Request for Proposals

Baseline Evaluation for DIAL 2.0 “Digital Beacons” Strategic Plan
May 21, 2021
About DIAL

The Digital Impact Alliance (DIAL) is a “think, do, replicate” tank that investigates digital transformation best practice at the national, regional, and global level. DIAL combines practical research with evidence-based advocacy to identify which digital efforts work, package them as re-usable solutions, and encourage their use. DIAL is funded through a collaboration among the Bill & Melinda Gates Foundation, the United Kingdom’s Foreign & Commonwealth Office (FCDO) and the Swedish International Development Cooperation Agency (SIDA), and hosted within the UN Foundation in Washington, D.C.

In its new Strategic Plan period, 2021-2025, DIAL is providing more direct support to national governments, beginning with one country in 2021, to provide an exemplar that will enable more low- and middle-income countries to embark on and accelerate a whole of society approach to digital transformation and responsible data use. We will also work to build political will and mechanisms to align global support for digital transformation among the donor, NGO, and multilateral community, and to connect and expand the availability of proven solutions for faster uptake and adoption in national implementations. DIAL believes that if more countries can demonstrate that their digital and data transformation investments improve service delivery, supported by the larger digital development ecosystem and equipped with replicable and interoperable digital and data solutions, then new countries can learn from exemplars and accelerate their own digital transformation (DX) and responsible data use journeys.

Project Description

DIAL began to implement its new strategic plan in January 2021. To measure progress against the strategic plan, we developed a Results Framework (RF), which includes a high-level Strategic Goal, three Primary Outcomes (POs) that align with the three objectives in the plan, eight Intermediate Outcomes (IOs) that now serve as programs, and several Outputs under each Intermediate Goal. While the strategic plan covers a five-year period, the Results Framework (Appendix 1) covers the first two years of implementation (January 2021-December 2022).

Currently, DIAL is in the process of developing our complete Evaluation Strategy, including Learning Agenda, and refining the indicators underpinning the Results Framework. We expect that we will work with the chosen evaluators to review and further refine these indicators and Learning Agenda questions during the inception phase, test them through data collection and analysis, and provide final recommendations for indicators and Learning questions as part of the final report. We will also use the results and recommendations of the baseline evaluation to finalize the Evaluation Strategy to guide our work over the next several years. The draft Learning Agenda will be available during the inception phase and will be tied to addressing risks and assumptions in our Theory of Change and our key learning themes (Adoption and Use, Demand, Inclusion, Influence, and Sustainability). For the purpose of this proposal, please refer to the table below for an overview of results hierarchy and logic, Appendix 1 for the full Results Framework, Appendix 2 for the Theory of Change, and Appendix 3 for the draft RF indicator plan.
### Table 1. Description of Results Framework levels and indicators

<table>
<thead>
<tr>
<th>Results level</th>
<th>Description</th>
<th>Examples of indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic Goal</td>
<td>Long-term widespread change. Little or no attribution, some contribution. Impact is the shared vision that the program contributes to. It is not achieved solely by the program. Measurement helps ensure correct logic. No budget allocation at this level. Measured annually. Answers the question: What is the overall aim or objective that your program is contributing towards?</td>
<td>Existing indices, such as <a href="https://www.gsma.com/mobilefordevelopment/">GSMA Mobile Connectivity Index</a></td>
</tr>
<tr>
<td>Primary Outcomes</td>
<td>The overall change(s) in technologies, systems, populations or behaviors the investment seeks to achieve within the context of the investment timeframe. Some attribution, more contribution/influence. Budget allocation required. Measured annually.</td>
<td>Global spend towards national DX, shifts in global conversation around DX, improving DX maturity in multiple countries</td>
</tr>
<tr>
<td>Intermediate Outcomes</td>
<td>The changes in technologies, systems, populations or behaviors that need to be achieved in order to realize the primary outcome(s), resulting from the program outputs. Some attribution, more contribution/influence. Budget allocation required. Measured quarterly.</td>
<td>Number of countries integrating lessons from DIAL, number of donors making policy changes to support DX</td>
</tr>
<tr>
<td>Outputs</td>
<td>The goods, services, events or deliverables produced during an investment. 100% attribution. The outputs are the tangible results expected from each activity. They are the specific deliverables of the program, the conditions necessary to achieve the outcome. Budget allocation required. Measured quarterly.</td>
<td>Number of stakeholders engaged, number of dissemination events held</td>
</tr>
</tbody>
</table>

