



## Iraq Governance and Performance Accountability Project (IGPA)

Request for Proposals (RFP)

No. (RFP-DAI-IGPA-18-0106)

CAM-Process Monitoring Outcome Harvesting

Issue Date: April 8<sup>th</sup> , 2019

**WARNING:** Prospective Offerors who have received this document from a source other than the Iraq Governance and Performance Accountability project, Babylon-Rotana Hotel, [ProcurementIGPA@dai.com](mailto:ProcurementIGPA@dai.com) , [IGPAProcurementINBOX@dai.com](mailto:IGPAProcurementINBOX@dai.com), should immediately contact [IGPAProcurementINBOX@dai.com](mailto:IGPAProcurementINBOX@dai.com) and provide their name and mailing address in order that amendments to the RFP or other communications can be sent directly to them. Any prospective Offeror who fails to register their interest assumes complete responsibility in the event that they do not receive communications prior to the closing date. Any amendments to this solicitation will be distributed via [IGPAProcurementINBOX@dai.com](mailto:IGPAProcurementINBOX@dai.com).

**Table of Contents**

**1. Introduction and Purpose .....4**

    1.1 Purpose ..... 4

    1.2 Issuing Office..... **Error! Bookmark not defined.**

    1.3 Type of Award Anticipated ..... 4

**2. General Instructions to Offerors.....4**

    2.1 General Instructions..... 4

    2.2 Proposal Cover Letter ..... 4

    2.3 Questions regarding the RFP ..... 5

**3. Instructions for the Preparation of Technical Proposals .....5**

    3.1 Services Specified..... 5

    3.2 Technical Evaluation Criteria ..... 5

**4. Instructions for the Preparation of Cost/Price Proposals.....6**

    4.1 Cost/Price Proposals ..... 6

**5. Basis of Award.....6**

    5.1 Best Value Determination..... 6

    5.2 Responsibility Determination ..... 6

**6. Inspection & Acceptance.....6**

**7. Compliance with Terms and Conditions.....7**

    7.1 General Terms and Conditions..... 7

    7.2 Source and Nationality..... 7

    7.1 Data Universal Numbering System (DUNS) ..... 7

**8. Procurement Ethics .....7**

**9. Attachments.....9**

    9.1 Attachment A: Scope of Work for Services or Technical Specifications ..... 9

    9.2 Attachment B: Proposal Cover Letter ..... 16

    9.4 Attachment D: Past Performance Form..... 22

    9.5 Attachment E: Representations and Certifications of Compliance ..... 23

    9.6 Attachment F: Proposal Checklist ..... 24

**Synopsis of the RFP**

RFP No.	RFP-DAI-IGPA-18-0106
Issue Date	April 8 <sup>th</sup> , 2019
Title	CAM-Process Monitoring Outcome Harvesting
Issuing Office & Email/Physical Address for Submission of Proposals	Iraq Governance and Performance Accountability Project, Baghdad Office, Aljadryiah <a href="mailto:IGPAProcurementINBOX@dai.com">IGPAProcurementINBOX@dai.com</a>
Bidders' Conference	April 15, 2019 at 2:00 pm Baghdad Local Time at IGPA Baghdad Office, Babylon Rotana Hotel, Al Jadryiah
Deadline for Receipt of Questions	April 17, 2019 at 2:00 pm BGD local time
Deadline for Receipt of Proposals	April 22, 2019 at 5:00 pm BGD local time
Point of Contact	<a href="mailto:IGPAProcurementINBOX@dai.com">IGPAProcurementINBOX@dai.com</a>
Anticipated Award Type	Firm Fixed Price Subcontract
Basis for Award	An award will be made based on the Trade Off Method. The award will be issued to the responsible and reasonable offeror who provides the best value to DAI and its client using a combination of technical and cost/price factors.

## 1. Introduction and Purpose

### 1.1 Purpose

DAI, the implementer of the USAID-funded Iraq Governance and Performance Accountability (IGPA) project, invites qualified offerors to submit proposals to conduct Complexity Aware Monitoring of the Implemented Activities Process Monitoring- Outcome Harvesting in support of program implementation.

The Issuing Office and Contact Person noted in the above synopsis is the sole point of contact at DAI for purposes of this RFP. Any prospective offeror who fails to register their interest with this office assumes complete responsibility in the event that they do not receive direct communications (amendments, answers to questions, etc.) prior to the closing date.

### 1.2 Type of Award Anticipated

DAI anticipates awarding a Firm Fixed Price Subcontract. This award type is subject to change during the course of negotiations.

## 2. General Instructions to Offerors

### 2.1 General Instructions

“Offeror”, “Subcontractor”, and/or “Bidder” means a firm proposing the work under this RFP. “Offer” and/or “Proposal” means the package of documents the firm submits to propose the work.

