumptions per workstream as appropriate, for example:
 - Background Research
 - Quantitative Survey Implementation
 - Qualitative Interviews
 - Analysis and Reporting
 - 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. Travel estimates should indicate the anticipated destination and duration of each trip
- References
 - Provide names and email addresses of at least two prior clients willing to discuss their experiences working with you.

Submission format and timeline

- All submissions are due on **July 10, 2020** by 6:00 pm EST. We expect the submissions to be in the 10-15 page range but will not penalize submissions that are above or below this range.
- The selected Respondents will be notified on **July 13, 2020** by 6:00pm EST.
- Please send all EOIs and email submissions to mel@digitalimpactalliance.org with the subject line “Digital Impact Alliance Endline Assessment – Company Name”
- In case Respondents encounter a problem submitting, please contact Laura O'Brien at lobrien@digitalimpactalliance.org.

Questions and answers

Please send any questions to mel@digitalimpactalliance.org by **June 25, 2020**. DIAL will make every effort to respond to questions within 24 hours. DIAL will also share the questions and answers from these bilateral discussions with all other Respondents in order to maintain fairness in the amount of information that all candidate organizations have access to.

Evaluation Process

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. The evaluation committee will use the following criteria to evaluate candidates' response.

The selection decision will be based on the following criteria:

Criteria	Score
1. Knowledge of DIAL objectives (10 points)	
The proposed approach shows an understanding of DIAL, the digital ecosystem, and the endline objectives as well as a clear plan for achieving them.	
2. Subject Matter Expertise (35 points)	
Appropriate level of understanding of the key stakeholders and dynamics within the digital ecosystem	
Experience working with mixed methods approaches to conduct outcomes harvesting	
Experience with advanced data collection, analysis, and visualization tools for multicultural audiences	
3. Project Management (10 points)	
Clear description of team roles and interaction with DIAL	
Achievable action plan that will deliver the project on time and on budget	
Thoughtful risk identification and mitigation strategies	
4. Capabilities and Experience (25 points)	
Demonstrated firm experience with similar projects and in international development context	
Team members with demonstrated skills and experience with similar projects and activities	
High-quality sub-contractors and external advisors, if relevant, especially with knowledge and experience in global south/developing countries	
Demonstrates ability to access necessary resources and knowledge centers to be successful	
5. Value (20 points)	
The proposed pricing is within budget	
The proposed pricing demonstrates a competitive price and good value for the money	

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 to finalists. All contracts are subject to review by UN Foundation's Business Services Budget Reporting (BSBR) team. 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

The consultant understands that DIAL has chosen to solicit an RFP for consulting services, and that the consultant's response does not guarantee that DIAL will enter into a new contract with the consultant or continue any current contract(s) with the 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

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.

Attachment A: DIAL's Results Framework

DIAL's Results Framework

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	<p>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.</p>	<p>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.</p>	<p>Primary Outcome 3: By FY19, governments, funders and implementers adopt emerging good practice when they fund, design and deploy digital services.</p>
Intermediate Outcomes	<p>1.1 By FY19, developers of digital development services leverage standard digital development tech stacks for designing and deploying their services.</p> <p>1.2 By FY19, providers of digital development services have streamlined access to channels that allow them to reach more users.</p>	<p>2.1 By FY19, in select countries, MNOs, geospatial and digital data providers have access to incentives and tools to partner with public service providers for shared insights and data use.</p> <p>2.2 By FY19, in select countries, public sector actors and the development community have access to best practices, risks and rewards of D4D and are equipped with tools needed to participate in the data for development.</p>	<p>3.1 By FY19, target DSPs have access to emerging good practice for more efficient and effective design and deployment of digital services.</p> <p>3.2 By FY19, target funders have access to emerging good practice and increasingly collaborative approaches for impactful digital development investment.</p> <p>3.3 By FY19, target policy makers accelerate adoption of emerging good practice in policy and regulatory for digital development.</p>