Through this RFP, DIAL is looking to identify an evaluation firm to carry out the baseline evaluation of our new strategic plan that will capture current initial values against our Results Framework indicators and set us up to measure our impact in 2022. DIAL has agreed with our board that the midline evaluation in 2022 should use the OECD DAC criteria (see Scope of Work section) to evaluate DIAL’s performance, with a focus on identifying our overall impact and unique contribution and attribution to the outcomes in our Results Framework, in addition to capturing Year 2 values against the indicators in the Results Framework. It is expected that the selected applicant will also lead the midline evaluation between September and December 2022, assuming strong performance in this initial contract and mutual interest from both parties.

Both the baseline and midline evaluations will include desk research, interviews, potentially surveys and other types of data collection, qualitative and quantitative data analysis, sensemaking, presentation, and report writing. We hope to identify an initial sample for the baseline evaluation that can be followed over the next several years to allow for more accurate and meaningful analysis of change. We expect both evaluations will include a balance of primary and secondary data collection as well as observation-based vs extractive methods, with preference given to observation. DIAL expects a mixed methods approach: heavily qualitative (surveys, interviews, anecdotes, desk research) plus some quantitative (e.g. donor spending data, indices). Using the data collected during the evaluation, the consultants will produce a table of baseline values for the Results Framework indicators with supporting qualitative analysis, as well as a report that summarizes the evaluation’s findings and provides recommendations for future directions (see next section for more detail).

Given DIAL’s role as a “think-do” tank, we are particularly interested in firms experienced in evaluating advocacy efforts, especially within shorter time frames.
Scope of Work

Goals of the project
The goals of this project are:
1. Review, refine, and test indicators in the Results Framework and questions in the Learning Agenda
2. Capture baseline values and help set targets for the indicators in the Results Framework
3. Answer the research questions listed below and provide initial insights for the Learning Agenda questions
4. Provide recommendations to DIAL for the following topics based on the findings of the evaluation:
   - Recommendations for the midline evaluation and overall Evaluation Strategy
   - Recommendations for updating DIAL’s Theory of Change (Appendix 2) and corresponding Learning Agenda
   - Recommendations for any final changes to Results Framework indicators
   - Recommendations for any changes to the direction of the programs (aligned with the Intermediate Outcomes)
5. Produce a report for DIAL and its board that includes the findings and recommendations as listed above, informed by sensemaking sessions with both groups
6. Develop a shorter, more succinct product for DIAL’s external audience that shares the findings

The research questions to be answered through this evaluation are:
1. What are the current values (for the final set of indicators) and situation (for outcomes) of DIAL’s Results Framework and Learning Agenda?
2. Is there measurable demand in the digital development ecosystem for the topics that DIAL is advocating for (e.g. national digital transformation, building block approach, responsible data use, etc.)? This is a sample Learning Agenda question.
3. How can DIAL measure and mitigate against high-level risks in our overall Theory of Change (e.g. risk of furthering digital divide, doing harm, lack of political will, etc.)?
4. How can DIAL set up on monitoring, evaluation, and learning (MEL) and other systems to prepare for an evaluation using the OECD DAC criteria in 2022 that also will seek to identify DIAL’s contribution and attribution to the outcomes in the Results Framework? See below

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1 We expect the baseline values for all output and some IO indicators to be zero; for programs that are continuing from DIAL’s earlier strategy, we will provide baseline values. Likewise, the SG indicators, using existing indices, already have baseline values documented. The goal of this baseline evaluation primarily is to capture quantitative baseline values at the IO and PO levels, in addition to the qualitative documentation of the current situation.

2 We expect to continuously answer the Learning Agenda questions over the course of the implementation of the strategic plan through ongoing research and data collection, so for the purposes of this baseline, the focus will be on refining the questions and providing initial insights that we can build on. We do not expect a rigorous research plan is necessary; beginning to answer the learning questions should be secondary to the other goals.