Offerors wishing to respond to this RFP must submit proposals, in English, in accordance with the following instructions. Offerors are required to review all instructions and specifications contained in this RFP. Failure to do so will be at the Offeror’s risk. If the solicitation is amended, then all terms and conditions not modified in the amendment shall remain unchanged.

Issuance of this RFP in no way obligates DAI to award a subcontract or purchase order. Offerors will not be reimbursed for any costs associated with the preparation or submission of their proposal. DAI shall in no case be responsible for liable for these costs.

Proposals are due no later than **April 22, 2019, 5:00pm Baghdad time**, to be submitted to [ProcurementIGPA@dai.com](mailto:ProcurementIGPA@dai.com). The RFP number and title of the activity must be stated in the subject line of the email. Technical and cost proposals may be submitted in the same email. Late offers will be rejected except under extraordinary circumstances at DAI’s discretion. All proposals submitted in hardcopy shall be sealed and labeled with the RFP Number.

The submission to DAI of a proposal in response to this RFP will constitute an offer and indicates the Offeror’s agreement to the terms and conditions in this RFP and any attachments hereto. DAI reserves the right not to evaluate a non-responsive or incomplete proposal.

### 2.2 Proposal Cover Letter

A cover letter shall be included with the proposal on the Offeror’s company letterhead with a duly authorized signature and company stamp/seal using Attachment B as a template for the format. The cover letter shall include the following items:

- The Offeror will certify a validity period of 90 days for the prices provided.
- Acknowledge the solicitation amendments received.

**2.3 Questions regarding the RFP**

Each Offeror is responsible for reading and complying with the terms and conditions of this RFP. Requests for clarification or additional information must be submitted in writing via email or in writing to the Issuing Office as specified in the Synopsis above. No questions will be answered by phone. Any verbal information received from a DAI or IGPA employee or other entity shall not be considered as an official response to any question regarding this RFP.

Copies of questions and responses will be distributed in writing to all prospective bidders who are on record as having received this RFP after the submission date specified in the Synopsis above.

**3. Instructions for the Preparation of Technical Proposals**

Technical proposals shall be clearly labeled as “VOLUME I: TECHNICAL PROPOSAL”.

Technical proposals shall include the following contents

1. Technical Approach - Description of the proposed services which meets or exceeds the stated technical specifications or scope of work. The proposal must show how the Offeror plans to complete the work and describe an approach that demonstrates the achievement of timely and acceptable performance of the work. This includes the methodology, training orientation. This should include the road map for the implementation of the deliverable stated at the scope of work annexed to this RFP.
2. Management approach – Description of the Offeror’s staff assigned to the project. The proposal should describe how the proposed team members have the necessary experience and capabilities to carry out the Technical Approach. have the necessary experience and capabilities to carry out the Technical Approach detailed at the scope of word annexed to this RFP.
3. Past Performance –Provide a list of at least three (3) recent awards of similar scope and duration, specifically relating to work with international organizations and USAID are highly desirable. The information shall be supplied as a table, and shall include the legal name and address of the organization for which services were performed, a description of work performed, the duration of the work and the value of the contract, description of any problems encountered and how it was resolved, and a current contact phone number of a responsible and knowledgeable representative of the organization. See Attachment F.

**3.1 Services Specified**

For this RFP, DAI is in need of the services described in Attachment A.

**3.2 Technical Evaluation Criteria**

Each proposal will be evaluated and scored against the evaluation criteria and evaluation sub-criteria, which are stated in the table below. Cost/Price proposals are not assigned points, but for overall evaluation purposes of this RFP, technical evaluation factors other than cost/price, when combined, are considered significantly more important than cost/price factors.

Evaluation Criteria	Maximum Points
Technical Approach	50 points
Timeline Approach	20 points
Management Approach or Personnel Qualifications	10 points
Corporate Capabilities or Past Performance	20 points
<b>TOTAL</b>	<b>100 points</b>

## 4. Instructions for the Preparation of Cost/Price Proposals

### 4.1 Cost/Price Proposals

Cost/Price proposals shall be clearly labeled as "VOLUME II: COST/PRICE PROPOSAL".

The Subcontractor is responsible for all applicable taxes and fees, as prescribed under the applicable laws for income, compensation, permits, licenses, and other taxes and fees due as required.

## 5. Basis of Award

### 5.1 Best Value Determination

DAI will review all proposals, and make an award based on the technical and cost evaluation criteria stated above, and select the offeror whose proposal provides the best value to DAI. DAI may also exclude an offer from consideration if it determines that an Offeror is "not responsible", i.e., that it does not have the management and financial capabilities required to perform the work required.