Attachment B: Results Framework Indicator Plan

Level	Result Statement/Purpose	Indicator	Indicator Definition	Illustrative Data Sources
Strategic Goal: The digital ecosystem can more efficiently and effectively produce and adapt digital platforms and services and share data and insights targeted at accelerating the rate at which any developing country can achieve an inclusive digital society.	Depth of System Change (impact on those we reach directly and how they apply and innovate with new services, as well as the 'crowding-in' of other providers who see this as a viable market opportunity)	# of DSPs that report increased ability to use tech to reach underserved, as a result of DIAL's work	DSPs include tech companies, NGOs, funders, governments. Underserved populations can refer to the country (emerging markets, LMIC countries) or the specific target group (women, poor, disabled). "Increased ability to use tech to reach underserved" refers to either providing services to these groups via tech who were not being reached previously by that DSP or offering new services or products to these groups.	research on ecosystem and system mapping, surveys and interviews with DSPs
	Funder Behavior/Collaboration (enabling environment - investment)	# of new digital development 'collective investments' that are implemented, as a result of DIAL's work	'Collective Investments' may include joint funding, shared investments, partnerships, or other examples of collaboration among actors. 'That are implemented' implies that funding should have changed hands and activities begun on the ground. If partnership already exists, can count if new funds are added to new scope of work/activities or if new partner joins for existing activity. "As a result of DIAL's work" excludes partnerships funded or led by DIAL.	Funder survey/interviews, surveys and interviews with DSPs
	Gendered Perspective - ensuring that DIAL's work enhances gendered perspectives within the ecosystem	# of DSPs incorporating gendered perspectives into programmatic and operational digital initiatives, as a result of DIAL's work	'Incorporating gendered perspectives' can be reflected in a variety of ways, including improved inclusion of women and girls in digital services provided through specific policies, initiatives, or other activities that demonstrate a commitment to addressing gender in digital services (external/programmatic). Additionally, can capture changes that DSPs have made internally to better address needs of women (internal/operationally).	Surveys and interviews with DSPs, program records, etc. In the T4D projects, gender participation trends can be captured in both development and consumer communities.
Primary Outcome	PO 1 - By FY20, providers of digital development services can design and deploy their services faster, at a lower cost and to a wider audience	# of DSPs reducing turn around time to deliver services to underserved, as a result of DIAL's work	'Reduced turn around time' refers to reduced time to deliver or improve ICT solutions to desired market, as compared to previous time before DIAL intervention or uptake of DIAL product. Underserved populations can refer to the country (emerging markets, LMIC countries) or the specific target group (women, poor, disabled).	DSP surveys, interviews, program records

Level	Result Statement/Purpose	Indicator	Indicator Definition	Illustrative Data Sources
		# of DSPs reducing overall cost of service delivery to underserved, as a result of DIAL's work	'Reduced overall cost of service delivery' refers to reduced cost to deliver or improve ICT solutions to desired market, as compared to previous cost before DIAL intervention or uptake of DIAL product. Underserved populations can refer to the country (emerging markets, LMIC countries) or the specific target group (women, poor, disabled).	DSP surveys, interviews, program records
		# of DSPs reaching more customers in underserved markets, as a result of DIAL's work	'Reaching more customers' refers to increased number of customers reached by new or improved ICT solutions, as compared to previous reach before DIAL intervention or uptake of DIAL product. 'Underserved markets can refer to the country (emerging markets, LMIC countries) or the specific target group (women, poor, disabled).	DSP surveys, interviews, program records
Intermediate Outcome	IO 1.1 - By FY20, developers of digital development services leverage standard digital development software components for designing and deploying their services	# of OSC supported OSS projects that report increased functionality as a result of DIAL's work	'OSC supported OSS projects' refers to an open source software project that received financial and/or technical assistance from the Open Source Center over the previous 12 months" "report increased functionality as a results of DIAL's work" refers to a self-reported metric whereby the OSS project claims that the open source source software operates better in terms of speed, processing, user-interface, or some other measure that is indicative an increase in quality of the software.	DSP surveys (responses disaggregated by type of standard tech stack/service). Funder surveys will also provide window into shifting investment trends as this takes root.
		% of Open Source Center clients who are satisfied with services provided	OSC clients refer to OSS projects that receive technical and/or financial assistance from the OSC % of somewhat satisfied or very satisfied responses from OSC satisfaction survey, in terms of overall score	Satisfaction surveys among clients. Will include looking at met and unmet needs.
		# partners pledging/giving in-kind or monetary support to OSC	'Partners' are DSPs (reference SG1 for definition) "Pledging/giving" refers to either MOU, or grant or other legal document to reflect current or future transaction "In-kind support" could be legal, technical assistance, or human resource support "Monetary support" is cash donations	DSP surveys, program records