3 DIAL defines the digital development ecosystem as comprised of donor organizations, multilaterals, non-governmental organizations, country governments, telecommunications companies, software developers, and other entities that are funding, designing, and implementing digital and data solutions with the purpose of improving social outcomes.
**Illustrative activities and deliverables**

1. **Inception Report**: The consultants, with guidance from the DIAL MEL team, will conduct a preliminary desk review to ensure a shared understanding of the digital development ecosystem and DIAL’s role in that ecosystem, rooted in the Results Framework and the Digital Beacons strategic plan. The review should include:
   - Digital Beacons strategic plan
   - Theory of Change (TOC)
   - Results Framework and indicators
   - Program charters
   - Learning Agenda
   - Pause and Result session reports to date
   - Desk research that went into the design of strategic plan
   - All other materials that DIAL and the consultants agree are necessary.

   Ideally the evaluators will consult with other DIAL colleagues during this phase, potentially hosting a workshop with the larger team (40 staff all based remotely in different time zones).

   From this desk research and conversations, the consultants should develop an inception report that includes:
   - Key evaluation questions
   - Methodology, including information on data sources and collection
   - Sampling frame and approach
   - Any proposed changes to the Results Framework indicators and Learning Agenda questions
   - Timeline for the evaluation project (to be refined from the timeline below)
   - Drafts of data collection instruments, including informed consent and data protection protocols
   - Clear definition of the digital development ecosystem
   - DIAL’s key stakeholders
   - Any limitations to the evaluation
   - Any other additional background information that gives context to the proposed approach
   - Plans for sensemaking

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Table 2. OECD DAC evaluation criteria with research questions

<table>
<thead>
<tr>
<th>Evaluation Criteria</th>
<th>Research Questions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Relevance</td>
<td>Are we doing the right thing? How important is the <strong>relevance or significance</strong> of the intervention regarding local and national requirements and priorities?</td>
</tr>
<tr>
<td>Effectiveness</td>
<td>Are the objectives of the development interventions being achieved? How big is the <strong>effectiveness or impact</strong> of the project compared to the objectives planned (Comparison: result – planning)?</td>
</tr>
<tr>
<td>Efficiency</td>
<td>Are the objectives being achieved economically by the development intervention? How big is the <strong>efficiency or utilisation ratio</strong> of the resources used (Comparison: resources applied – results)?</td>
</tr>
<tr>
<td>Impact</td>
<td>Does the development intervention contribute to reaching higher level development objectives (preferably, overall objective)? What is the <strong>impact or effect</strong> of the intervention in proportion to the overall situation of the target group or those affected?</td>
</tr>
<tr>
<td>Sustainability</td>
<td>Are the positive effects or impacts sustainable? How is the <strong>sustainability or permanence</strong> of the intervention and its effects to be assessed?</td>
</tr>
</tbody>
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May 2021  RFP for DIAL 2.0 Baseline Evaluation
• Brief outlines of the final products, including ideas for potential graphics

The Director of MEL and the CEO of DIAL must approve this report before moving on to the data collection stage.

Of additional note, DIAL will be funding a separate landscape analysis in Sierra Leone (the country prioritized by DIAL under Objective 1). The evaluators should plan to coordinate with the selected firm to avoid oversampling and ideally share data and findings. Additionally, the consultants should apply an equitable evaluation approach and seek to achieve when possible gender/racial/geographic balance within stakeholder groups.

2. **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.

3. **Sensemaking and Reports:** The consultants will test findings with DIAL staff and board through a series of sensemaking activities to ensure that they are meaningful and inclusive of important context. Following these sessions, the consultants will develop a final report on the results of the evaluation for DIAL staff and board. This report will include:
   - A summary of the findings and baseline values for RF indicators
   - Suggestions for final language for the indicators
   - Current situation (qualitative) of IOs and POs and Learning Agenda
   - Reflections on updating DIAL’s TOC
   - Recommendations for how to conduct midline evaluation
   - Other suggestions for how to conduct ongoing learning and check assumptions over the next two years.

The report should put emphasis on ensuring we are leaving no one behind and avoiding the creation of harm through our work. The consultants will present the final report to DIAL staff and board. Additionally, the consultants will produce a second report specifically for an external audience, that is a summary of findings that would be interesting to the larger digital development ecosystem. Both reports must be approved by the Director of MEL, the Senior Director of Partnerships and Strategy, and the Senior Director of Impact and Outreach before final payment can be made.

**Project timeline**
The following is a rough timeline that will be refined as part of the inception phase but is to be used for overall context for the proposal.

- **July:** inception phase, desk research, refining indicators, designing instruments and identifying sample with DIAL
- **August:** data collection
- **September:** remaining data collection, data analysis, sensemaking
- **October:** final presentations and report writing
# 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. All deliverables must also be submitted in widescreen format.

