Request for Proposals

Partnership to build sustainable digital capacity in Kenya through the application of reusable tools shaped by the Principles for Digital Development

May 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, 2021-2026, DIAL is providing more direct support to national governments to enable more low- and middle-income countries to embark on and accelerate a whole of society approach to digital transformation and responsible data use. DIAL believes that if more countries can demonstrate that their digital and data transformation investments improve service delivery, then new countries can accelerate their own digital transformation and responsible data use journeys.

As part of DIAL’s mandate, we steward the Principles for Digital Development (Digital Principles). The Digital Principles are a set of nine guidelines meant to help digital development practitioners better integrate digital tools and technology in their projects and programs. As steward, DIAL encourages community conversations about digital development, curates new ideas and resources for digital development practitioners, including implementing organizations (international and humanitarian NGOs), donors, and country governments, and promotes awareness, endorsement and adoption of the Digital Principles.

Specifically, this project will support DIAL’s objective to build with partners a global movement that aligns the financing, training, and measurement approaches that global development actors use to support country-led digital transformation. DIAL will leverage its neutral role and expertise in digital practice, financing, training, and community building through the following:

• Mobilize high-level political leadership around the need for digital cooperation
• Align financing for digital transformation driven by national and regional digital transformation strategies
• Standardize digital capacity training and procurement practice around the Principles for Digital Development
• Share, connect, and drive adoption of digital good practices through its digital development communities of practice

Project background and description

Digital capacity remains low in most countries around the world and is particularly acute in low-income countries where demand from the private sector outstrips supply of available digital talent. The focus of this project is to test if digital capacity can be strengthened throughout stakeholder groups through the implementation of Principles for Digital Development training programs and if current and future trainings can be scaled and sustained at the local level, using Kenya as a pilot.

This project is funded by FCDO’s Digital Access Programme (DAP). DAP supports responsible, sustainable digital inclusion and transformation in five partner countries (Kenya, Nigeria, South Africa, Brazil and Indonesia) and seeks to build relevant digital capacity in collaboration with a range of partners and stakeholders in the public, private, non-profit and research sectors. Since 2019, the Digital Access Programme in Kenya has been supporting key stakeholders and partners to advance inclusive
connectivity, build digital skills and increase access to locally-relevant digital content and services, through enhancing the relevant policy and regulatory framework, strengthening the capacity of relevant institutions and organization, and testing and validating sustainable and scalable technology and business models that are key to digital development. Within this context, FCDO and its partner DIAL will support a new DAP project to further build sustainable digital capacity in Kenya.

DIAL hypothesizes that if a country understands the variables that drive digital transformation and invests in local capacity grounded in the Digital Principles to achieve that transformation, then the country can build a broad base of digital leaders who are more capable of designing and managing the safe and responsible use of digital and data tools. To do this, DIAL seeks to establish a locally based community of practice with its own network of Digital Principles trainers and champions that can generate demand and provide readily available training services through a sustainable business model. As such, under this FCDO DAP-funded project, DIAL seeks a local partner based in Kenya to pilot this work and adapt our existing training resources, build a self-sustaining network of trainers. This includes supporting the organization, delivery, and monitoring and evaluation of trainings, training-of-trainers events, and developing core materials (e.g., guides, case studies) that can be evaluated against this hypothesis. All items developed by DIAL and/or our partners are produced under Creative Commons license as a global re-usable product.

The future sustainability and scalability of on-going Digital Principles trainings led by an accredited local training institute will be evaluated at the end of this DAP-supported project to determine its on-going value to local participants and potential applicability to other countries and contexts (including other DAP countries – Nigeria, South Africa, Brazil and Indonesia – as relevant).

Scope of Work

In collaboration with DIAL, and in coordination with the DAP Kenya team as needed, the local partner will help implement one country-level test in Kenya to shape an effective training program which can be easily and locally scaled to be an on-going revenue stream for at least one local training hub. The local partner will lead on adapting the materials and run the trainings as a long-term business for them. Using FCDO DAP funding, advice and collaboration, DIAL will account for the training’s future sustainability and growth by implementing a training-of-trainers accreditation program (adapted for the local context from our existing training of trainers) for the Digital Principles.

The partner will help inform the DIAL’s learning agenda around the Digital Principles trainings’ efficacy towards improved digital capacity. They will do this by building on existing resources to add new, context-relevant case studies and other elements; and support the development and piloting of an accreditation program to local groups/organizations that will allow them to deliver existing and future Digital Principles trainings in their region as well as training-of-trainers courses. The partner will also DIAL staff to ensure that key monitoring, evaluation and learning questions around the results and efficacy the Digital Principles trainings are addressed through the formulation of a learning agenda and collection of monitoring data from training participants.