Level	Result Statement/Purpose	Indicator	Indicator Definition	Illustrative Data Sources
		# of individuals contributing to code of open source software listed on the T4D registry	'Contributing code to building blocks' refers to writing code and uploading supporting documentation to Github or other platform that is associated with the building block software ; 'individual' refers to a unique IP address, email, or name associated with the contributed code	Bitergia and other scraping services
Intermediate Outcome	IO 1.2 - By FY20, providers of digital development services have streamlined access to channels that allow them to reach more users in select countries	# of markets served by standards-compliant-aggregators	'Markets' refers largely to countries (or other market-based or geographic segments). 'Aggregators' are created to provide streamlined and standards-compliant access to channels for digital service providers, with appropriate standards in use. "DIAL-mapped" refers to the activity of mapping the coverage of predetermined suppliers across various countries. "Served" refers to covered by or having access to these aggregators	Program Records (will be working directly with them so will have access to that information)
		% of development partners that are more likely to use mobile channels/digital solutions to reach underserved pops, as a result of DIAL's work	'Development partners' refers to DSPs, policymakers and funders that DIAL directly interacts with through activities across our portfolios 'Likely to use mobile channels/digital solutions' refers to the self-reported instance of a development partner planning on procuring a mobile or digital method or platform based on either direct interaction with DIAL or guidance issued by DIAL	Program Records (will be working directly with them so will have access to that information)
		# of private sector (MNOs, aggregators, messenger app developers) that have made changes to business practices to encourage partnerships with development sector	'Changes' can refer to features, interface, support, policies, or business offerings "Encourage partnerships with development sector" refers to the explicit goal of either making it easier for DSPs to communicate with end beneficiaries or for positive social outcomes for underserved populations	Program Records
Primary Outcome	PO 2: By FY20, in select countries, public service delivery and development programs have improved access to, and understanding of, and use of data for development	# of DSPs engaging with digital data, as measured by known cases	'DSPs include tech companies, MNOs, donors, NGOs, governments, etc. 'Engaging' refers to using digital data, or sharing digital data, depending on which actor. "Digital data" refers to data from mobile or satellite technology. "Known" cases are those that DIAL supports directly or learns of indirectly through dedicated trainings, guidance, policy efforts, surveys, or other means.	Program Records (will be working directly with them so will have access to that information)
		# projects/policies launched using D4D	"Projects/policies" refers to new investments or actions taken by DSPs "Launched" refers to either start of activities for project or approved by decisionmakers for policies "Using D4D" refers to using lessons/insights from DIAL D4D demonstration projects or models	Various sources, including program records, surveys, key informant interviews, etc.
		# of DSPs who report improved understanding of and acting on responsible data policies and practice	'DSPs include tech companies, MNOs, donors, NGOs, governments, etc "Improved understanding of" refers to self-reported knowledge gains "Acting on" refers to observable changes to responsible data policies and practices "Responsible data policies and practice" refers to legal or operational standards that protect user/customer data privacy All should be as a result of DIAL and partner's work	Various sources, including program records, surveys, key informant interviews, etc.