<table>
<thead>
<tr>
<th>#</th>
<th>Deliverable/Outputs</th>
<th>Description</th>
<th>Estimated Completion date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Draft Inception report</td>
<td>From desk research and conversations with the DIAL team, the consultants should develop an inception report that includes the key evaluation questions and methodology, including information on data sources and collection, sampling frame and approach, and proposed changes to indicators and Learning Agenda. 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.</td>
<td>July 20</td>
</tr>
<tr>
<td>2</td>
<td>Final Inception Report and approved evaluation methodology and sample</td>
<td>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.</td>
<td>July 30</td>
</tr>
<tr>
<td>3</td>
<td>Set of quantitative and qualitative data collection tools piloted</td>
<td>In accordance with the approved methodology, all required survey tools, interview guides, citation scraping, digital analytics tools, and/or other relevant tools for quantitative and qualitative data collection must be tested with pilot group and refined and then submitted to the Director of MEL.</td>
<td>August 6</td>
</tr>
<tr>
<td>4</td>
<td>Initial process review and data analysis brief</td>
<td>After implementing the agreed-upon set of quantitative and qualitative data collection</td>
<td>August 20</td>
</tr>
<tr>
<td>#</td>
<td>Deliverable/Outputs</td>
<td>Description</td>
<td>Estimated Completion date</td>
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<td>tools with the first part of the sample, the</td>
<td>consultants will develop a brief analysis of the data collected up to this point, highlight any challenges encountered, and suggest any 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.</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Second process review and data analysis brief</td>
<td>Same as #4, with suggestions for how to address any gaps in data while keeping to the agreed upon timeframe.</td>
<td>August 31</td>
</tr>
<tr>
<td></td>
<td>Phase III – Sensemaking and Reports</td>
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<tr>
<td>6</td>
<td>Sensemaking sessions and presentation of findings</td>
<td>Virtual presentations with 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.</td>
<td>September 15</td>
</tr>
<tr>
<td>7</td>
<td>Draft final report</td>
<td>This report should address all of the goals listed in this RFP, including a summary of the findings and baseline values for RF indicators, suggestions to final indicators, current situation (qualitative) of IOs and POs and Learning Agenda, reflections on updating DIAL’s TOC, recommendations for how to conduct midline evaluation, and other suggestions for how to conduct ongoing learning and check assumptions over the next two years. The report should put emphasis on ensuring we are leaving no one behind and avoiding the creation of harm through our work.</td>
<td>October 5</td>
</tr>
<tr>
<td>8</td>
<td>Final report and presentations</td>
<td>After incorporating feedback from the MEL team, the consultants will complete the final draft and present findings and recommendations to the complete DIAL team and board. This report must be approved by the Director of MEL, the Senior Director of Partnerships and Strategy, and the Senior Director of Impact and Outreach.</td>
<td>October 20</td>
</tr>
<tr>
<td>9</td>
<td>Final external report</td>
<td>This report should be written for an external audience, including donors, policymakers, and other researchers working in the digital ecosystem. The focus should be on the findings</td>
<td>October 31</td>
</tr>
</tbody>
</table>
Period of Performance

Work will start on or around July 1, 2021 and we are requesting that it be completed by October 31, 2021. During this time, we anticipate a close working relationship with the chosen vendor, including weekly meetings throughout the period of performance.
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.

- **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, etc.

- **Staff and team structure**
  - Identify the team structure, including roles, responsibilities, and level of effort of staff and any sub-contracted resources
  - 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
  - Provide at least 3 examples of similar work

- **Budget**
  - Provide a detailed budget, including assumptions and costs and level of effort for staff and any sub-contractors. The budget ceiling for this evaluation is USD 100,000.00.
  - 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. No travel is anticipated for this evaluation.