This project will run from August 2, 2021 – February 28, 2022.

The following are the activities that the local partner will lead and liaise on:

- Inception phase: The partner will attend a kick-off meeting with DIAL and the DAP Kenya team. Approximately two 2-4 weeks after the initial call, the partner will deliver an inception report that includes key informant interviews (KIIs) and a desk review of key documents
Key Outputs: Kick off meeting and inception report. This includes program management plans for how the partner will be responsible for setting up and supporting the Community of Practice (for workshop participants and newly accredited trainers), and post-training activities (ie; plans and means for continued and incentivized engagement after the project’s close). This will be an ongoing activity for the partner, in which the partner will support Digital Principles events or until the Community of Practice is self-sustaining.

Refinement of training model: Under the direction of DIAL’s Training Lead, the partner will give input into the business model’s design and the accreditation process for Digital Principles trainers. This design will include a standard MOU structure that establishes an agreement with each trainer (this may include but is not limited to quality standards, compensation for number of trainings, continuing education, etc.). The partner will test the MOU structure with the initial training cohort and help determine accreditation parameters. To ensure that these efforts are sustainable in Kenya and beyond, the partner will also support DIAL in developing a Monitoring, Evaluation, and Learning approach and set of indicators to measure the model’s effectiveness and impact on digital capacity.

Key Outputs: Input into business model and testing, accreditation strategy, and monitoring, evaluation, and learning approach, including indicators, learning agenda and metrics of success, as led by DIAL’s Training Lead.

Content adaptation: The project builds on and reuses existing DIAL developed training materials. With support from DIAL, and the DAP Kenya team as needed, the local partner will lead on adapting the existing resources to the Kenyan context and liaise closely with the Training Lead to ensure that the model is adapted to national needs. In the first six months of the project, the partner will lead on coordinating with local groups to adapt, translate, and create virtual and in-person training materials, guidance documents, and promotional materials. DIAL will support the partner by contributing the base materials, and support program management.

Key Outputs:
- Updated Digital Principles 101 workshop and training-of-trainers materials for both in-person and virtual facilitation. Includes In-person and Virtual Facilitator’s Guide, Virtual Facilitation Playbook, Digital Principles 101 modules on the Digital Principles Academy and corresponding materials, such as the SDG/Digital Principles card game, guidance documents, and promotional materials
- 2 new case studies based on programs or projects implemented in Kenya

Training program: After Digital Principles training content, guidance documents, and promotional materials have been updated and adapted, the partner, in collaboration with DIAL’s Training Lead, and the DAP Kenya team as necessary, will conduct the Digital Principles 101 and the training-of-trainers workshop training for partner organizations. Each workshop is currently formatted for one full day, for a total of 6 hours each. Language adaptations may require changes to the total number of workshops. The partner will be responsible for ensuring that they both distribute and collect survey data from the trainings.

Key Outputs: At least one (1) Digital Principles 101 training and up to two (2) will be held in 2021 with at least 25 and up to 45 Kenyan leaders and digital development practitioners participating.

Of those groups, at least 15 and up to 20 participants should be accredited through the Training of Trainers workshop, of which there will be at least one (1). Identifying and recruiting of participants will be the responsibility of the partner and should
include diverse regions in Kenya, such as the Central, Eastern, Western, Coast regions and include at least 50% female participants.

- Set up and support the newly accredited network of trainers program and propose means of engagement post-event
- Collect and share monitoring and survey data from the trainings with DIAL as well as data necessary for DIAL to report to donors according to our Results Framework (which will include attendance data, surveys, and a few others).

Note: The partner will need to be available for any evaluation that may be conducted after the completion of the project (estimated 2022).

- **Virtual Cross-Country Learning Event:** Toward the project’s close, the partner will participate and present in an online learning event to share lessons, findings, tools, and results from the Training-of-Trainers program and case study with other DAP countries (Nigeria, Brazil, Indonesia, and South Africa).

### Key Competencies

- Demonstrated previous competencies in running training programs in the international development or digital development space
- Robust understanding of key digital inclusion and digital transformation potential and challenges in Kenya. Knowledge of the Principles for Digital Development is a plus.
- Long-term interest in running the Community of Practice in Kenya and supporting the continued work of the trainers past the end of the program
- Experience setting up and managing Communities of Practice, entrepreneurial or financial incentives for Communities of Practice and service providers
- Entity registered in Kenya, with a preference for local organizations, and ability to contract staff to deliver on technical and logistical elements of the program.
- Deep knowledge of local context and healthy network of potential participants in the country