Evaluation points will not be awarded for cost. Cost will primarily be evaluated for realism and reasonableness. DAI may award to a higher priced offeror if a determination is made that the higher technical evaluation of that offeror merits the additional cost/price.

DAI may award to an Offeror without discussions. Therefore, the initial offer **must contain the Offeror's best price and technical terms.**

### 5.2 Responsibility Determination

DAI will not enter into any type of agreement with an Offeror prior to ensuring the Offeror's responsibility. When assessing an Offeror's responsibility, the following factors are taken into consideration:

1. Provide evidence of the required business licenses to operate in the host country.
2. Evidence of a DUNS number (explained below and instructions available upon request).
3. The source, origin and nationality of the products or services are not from a Prohibited Country (explained below).
4. Having adequate financial resources to finance and perform the work or deliver goods or the ability to obtain financial resources without receiving advance funds from DAI.
5. Ability to comply with required or proposed delivery or performance schedules.
6. Have a satisfactory past performance record.
7. Have a satisfactory record of integrity and business ethics.
8. Have the necessary organization, experience, accounting and operational controls and technical skills.
9. Have the necessary production, construction and technical equipment and facilities if applicable.
10. Be qualified and eligible to perform work under applicable laws and regulations.

## 6. Inspection & Acceptance

The designated DAI Project Manager will inspect from time to time the services being performed to determine whether the activities are being performed in a satisfactory manner, and that all equipment or supplies are of acceptable quality and standards. The subcontractor shall be responsible for any

countermeasures or corrective action, within the scope of this RFP, which may be required by the DAI Chief of Party as a result of such inspection.

## 7. Compliance with Terms and Conditions

### 7.1 General Terms and Conditions

Offerors agree to comply with the general terms and conditions for an award resulting from this RFP. The selected Offeror shall comply with all Representations and Certifications of Compliance listed in Attachment G.

### 7.2 Source and Nationality

Under the authorized geographic code for its contract DAI may only procure goods and services from the following countries.

**Geographic Code 937:** Goods and services from the United States, the cooperating country, and "Developing Countries" other than "Advanced Developing Countries: excluding prohibited countries. A list of the "Developing Countries" as well as "Advanced Developing Countries" can be found at:

<http://www.usaid.gov/policy/ads/300/310maa.pdf> and  
<http://www.usaid.gov/policy/ads/300/310mab.pdf> respectively.

### 7.1 Data Universal Numbering System (DUNS)

There is a **mandatory** requirement for your organization to provide a DUNS number to DAI. The Data Universal Numbering System is a system developed and regulated by Dun & Bradstreet (D&B) that assigns a unique numeric identifier, referred to as a "DUNS number" to a single business entity. Without a DUNS number, DAI cannot deem an Offeror "responsible" to conduct business with and therefore, DAI will not enter into a subcontract/purchase order or monetary agreement with any organization. The determination of a successful offeror/applicant resulting from this RFP/RFQ/RFA is contingent upon the winner providing a DUNS number to DAI. Offerors who fail to provide a DUNS number will not receive an award and DAI will select an alternate Offeror.

All U.S. and foreign organizations which receive first-tier subcontracts/ purchase orders with a value of \$25,000 and above **are required** to obtain a DUNS number prior to signing of the agreement. Organizations are exempt from this requirement if the gross income received from all sources in the previous tax year was under \$300,000. DAI requires that Offerors sign the self-certification statement if the Offeror claims exemption for this reason.

Instructions for obtaining a DUNS number will be sent to the selected vendor upon request.

For those not required to obtain a DUNS number, DAI will send the "Self-Certification for Exemption from DUNS Requirement" form to the selected vendor upon request.

## 8. Procurement Ethics

Neither payment nor preference shall be made by either the Offeror, or by any DAI staff, in an attempt to affect the results of the award. DAI treats all reports of possible fraud/abuse very seriously. Acts of fraud or corruption will not be tolerated, and DAI employees and/or subcontractors/grantees/vendors who engage in such activities will face serious consequences. Any such practice constitutes an unethical, illegal, and corrupt practice and either the Offeror or the DAI staff may report violations to the Toll-Free Ethics and Compliance Anonymous Hotline at +1 855-603-6987, via the DAI website, or via email to [FPI\\_hotline@dai.com](mailto:FPI_hotline@dai.com). DAI ensures anonymity and an unbiased, serious review and treatment of the

information provided. Such practice may result in the cancellation of the procurement and disqualification of the Offeror's participation in this, and future, procurements. Violators will be reported to USAID, and as a result, may be reported to the U.S. Department of Justice to be included in a Restricted Parties list, preventing them from participating in future U.S. Government business.