- **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 Jun 7th by 6:00 pm EDT. We expect the submissions to be in the 5-10 page range but will not penalize submissions that are above or below this range.
- Questions and clarifications will be communicated to Respondents between June 1-3 with a kind request for prompt turnaround on part of the Respondents.
- The selected Respondent will be notified on June 10th by 6:00pm EDT
- Please send all submissions to mel@digitalimpactalliance.org

Questions and Answers

Please forward any questions to mel@digitalimpactalliance.org by May 27 by 6:00 pm EDT. 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.
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:

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Score (1-5)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. Approach</strong></td>
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<tr>
<td>The proposed approach shows an understanding of DIAL, the digital development ecosystem, and the evaluation objectives as well as a clear plan for achieving them</td>
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<td><strong>2. Subject Matter Expertise</strong></td>
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<td>Appropriate level of understanding of the key stakeholders and dynamics within the digital development ecosystem</td>
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<td>Experience working with mixed methods approaches to answer evaluation questions</td>
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<td>Experience with advanced data collection, analysis, and visualization tools for multicultural audiences</td>
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<td>Experience in conducting evaluations of advocacy programs</td>
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<td><strong>3. Project Management</strong></td>
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<tr>
<td>Demonstrated understanding of their proposed scope of work, including overall project structure and how their scope of work relates to other consultants</td>
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<td>Achievable action plan that will deliver the project on time and on budget</td>
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<td>Effective staffing and/or team structure</td>
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<td>Thoughtful risk identification and mitigation strategies</td>
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<td><strong>4. Capabilities and Experience</strong></td>
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<td>Demonstrated firm experience with similar projects</td>
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<tr>
<td>Team members with demonstrated skills and experience with similar projects and activities</td>
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<td>High-quality sub-contractors and external advisors, if relevant</td>
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<td>Appropriate access to resources and knowledge centers</td>
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<td><strong>5. Value</strong></td>
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<tr>
<td>The proposed pricing is within budget</td>
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<td>The proposed pricing demonstrates a competitive price and good value for the money</td>
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<tr>
<td>Development and Emerging Market Experience</td>
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<td><strong>6. Mission</strong></td>
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<tr>
<td>Preference for firms or organizations based in the Global South</td>
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<tr>
<td>Preference for firms founded or lead by women</td>
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<tr>
<td>Preference for firms with staff based in target countries where work will be done</td>
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</tr>
</tbody>
</table>

Intent and Disclaimer

This RFP is made with the intent to identify a consultant to deliver results as described in this RFP. Issuance of this RFP does not obligate DIAL to award a resulting contract and any costs incurred in preparation of a proposal is the sole responsibility of the respondent.
In submitting a proposal, the respondent certifies that information contained therein is truthful and accurate to the best of the respondent’s ability. Should any information later be found to not be in-line with this certification, DIAL reserves the right to terminate any resulting contract(s) and/or select an alternative contractor. DIAL assumes it can be confident in the 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.

DIAL is partially funded by SIDA with a commitment to women and non-US owned organizations, DIAL will consider all proposals in consideration of the selection criteria but will give preference to women and non-US owned businesses.

**Contract Terms**

The UN Foundation/DIAL will negotiate contract terms upon selection. A copy of the contract terms and conditions will be provided upon pre-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 Program Manager will contact the Vendor. The project will start upon the execution of the contract. The contract will outline terms and conditions, scope, budget, and applicable flow-down terms proscribed by the funding partners and the UN Foundation.

**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.

**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, 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), Foreign, Commonwealth and Development Office (FCDO) 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 prompt and broadly disseminated under a creative commons license, and any funded developments will be made available at an affordable price to:

- People most in need within developing countries and /or
- 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.
Appendix 1. Results Framework

DIAL 2.0 Results Framework
To set direction and measure progress for first two years (2021-2022)

**Strategic Goal**
Low- and lower middle-income countries accelerate service delivery for all, including the most vulnerable

**Primary Outcomes**

<table>
<thead>
<tr>
<th>PO1</th>
<th>PO2</th>
<th>PO3</th>
</tr>
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<tbody>
<tr>
<td>More low- and lower middle-income countries embark on a whole-of-society approach to digital transformation and responsible data use</td>
<td>Global movement of actors align training, financing, and measurement policies to support digital transformation and responsible data use</td>
<td>Global development actors reuse existing digital global goods that meet country requirements and align to best practices and standards for digital transformation and responsible data use</td>
</tr>
</tbody>
</table>

**Intermediate Outcomes**

<table>
<thead>
<tr>
<th>IO1.1</th>
<th>IO1.2</th>
<th>IO1.3</th>
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<tbody>
<tr>
<td>One country advances their DX/ROU strategy through DIAL’s assistance</td>
<td>Countries use and produce evidence, lessons, and best practices from exemplars to inform their own DX/ROU journey</td>
<td>Global development actors more quickly discover existing digital global goods and guidance to support DX/ROU</td>
</tr>
</tbody>
</table>