### 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>Estimated Completion date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Inception report based off of kick off meeting</td>
<td>August 27, 2021</td>
</tr>
<tr>
<td>2</td>
<td>Adaptation of Digital Principles 101 and ToT materials</td>
<td>October 4, 2021</td>
</tr>
<tr>
<td>3</td>
<td>Case studies</td>
<td>October 6, 2021</td>
</tr>
<tr>
<td>4</td>
<td>(1) Digital Principles 101 workshop</td>
<td>November 30, 2021</td>
</tr>
<tr>
<td>5</td>
<td>(1) Digital Principles 101 ToT workshop</td>
<td>December 2, 2021</td>
</tr>
<tr>
<td>6</td>
<td>Participation in cross-country learning event</td>
<td>February 28, 2022</td>
</tr>
</tbody>
</table>
Period of Performance

Work will start on or around August 2, 2021 and we’re requesting that it be completed by February 28, 2022. During this time, we anticipate a close working relationship with the chosen vendor.

Outcomes

DIAL-led surveys, to be conducted after the training, show that at least 3-5 organizations report improved digital capacity as a result of engaging with the Digital Principles.

A national network of trained trainers is established and managed by the local partner. The partner will facilitate the Digital Principles 101 training for partner organizations and the training-of-trainers workshop to facilitators with the capacity to roll the programs out at national and/or regional level and manage a network for continued support for accredited trainers.

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
  – Provide professional fees budget, including cost and level of effort per staff member
  – Provide separate line items 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 **June 10, 2021, by 11:59:00 EDT**. We expect the submissions to be in the **4–6-page range** but will not penalize submissions that are above or below this range.
- Questions and clarifications will be communicated to Respondents between **May 11 – June 1, 2021**, with a kind request for prompt turnaround on part of the Respondents.
- The selected Respondent will be notified on **June 25, 2021, by 6:00pm EDT**
- Please send all submissions to **RFP@digitalimpactalliance.org**
- In case Respondents encounter a problem submitting, please contact [Claudine Lim at clim@unfoundation.org](mailto:clim@unfoundation.org)

Questions and Answers

Please forward any questions to **RFP@digitalimpactalliance.org** by May 28, 2021. 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>
<td></td>
</tr>
<tr>
<td>The analytical framework and methodology is capable of answering the project’s key questions and deliverables</td>
<td></td>
</tr>
<tr>
<td><strong>2. Subject Matter Expertise</strong></td>
<td></td>
</tr>
<tr>
<td>Solid understanding of the key dynamics and trends in the relevant substantive areas</td>
<td></td>
</tr>
<tr>
<td>Appropriate level of understanding of the key stakeholders and dynamics within the ecosystem</td>
<td></td>
</tr>
<tr>
<td>Key participants can speak with authority and credibility on the key project issues</td>
<td></td>
</tr>
<tr>
<td>Experience working with emerging markets and the field of global development</td>
<td></td>
</tr>
<tr>
<td><strong>3. Project Management</strong></td>
<td></td>
</tr>
<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>
<td></td>
</tr>
<tr>
<td>Achievable action plan that will deliver the project on time and on budget</td>
<td></td>
</tr>
<tr>
<td>Effective staffing and/or team structure</td>
<td></td>
</tr>
<tr>
<td>Thoughtful risk identification and mitigation strategies</td>
<td></td>
</tr>
<tr>
<td><strong>4. Capabilities and Experience</strong></td>
<td></td>
</tr>
<tr>
<td>Demonstrated firm experience with similar projects</td>
<td></td>
</tr>
<tr>
<td>Team members with demonstrated skills and experience with similar projects and activities</td>
<td></td>
</tr>
<tr>
<td>Criteria</td>
<td>Score (1-5)</td>
</tr>
<tr>
<td>----------</td>
<td>-------------</td>
</tr>
<tr>
<td>High-quality sub-contractors and external advisors, if relevant</td>
<td></td>
</tr>
<tr>
<td>Appropriate access to resources and knowledge centers</td>
<td></td>
</tr>
<tr>
<td>5. Value</td>
<td></td>
</tr>
<tr>
<td>The proposed pricing is within budget</td>
<td></td>
</tr>
<tr>
<td>The proposed pricing demonstrates a competitive price and good value for the money</td>
<td></td>
</tr>
<tr>
<td>Development and Emerging Market Experience</td>
<td></td>
</tr>
<tr>
<td>6. Mission</td>
<td></td>
</tr>
<tr>
<td>Preference for firms or organizations based in LCDs</td>
<td></td>
</tr>
<tr>
<td>Preference for firms founded or lead by women</td>
<td></td>
</tr>
<tr>
<td>Preference for firms with staff based in target countries where work will be done</td>
<td></td>
</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

---

May 2021  Kenya Partner to build sustainable digital capacity
• 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 & 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.