Offerors must provide full, accurate and complete information in response to this solicitation. The penalty for materially false responses is prescribed in Section 1001 of Title 18 of the United States Code.

In addition, DAI takes the payment of USAID funds to pay Terrorists, or groups supporting Terrorists, or other parties in exchange for protection very seriously. Should the Terrorist, groups or other parties attempt to extort/demand payment from your organization you are asked to immediately report the incident to DAI's Ethics and Compliance Anonymous Hotline at the contacts described in this clause.

By submitting an offeror, offerors certify that they have not/will not attempt to bribe or make any payments to DAI employees in return for preference, nor have any payments with Terrorists, or groups supporting Terrorists, been attempted.



## 9. Attachments

### 9.1 Attachment A: Scope of Work for Services or Technical Specifications

#### Activity Purpose

IGPA/Takamul commissions a Complexity Aware Monitoring (CAM), which is a contractual deliverable that requires the IGPA to account for CAM at the quarterly and annual reports. The Political Economy Analysis-CAM Unit (PEACAM) is tasked with design, develop, and deliver this contractual requirement.

CAM is developed using five approaches; the Sentinel Indicators, Stakeholder Feedback, Process Monitoring of Impact, and Outcome Harvesting approaches.

The Sentinel indicators will be developed using the in-house direct implementation through the team capacity built within the PEACAMU. The Stakeholder Feedback, Process Monitoring of Impact, and Outcome Harvesting approaches will be addressed through outsourcing these activities to a specialized sub-contractor.

This Scope of Work (SoW) deals with implementing the CAM- Process Monitoring and Outcome Harvesting (PMOH). The process monitoring tracks predicted and emergent processes transforming outputs to results, captures broad range results, and makes diverse perspectives explicit. Outcome harvesting works backward to describe and verify contributions. The activity will be named (CAM-PMOH) activity, and it will focus on delivering the PMOH for USAID's IGPA/Takamul's quarterly report due on July 31, 2018.

CAM-PMOH focuses on the activities that are implemented and completed six months prior to the quarterly report; i.e. this period will cover the activities implemented till January 2019. The activity selection for CAM will be also based on the nature of the intervention. CAM works with those activities that deal with adding, modifying, or changing the systems or bureaucracies in a government unit/agency, or within a social construct. The number of activities and provinces depend on the selected activities; however, IGPA/Takamul will emphasize the inclusion of a wide range representation that includes Basrah, Baghdad, KRG, and the Newly liberated areas (NLA).

#### Background and Rationale

The operational context of IGPA/Takamul in Iraq is complex with layers of complicated variables and complex dynamics. In such a complex context, there is rarely a one-size-fits-all intervention that yields the same outcome and impact in all institutions, provinces, or regions. For example, a training for the Administrative and Financial Affairs Directorate (AFAD) training in Basrah will not yield the same impact and outcome as it is delivered for AFAD in Anbar or for the financial department in Erbil. On one hand, AFAD in Anbar had just been established, and the agency still needs to build the staff, introduce the mandate, and obtain the federal government approval. The Erbil Governor's Office, on the other hand, has a different structure and has not been introduced to the AFADs that have been established in the south for three years now.

CAM, therefore, aims to understand how various aspects of IGPA/Takamul interventions work and impact diverse Iraqi contexts.<sup>1</sup> These complex contexts can be geographical, such as the different outcomes of

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<sup>1</sup> CAM can be briefly defined as the method to unpack non-linear causal paths between program intervention and program outcomes for those programs operating in complex systems and contexts. Complex systems and contexts mean simply that the program operational context includes factors that can operate independently of each yet combine to create an outcome which cannot be predicted from the

USAID's IGPA/Takamul's trainings conducted in Erbil and that in Basrah for the same type of bureaucrats. These complex contexts can be institutional and systematic as well, e.g., USAID's IGPA/Takamul's different capacity building impact on the governance and institutions of the Kurdistan Regional Government (KRG), or Baghdad versus those in the NLAs.

The Political Economy Analysis-CAM Unit (PEACAM) is tasked with developing the Complex Aware Monitoring (CAM) deliverable for the USAID's IGPA/Takamul's activities and include the results and findings about the program's impact on the systems and processes in USAID's IGPA/Takamul's quarterly and annual reports. CAM is developed using five approaches; the Sentinel Indicators, Stakeholder Feedback, Process Monitoring of Impact, and Outcome Harvesting approaches. The PEACAMU will develop the sentinel indicators through direct implementation using the unit staff capacities built to address these indicators. The rest of the five activities will sub-contracted to the specialized vendor.