**Measuring progress against Objective 1**
To set direction and measure progress for first two years (2021-2022)

**Primary Outcome 1**
More low- and lower middle income countries embark on a whole-of-society approach to digital transformation and responsible data use

**Intermediate Outcomes**

<table>
<thead>
<tr>
<th>1.1</th>
<th>1.2</th>
</tr>
</thead>
<tbody>
<tr>
<td>One country advances their DX/ROU strategy through DIAL’s assistance</td>
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</tr>
</tbody>
</table>

**Outputs**

- 1.1.1 Political will from multiple sectors is actively coordinated around national DX / ROU strategy and roadmap in one country
- 1.1.2 Products for national DX platform mapped to building block approach in enterprise architecture in one country
- 1.1.3 Pricing (costing) and collaborative financing for national DX / ROU roadmap scoped in one country

- 1.2.1 Evidence, lessons and best practices from existing DX / ROU exemplars documented and disseminated
- 1.2.2 Evidence, lessons and best practices from focus country’s DX / ROU journey documented and disseminated
Measuring progress against Objective 2
To set direction and measure progress for first two years (2021-2022)

**PRIMARY OUTCOME 2**
Global movement of actors align training, financing and measurement policies to support digital transformation and responsible data use

**INTERMEDIATE OUTCOMES**
- 2.1 Global development actors unite around a shared vision and roadmap for national DX/RDU
- 2.2 Global development actors improve their digital practice through standardized training and measurement based on the Principles for Digital Development
- 2.3 Global development actors share experiences and build best practices required for DX/RDU with peers through communities of practice

**OUTPUTS**
- 2.1.1 Champions are identified and supported to convene key actors around co-created definitions, vision, and roadmap of national DX/RDU
- 2.1.2 Cooperation in digital financing is encouraged through advocacy and the production of guidance
- 2.1.3 Evidence, including evaluations and research, is curated and synthesized to improve DX & RDU practice and outcomes
- 2.2.1 Standardized training curricula based on the Principles for Digital Development are developed and shared under an open license
- 2.2.2 A global network of local trainers for training curricula based on the Principles for Digital Development is established (funded by FCDO/DAD)
- 2.2.3 Direct training and support provided to donors and country governments related to funding and evaluating digital investments, based on demand
- 2.2.4 Resources for measuring the application of the Principles for Digital Development are packaged as a business standard and a service
- 2.3.1 The Principles for Digital Development community is broadened to include diverse actors and explores next iteration of the Principles through research and resources
- 2.3.2 The Digital Donors Anonymous community of practice supports donor alignment and coordination around new initiatives, best practice principles, and collaboration mechanisms

Measuring progress Objective 3: Connect, support, and scale proven solutions for faster uptake and adoption by governments and service providers. (2021-2022)

**PRIMARY OUTCOME 3**
Global development actors reuse existing digital global goods that meet country requirements and align to best practices and standards for digital transformation and responsible data use

**INTERMEDIATE OUTCOMES**
- 3.1 Global development actors more quickly discover existing digital global goods and guidance to support DX/RDU
- 3.2 Global development actors use common tools to evaluate and connect digital and data solutions that meet DX/RDU needs
- 3.3 Global development actors support and scale Digital Public Goods used for DX/RDU

**OUTPUTS**
- 3.1.1 An online marketplace (Catalog of Digital Solutions) of digital global goods and building blocks used for digital transformation and responsible data use is scaled and maintained
- 3.1.2 The online marketplace (Catalog of Digital Solutions) and SDG Digital Investment Framework are disseminated and promoted to the digital development community
- 3.2.1 Communities of practice are connected together to develop common assessment frameworks or criteria for digital global goods that is managed and promoted to global development actors
- 3.2.2 A rubric of requirements for digital global goods around standardized criteria is developed with global development actors and disseminated for use in evaluating digital global goods
- 3.2.3 A reference implementation of the SDG Digital Investment Framework and building block approach is developed and disseminated
- 3.3.1 Direct financial, technical and strategic assistance is provided to targeted digital global goods and host organizations through an independent organization.
Appendix 2. DIAL’s Theory of Change

**IF**
more countries can demonstrate that their digital and data transformation investments improve service delivery

**AND**
aligning this demand stimulates the increased supply and usage of fewer, proven digital and data global goods

**THEN**
national and global development actors align investments to support countries’ digital and data needs

...New countries accelerate their digital transformation and responsible data use journey
## Appendix 3. RF Indicator Plan