Level	Result Statement/Purpose	Indicator	Indicator Definition	Illustrative Data Sources
Intermediate Outcome	IO 2.1: By FY20, in select countries, MNOs, geospatial and digital data providers have access to incentives and tools to partner with public service providers for shared insights and data use	# of partnerships formed between public sector/development agencies and MNOs/aggregators to share mobile network data	"Partnerships" refers to signed Data Sharing Agreements Should be as a result of DIAL and partner's work	Program Records - M&E results from demonstration projects, including case studies for each project.
		# of MNOs generating standard data insights or facilitating processing of data by 3rd parties (known use cases)	"Generating standard data insights" refers to using mobile data to create analytics or findings "Facilitating processing of data by 3rd parties" refers to cleaning, packaging, and disseminating mobile data for DSPs to analyze	Program Records - M&E results from demonstration projects
Intermediate Outcome	IO 2.2 - By FY20, in select countries, public sector actors and the development community have access to best practices, risks and rewards of D4D and are equipped with tools needed to participate in the data for development value chain.	# of public sector and development community users of digital data platforms catalyzed by DIAL	"Public sector" refers to government or para-government agencies "Development community" refers to NGOs, multilaterals, funders "Users" can refer to those logging in to platforms catalyzed by DIAL "Digital data platforms" refer to any websites published by DIAL or partners	Program records, download rates, etc. We will monitor use across tools and topics to understand more about what is and isn't being used and how they are being received.
		# of portfolios of public good assets for D4D packaged	"Portfolios" refer to a collection of public good assets that allows any DSP to access, use, and build upon "Public Good Assets" refers to APIs, codes, methodologies, etc. related to improved and publicly available assets for D4D. "Packaged" refers to the portfolio being available online	Program records, download rates, etc. We will monitor use across tools and topics to understand more about what is and isn't being used and how they are being received.
Primary Outcome	PO 3: By FY20, digital service providers adopt emerging good practice when they fund, design and deploy digital services	# of DSPs who have integrated the PDD into procurement and design processes	"DSPs" see SG definition "Integrated PDD into procurement and design processes" refers to the inclusion/mention of at least one of the Digital Principles within internal processes/procedures for procurement and design of program/project/ICT solution	Funder survey, secondary research (websites, publications, RFPs, etc.)
		# Citations of DIAL's work by DSPs	"Citations" refers to mentions in blog posts, news articles, journals, websites (excluding social media) "Of DIAL's work" refers to any of DIAL's programs, resources, publications "By DSPs" refers to this media being created and shared by actors within the digital ecosystem and/or news outlets targeting the digital ecosystem (excluding general news outlets)	DSP surveys, interviews, feedback mechanisms
		# of individuals within the digital ecosystem that find at least one DIAL tool or resource useful	"Individuals within the digital ecosystem" refers to employees/representatives of DSPs DIAL tools refers to knowledge products such as trainings, papers, toolkits, videos, web resources, webinars, fora, etc. DIAL resources refers to technical assistance "Finding xxx Useful" refers to direct application of tools or lessons from tools/technical assistance in daily work	DSP surveys, interviews, feedback mechanisms

Level	Result Statement/Purpose	Indicator	Indicator Definition	Illustrative Data Sources
Intermediate Outcome	IO 3.1 - By FY20, target DSPs have access to emerging good practice for more efficient and effective design and deployment of digital services	# of guidance, documents, and learning products on more effective and efficient design and deployment of digital services generated and disseminated	"Guidance documents and learning products" refers to papers, toolkits, videos, events, curricula, blogs, etc. that enable DIAL to share learnings with the larger ecosystem "Generated" means created by DIAL/partners under contract "Disseminated" means shared online (DIAL Resource Library or a microsite) or in-person	Program records, download rates, etc. We will monitor use across tools and topics to understand more about what is and isn't being used and how they are being received.
		# of website visits to DIAL resources	"Website visits" refers to webpage views "DIAL resources" refers to DIAL's online presence	Google Analytics
		# of DSPs who have endorsed the PDD	DSPs: see SG "Endorsed" refers to signing on as an endorser of the PDD	Program records
Intermediate Outcome	IO 3.2 - By FY19, target funders have access to emerging good practice and increasingly collaborative approaches for impactful digital development investment	# funders engaged in DIAL programs	"Engaged in" refers to consulted, provided feedback, tested a tool, participated as a key informant for operational research, participated in donor convenings led by DIAL, served as a project partner, shared data, co-presented at event, (excludes simple communications, anecdotes, evaluative interviews for MEL purposes, nonsubstantive work)	Interviews with program leads, CRM tracking sheet
		# products developed for funders	DIAL tools refers to knowledge products such as trainings, papers, toolkits, videos, web resources, webinars, fora, etc. *NOTE* Each individual product of a multi-component product is considered to be a separate product	Publications list plus checking with teams
Intermediate Outcome	IO 3.3 - By FY19, target policy makers accelerate adoption of emerging good practice in policy and regulatory for digital development	# policymakers engaged in DIAL programs	"Policymakers" refers to governments either in LMICs, non-donor governmental agencies, and non-donor multilateral agencies "Engaged in" refers to consulted, provided feedback, tested a tool, participated as a key informant for operational research, participated in donor convenings led by DIAL, served as a project partner, shared data, co-presented at event, (excludes simple communications, anecdotes, evaluative interviews for MEL purposes, nonsubstantive work)	Interviews with program leads, CRM tracking sheet
		# products developed for policymakers	"Policymakers" refers to governments either in LMICs, non-donor governmental agencies, and non-donor multilateral agencies DIAL tools refers to knowledge products such as trainings, papers, toolkits, videos, web resources, webinars, fora, etc. *NOTE* Each individual product of a multi-component product is considered to be a separate product	Publications list plus checking with teams