This Scope of Work (SoW) deals with implementing the CAM- Process Monitoring of Impact and Outcome Harvesting (CAM-PMOH) activity, and it will focus on delivering the PMOH for USAID's IGPA/Takamul's quarterly report due on April 30, 2018. While CAM-PMOH covers the activities for the quarterly reports due on July 31, 2019, the activity will be repeated for USAID's IGPA/Takamul's annual report due on October 31.<sup>2</sup> The activity will cover major provinces representative of the Iraqi mosaic and USAID's IGPA/Takamul's main areas of operation; Basrah, Baghdad, KRG, and the NLAs.

The Process Monitoring of Impact and Outcome Harvesting (PMOH), which is the target of this SoW seeks the monitoring and tracking of the emergent processes transforming outputs to results, captures broad range results, and makes diverse perspectives explicit within a system unit-it focuses on process thinking and its impact on developing the performance of the governing unit for better service delivery. The PMOH works backward to describe and verify contributions by USAID's IGPA/Takamul's intervention targeting those institutions that directly affected by the interventions and operate within larger bureaucracies. The activity also captures, using qualitative narrative, the development in performance of the entire institution-those directly and indirectly targeted interventions by IGPA/Takamul. For example, if IGPA/Takamul established a new performance evaluation unit at the Governor Office (GO) in Anbar, the CAM-PMOH aims to understand how the units and processes of the target unit, and outside the target unit yet operating at the same GO benefited (or not) from the program intervention installing the performance evaluation unit. Different from the Stakeholder feedback, the PMOH approach is more about organization processes, inter-related bureaucracies, activities and functions as well as the work flow and performance. The CAM-PMOH is institutions based, whereas CAM-Stakeholder is individual, and personnel feedback based from within and outside the target units.

The report is extremely important to show how the know-how and expertise transferred through USAID's IGPA/Takamul's intervention have transferred the bureaucracies, government, and social institution and affected the whole system at the GO. CAM-PMOH is different from the traditional performance indicator-based M&E in that the CAM-PMOH captures the qualitative outcome impact on

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*outset. This is true even if each factor by itself could be considered, in accordance with complexity theory, either simple or complicated. This implies that program results and outcomes may well be different from those initially intended. Thus, CAM identifies clusters of outcomes to which the program has contributed, within program areas of change. The CAM evaluation compares the outcome trajectories of IGPA/Takamul with program underlying causal premises and how program implementation adapts accordingly. The approach aims to empower IGPA/Takamul's objectives leads and staff with the tools to understand how their interventions are working to reach larger numbers of beneficiaries, influence broader systems, and develop deeper and more sustainable influence. CAM also aims to identify and learn which parts of the program are working and have the potential, if supported and scaled, to make a bigger difference, and communicate them to the technical team. In addition, CAM evaluation addresses USAID's requirements for operational studies to address future programming needs to design effective interventions in Iraq's complex context.*

<sup>2</sup> The CAM activity for the annual report of October 2019 will be pending the USAID option year approval.

the target and un-targeted units, rather than just the target unit benefited from the program intervention. For example, while the activity will focus on the target units within USAID’s IGPA/Takamul’s operational area, it will also add three provinces, whose institutions have not been targeted yet to compare impacts and process development by USAID’s IGPA/Takamul’s intervention. The other three provinces that will be included to compare PMOH are Salah al-Din, KRG’s Halabja, and Wasit.

## Objectives

- I. To conduct highly targeted CAM-PMOH focus group and key-informant survey in the units and systems across the target provinces and activities implemented on provincial and national level up to January 2019, as follows:
  - a. *Target Provinces are:* Baghdad, Basrah, KRG, and NLAs. In addition, the activity will be run in Salah al-Din, KRG’s Halabja, and Wasit.
  - b. *Target Activities:* This will include those activities that are implemented by all the USAID’s IGPA/Takamul project units, including government institutions, and CSOs.

<b>2. Ninewa</b>					
<b>Activity number</b>	<b>Activity name</b>	<b>District or sub-district</b>	<b>Institution</b>	<b>Description (three lines)</b>	<b>Implementation date (all activities till March 2019)</b>
	Eight Communication and Outreach RFPs	Baghdad, Babil, Basrah, Anbar, Erbil, and Ninawa governorates.	Civic Society Organization, Provincial Government	Development of Provincial Communication and Outreach Strategy	February 2019 – May 2019
<b>4.1.3</b>	Change Agent Needs Assessment Roundtable	Basrah, Babil , Baghdad Anbar & Ninawa	GO, Water & municipality directorates Mosul DC & targeted NGOs	Takamul IGPA held three days (Oct.-10 ,2018) Brainstorming Roundtables Workshop. these roundtables participated by five targeted provinces representatives	days training workshop for Ninawa change agent’s team. On 5th thru 6th of December 2018
	Development of Oversight Mechanisms for Key Public Services through Social Accountability Groups (SAGs)	Basrah and Babil, while forming two SAG groups, one in Baghdad and the other in Ninawa	Social Accountability Groups (SAGs)	trainings and door-to-door survey campaigns conducted	September 2018 – March 2019