<table>
<thead>
<tr>
<th>RF level</th>
<th>Category</th>
<th>Indicator</th>
<th>How to define/track</th>
</tr>
</thead>
<tbody>
<tr>
<td>SG: Low and lower middle-income countries (LMICs) accelerate service delivery for all, including the most vulnerable</td>
<td>Adoption and Use</td>
<td>% of L/LMICs that have improved effectiveness in the delivery of public services via technology, as measured by the UN e-Government Development Index</td>
<td>The Survey tracks progress of e-government development via the United Nations E-Government Development Index (EGDI). The EGDI, which assesses e-government development at the national level, is a composite index based on the weighted average of three normalized indices. One-third is derived from the Telecommunications Infrastructure Index (TII) based on data provided by the International Telecommunications Union (ITU), one-third from the Human Capital Index (HCI) based on data mainly provided by the United Nations Educational, Scientific and Cultural Organization (UNESCO), and one-third from the Online Service Index (OSI) based on data collected from an independent Online Service Questionnaire (OSQ), conducted by UNDESA, which assesses the national online presence of all 193 United Nations Member States, complemented by a Member State Questionnaire (MSQ). The survey questionnaire assesses a number of features related to online service delivery, including whole-of-government approaches, open government data, e-participation, multi-channel service delivery, mobile services, usage uptake and digital divides, as well as innovative partnerships through the use of ICTs. This data is collected by a group of researchers under the supervision of UN DESA through a primary research and collection endeavour. The composite value of each component index is normalized to fall within the range of 0 to 1, and the overall EGDI is derived from taking the arithmetic average of the three component indices. Collected every two years.</td>
</tr>
<tr>
<td>RF level</td>
<td>Category</td>
<td>Indicator</td>
<td>How to define/track</td>
</tr>
<tr>
<td>----------</td>
<td>----------</td>
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</tr>
<tr>
<td></td>
<td>Influence</td>
<td>% of L/LMICs that have improved their enabling environment for digital inclusion, as measured by the GSMA Mobile Connectivity Index</td>
<td>Now in its fifth year, the Index reviews the performance of 170 countries (representing 99% of the global population) against 41 indicators over the 2014–2019 period. Index of different indicators related to infrastructure, affordability, consumer readiness, content and services. Leaders (score above 75) generally perform very well across all enablers and have very high levels of mobile internet penetration. Advanced (score above 65) perform well on three enablers and usually have high penetration rates. Transitioners (score above 50) perform well on at least two enablers. Emerging (score above 35) countries perform fairly well on one or two enablers but show room for improvement on others. Discoverers (score below 35) show room for improvement across all four enablers and have correspondingly low levels of mobile internet penetration.</td>
</tr>
<tr>
<td></td>
<td>Inclusion</td>
<td>% of L/LMICs who are considered at least partially ready to support LNOB, as measured by the ODI LNOB readiness index (compared to not ready)</td>
<td>The LMICs were evaluated using three thematic components of the 2019 LNOb index, namely: Data – to assesses whether countries are undertaking the surveys necessary to identify those at high risk of being left behind; Policy – to assess whether countries have key policies in place to address the needs of those at risk of being left behind (such as women’s access to land, anti-discrimination labor laws and universal access to health); and Finance – to determine whether governments invest adequately in education, health and social protection, which are three sectors key to supporting those at high risk of being left behind.</td>
</tr>
</tbody>
</table>

PO1 More low- and lower middle-income countries (L/LMICs) embark on a whole-of-society approach