<b>Anbar</b>					
<b>Activity number</b>	<b>Activity name</b>	<b>District or sub-district</b>	<b>Institution</b>	<b>Description (three lines)</b>	<b>Implementation date (all activities till March 2019)</b>
<b>I.1.7</b>	Service delivery process improvement/re-engineering for water supply and solid waste management, including at least one process each focusing on women and vulnerable population.	Anbar	Al boa'itha water compact unit in Ramadi - Anbar and Diwaniya water Directorate Al Taqiya neighborhood	BPR in Anbar water directorate (Al -Boaitha plant) and Diwaniya water directorate ( Al- Taqiya district)	April 18- On going
	Eight Communication and Outreach RFPs	Baghdad, Babil, Basrah, Anbar, Erbil, and Ninawa governorates.	Civic Society Organization, Provincial Government	Development of Provincial Communication and Outreach Strategy	February 2019 – May 2019
<b>4.1.3</b>	Change Agent Needs Assessment Roundtable	Basrah, Babil, Baghdad Anbar & Ninawa	Officials from Water & Municipality / Municipalities provincial directorates, CSOs, Academics & Social activist	Takamul IGPA held three days (Oct.8-10 ,2018) Brainstorming Roundtables Workshop. these roundtables participated by five targeted provinces representatives	three days (Oct.8-10 ,2018)
<b>KRG</b>					
<b>Activity number</b>	<b>Activity name</b>	<b>District or sub-district</b>	<b>Institution</b>	<b>Description (three lines)</b>	<b>Implementation date (all activities till March 2019)</b>

	Eight Communication and Outreach RFPs	Baghdad, Babil, Basrah, Anbar, Erbil, and Ninawa governorates.	Civic Society Organization, Provincial Government	Development of Provincial Communication and Outreach Strategy	February 2019 – May 2019
4.1.3	Roundtable Brainstorming Session for Erbil Change Agents	Erbil	Officials from Water & Electricity provincial directorates, CSOs, Academics & Social activist	Takamul IGPA held three days (Nov20-21 ,2018) Brainstorming Roundtables Workshop. these roundtables participated by five targeted provinces representatives	three days ( Nov20-21 ,2018)
1.2.1	Institutional development for PWED(provincial women empowerment)	Baghdad, Anbar, Babil, Basrah, Ninawa and Erbil	PWED in Baghdad, Anbar, Babil, Basrah, Ninawa and Erbil.	N/A	N/A
1.3.1	Gender safety audit	Baghdad, Anbar, Babil, Basrah, Ninawa and Erbil	CSOs and local government	N/A	N/A

### Najaf

Activity number	Activity name	District or sub-district	Institution	Description (three lines)	Implementation date (all activities till March 2019)
1.1.6	Small and Medium SBDs Conference for the Private Sector in Baghdad	Najaf	Private sectors in	improvement of provincial procurement system, especially aspects related	Jan.21

				to water supply and	
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3. To analyze the findings the system and processes changes pre-and post the intervention dynamics and their impact on government administrative and governance performances on the target and un-targeted agency, bureaucracy, or social construct, mainly to:
  - a. To capture the qualitative outcome impact of the system process intervention in the target institutions and its impact on service delivery on national and provincial level.
  - b. To explain how these qualitative outcomes will continue to have a sustainable impact on the institution performance.
  - c. To identify areas of improvement in the intervention and add/deduct certain activities that do not work in the institution context or bureaucracy.
  
4. The CAM-PMOH data and analysis will:
  - a. Inform the planning of project activities, especially with regard targeting high-impact aspects of delivery of services in the areas of water and waste management and other selected service delivery areas.
  - b. Empower USAID's IGPA/Takamul's objectives leads and staff with the tools to understand how their interventions are working to reach larger numbers of beneficiaries, influence broader systems, and develop deeper and more sustainable influence.
  - c. Identify and learn which parts of the program are working and have the potential, if supported and scaled, to make a bigger difference, and communicate them to the technical team.
  - d. Address USAID's requirements for operational studies to address future programming needs to design effective interventions in Iraq's complex context.

**Vendor Requirements**

1. The nature and implementation of CAM-PMOH is highly specialized and given the nature of information and assessment it plans to acquire at the national and provincial level, it is highly sensitive too, as institutions might refrain from addressing their previous shortcomings and appreciate the new systems and changes. Therefore, it must be done with the highest level of professionalism, and deep and on-the ground understanding of Iraqi bureaucratic systems, social constructs, and the nature and politics of these institutions.
2. The CAM-PMOH is a highly sensitive activity; hence, it must be conducted by a well-versed local subcontractor, who does have access, acceptance, and the right network to work and deliver in the Iraqi bureaucratic and social contexts, especially in the target provinces.
3. IGPA/Takamul must work closely with a subcontractor that will support DAI in designing the activity, preparation, planning, implementation and management of the CAM-PMOH on the national and provincial level. This includes' developing the methodology, conducting the special survey, collecting data from the implemented activities at the national and provincial governments, provincial councils, bureaucracies and institutions, and decentralized service delivery directorates in Baghdad, Basrah, KRG, and the NLAs.
4. The CAM-PMOH will be operating on the selected activities implemented till September 2018, as explained in the illustrative table above.

**Technical Proposals**

The technical proposal should include the following section/approaches:

1. Executive Summary: summarises the proposal, task, timeline, and approach for each target province.
2. Overall Implementation Description including provincial approach as well as universities access.
3. Methodology and academic approach: This is an important section and should clearly explained to address the stages of implementations and the final report writing. As explained in the Deliverable Section.
4. Training Description: The Vendor should provide a description of the trainings that will be conducted, based on the deliverable requirement mentioned in the section below. This section should provide full details about the material, rationale, and how it will help and facilitate conducting the survey in the target provinces and universities.
5. Implementation description by stage, task, and timeline: This section should demonstrate the vendor implementation strategy and plan to conduct the survey and produce the deliverables mentioned in the following section.
6. Navigation approach: given the sensitivity of the survey, the high-level institutions included on provincial level and the target universities, the vendor should map out its approach, access, and network that secure the implementation of the PGAS.
7. CVs of Key Personnel
8. Conclusions and final steps: summarizing the main steps of the project implementation with the timeline, and how the final report will be developed. Providing an outline of the final report is a plus.

## **Deliverables**

The CAM-PMOH is designed to be finished in six weeks upon awarding the contract. This following section consists of two sub-sections; a) deliverables, and b) timeline table.

### **A. Deliverables**

1. Task-1 Activity-implementation roadmap: This deliverable consists of a three-page (maximum) report that presents the subcontractor roadmap for the activity stages with regard of designing, planning, implementation, and deliverables. This will be due no later than three days upon the award of the contract.
2. Task-2 CAM-PMOH Methodology: This deliverable consists of a ten-page report (maximum) that provides comprehensive and scientific methodology for conducting the focus group and key informant surveys along with timetable for data collection. The methodology must be well explained, with a clear presentation as why the proposed methodology is best situated to address the nature of activity and achieve its goals. This will be due no later than the first week upon the award of the contract.
3. Task – 3 Numerator Training and Orientation: given the nature of the CAM-PMOH, the subcontractor must conduct a training and an orientation session for the staff who conduct these highly specialized focus groups and key-informant surveys. This subcontractor must submit a training/orientation roadmap two-page report two days ahead of the training. The report must not exceed two pages. The training and orientation session must be completed within the first ten days upon the award of the contract.
4. Task – 4 Focus Groups and Key-Informant Surveys and Data Collection: The implementation of the CAM-PMOH requires conducting comprehensive focus group survey at the institutions and bureaucracies that were not targeted directly by USAID's IGPA/Takamul's intervention but exist in the same institution/agency/or social construct targeted by USAID's IGPA/Takamul's system change/development activities. This must start the beginning of the week three of the activity upon the award of the contract.

5. Task – 5 Activity Update Report: This deliverable consists of a three-page (maximum) report that presents the subcontractor’s implementation progress. This will be due no later than the mid of the fourth week of implementation upon the award of the contract.
6. Task – 6 Final Report: This deliverable consists of a twenty-five-page (maximum) report that consists of the following sections and annexes:
  - a. Comprehensive analysis of the collected data about the changes and outcome impact- as explained in the statement of work section above.
  - b. The analysis will include commentary based on the subcontractor’s extensive experience in the Iraqi governance, bureaucracy, and political context, to highlight specific issues relevant and/or necessary to be considered in other IGPA/Takamul activities.
  - c. Support the analysis with comprehensive data presentation tools, such as charts, tables, and visual graphics.
  - d. Conclusions and Recommendations.
  - e. Power point presentation of the CAM-PMOH and its main findings- no more than 20 slides.
  - f. Annex 1: A list of the interviewed focus groups, their affiliated institutions, and the date of their interview.
  - g. Annex 2: Reflection on the field work and data collection activities with a view to identifying specific problems encountered and highlighting any issues that may imply data limitations.