Sustainability/Adoption and Use

# of L/LMICs who have advanced along DX maturity matrix

Work with policy team and baseline evaluators to identify an easy-to-apply methodology that measures movement along the process of DX
<table>
<thead>
<tr>
<th>RF level</th>
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<th>Indicator</th>
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</tr>
</thead>
<tbody>
<tr>
<td>to digital transformation and responsible data use</td>
<td>Influence</td>
<td># of organizations who are publicly advocating for national DX</td>
<td>Meltwater, anecdote log, desk research. Scott’s process tracing. Also use pyramid of engagement classification + bellwether method</td>
</tr>
<tr>
<td>PO2 Global movement of actors align training, financing and measurement policies to support digital transformation and responsible data use</td>
<td>Sustainability</td>
<td># of organizations who have adopted policies or funded investments that support national DX</td>
<td>Would also look for integration of PDD into policies + investments. Meltwater, anecdote log, desk research, surveys, interviews, spending data</td>
</tr>
<tr>
<td>PO3 Global development actors reuse existing digital global goods that meet country requirements and align to best practices and standards for digital transformation and responsible data use</td>
<td>Adoption and Use</td>
<td># interoperable DGGs that have increased usage</td>
<td>Track usage metrics of products listed on catalog/GovStack? Via survey. Do we want to differentiate b/w the two? Ideally we could know who these users/instances are</td>
</tr>
<tr>
<td>IO 1.1 One country advances their DT/RDU strategy through DIAL’s assistance</td>
<td>Adoption and Use</td>
<td># of actors in Sierra Leone using DIAL-introduced tools and methods for their DX journey</td>
<td>SL government records via PMO, engagement tracker, anecdote log</td>
</tr>
<tr>
<td>IO 1.2 Countries use and produce evidence, lessons, and best practices from exemplars to inform their own DT/RDU journey</td>
<td>Influence</td>
<td># countries and/or regional bodies that cite lessons and evidence from DIAL exemplars</td>
<td>Meltwater, engagement tracker, anecdote log, desk research</td>
</tr>
<tr>
<td>IO 2.1 Global development actors unite around a shared vision and roadmap for national DT/RDU</td>
<td>Influence</td>
<td># of organizations who cite lessons and evidence from DIAL research and advocacy materials</td>
<td>Meltwater, engagement tracker, anecdote log, desk research</td>
</tr>
<tr>
<td>IO 2.2 Global development actors improve their digital practice through</td>
<td>Adoption and Use</td>
<td># of countries testing pooled financing and/or procurement using DIAL’s guidance</td>
<td>Engagement tracker, Meltwater, anecdote logs, desk research</td>
</tr>
<tr>
<td></td>
<td>Adoption and Use</td>
<td># of organizations who cite PDD materials</td>
<td>Meltwater, engagement tracker, anecdote log, desk research</td>
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</tr>
<tr>
<td>standardized training and measurement based on the Principles for Digital Development</td>
<td># of endorsers of the Digital Principles</td>
<td>Catalog tracker</td>
<td></td>
</tr>
<tr>
<td>IO2.3 Global development actors share experiences and build best practices required for DX/RDU with peers through communities of practice</td>
<td># of members of DIAL communities of practice who report improved digital and data capacity as a result of their participation</td>
<td>Twice a year satisfaction surveys to communities</td>
<td></td>
</tr>
<tr>
<td>IO 3.1 Global development actors more quickly discover existing digital global goods and guidance to support DX/RDU</td>
<td># of users of DIAL playbooks and catalog</td>
<td>Catalog analytics</td>
<td></td>
</tr>
<tr>
<td></td>
<td>% increase in usage of the DIAL online catalog</td>
<td>Catalog analytics</td>
<td></td>
</tr>
<tr>
<td></td>
<td>% of users that are returning users</td>
<td>Catalog analytics</td>
<td></td>
</tr>
<tr>
<td>IO 3.2 Global development actors use common tools to evaluate and connect digital and data solutions that meet DX/RDU needs</td>
<td># of organizations that cite incorporating GovStack and/or building block approach</td>
<td>Engagement tracker, Meltwater, anecdote log, desk research</td>
<td></td>
</tr>
<tr>
<td>IO 3.3 Global development actors support and scale Digital Public Goods used for DX/RDU</td>
<td># of organizations that are publicly advocating for an independent foundation to support DPGs</td>
<td>Engagement tracker, Meltwater, anecdote log, desk research</td>
<td></td>
</tr>
</tbody>
</table>

For all outputs:

<table>
<thead>
<tr>
<th>Indicator</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Deliverables delivered? Y/n</td>
<td>Verify with workplan</td>
</tr>
<tr>
<td># of stakeholders engaged in project activities, disaggregated by stakeholder type</td>
<td>Stakeholders are staff at donors, multilaterals, government, NGOs, MNOs, private sector, and academia. Activities are events, trainings, workshops, meetings, webinars, and other types of consultations and/or dissemination sessions. Will need to work with Comms and Pro Ops to develop easy-to-use tracking system, pulling from Smartsheet and events calendar. Will document what project deliverable each activity is supporting.</td>
</tr>
</tbody>
</table>