**B.** Annex 3: An Excel sheet with all the raw data-collected information and answers.

**C. Timeframe/duration**

- D. The period of implementation of CAM-PMOH will commence immediately after contract signature and will be completed with submission of the Final Report. Emphasis is on the need to coordinate and structure ongoing activities in parallel **as a result of severe time constraints.**
- E. The indicative calendar below will be amended in consultation with the subcontractor, but will be finalized upon the approval of IGPA/Takamul:

Task	Survey Stages						
	Preparatory		Field		Data Analysis, Report Writing, Presentation		
	Survey Dates (Week)						
	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7
<b>Task 1 &amp; 2</b> Activity road map, and Development of methodology, detailed sampling plan and set of tools for the survey							
IGPA/Takamul approval of Methodology							
<b>Task 3</b> Numerator Training and Orientation							
IGPA/Takamul approval of Numerator Training and Orientation							
<b>Task 4 PGAS</b> Survey and Data collection							



<b>Task 5</b> Activity Update								
IGPA/Takamul approval of Activity Update								
<b>Task 6</b> Development of draft of the Final Report								
<b>Task 6</b> Submission of the Final Report, including conclusions, PP, and Annexes								
IGPA/Takamul approval of the Final Report								

## 9.2 Attachment B: Proposal Cover Letter

[On Firm's Letterhead]

<Insert date>

TO: [Click here to enter text.](#)

Development Alternatives, Inc.

We, the undersigned, provide the attached proposal in accordance with **RFP**-[Click here to enter text.](#)-[Click here to enter text.](#) issued on [Click here to enter text.](#). Our attached proposal is for the total price of <Sum in Words (\$0.00 Sum in Figures) >. I certify a validity period of 90 days for the prices provided in the attached Price Schedule/Bill of Quantities. Our proposal shall be binding upon us subject to the modifications resulting from any discussions.

*Offeror shall verify here the items specified in this RFP document.*

We understand that DAI is not bound to accept any proposal it receives.

Yours sincerely,

Authorized Signature:

Name and Title of Signatory: [Click here to enter text.](#)

Name of Firm: [Click here to enter text.](#)

Address: [Click here to enter text.](#)

Telephone: [Click here to enter text.](#)

Email: [Click here to enter text.](#)

Company Seal/Stamp:

9.3 Attachment C: Detailed Budget and Price Schedule

Nr.	Line Item	Unit	Quantity	Unit Price	Total Cost	Notes
<b>A</b>	<b>Salaries and Wages</b>					
1						
2						
3						
4						
5						
6						
	<b>Sub-Total</b>					
<b>B</b>	<b>Fringe Benefits</b>					
1						
2						
3						
4						
5						
	<b>Sub-Total</b>					
<b>C</b>	<b>Travel, Transportation and Per Diem</b>					
1						
2						
3						

4						
5						
	<b>Sub-Total</b>					
<b>D</b>	<b>Allowances</b>					
1						
2						
3						
	<b>Sub-Total</b>					
<b>E</b>	<b>Other Direct Costs</b>					
1						
2						
3						
4						
5						
	<b>Sub-Total</b>					
	<b>GRAND TOTAL IN Iraqi Dinar</b>					
	<b>GRAND TOTAL in USD</b>					

Price Schedule

Item Number	Item Name	Description/Specifications	Duration	Unit Price	Total Price
1	Deliverable 1	Activity road map, detailed explanation of the stage by stage implementation based on deliverables			
2	Deliverable 2	Development of methodology, detailed sampling plan and set of tools for the survey			
3	Deliverable 3	Numerator Training and Orientation			
4	Deliverable 4	Survey and Data collection			
5	Deliverable 5	Activity Update			
6	Deliverable 6	Development of draft of the Final Report			
7	Deliverable 7	Submission of the Final Report, including conclusions, PP, and Annexes			
<b>GRAND TOTAL IN</b> <a href="#">Click here to enter text.</a>					
<b>GRAND TOTAL IN UNITED STATES DOLLARS</b>					\$

**Attachment D: Past Performance Form**

Include projects that best illustrate your work experience relevant to this RFP, sorted by decreasing order of completion date.

Projects should have been undertaken in the past three years. Projects undertaken in the past six years may be taken into consideration at the discretion of the evaluation committee.

#	Project Title	Description of Activities	Location Province/District	Client Name/Tel No	Cost in US\$	Start-End Dates	Completed on schedule (Yes/No)	Completion Letter Received? (Yes/No)	Type of Agreement, Subcontract, Grant, PO (fixed price, cost reimbursable)
1									
2									
3									
4									
5									

## 9.4 Attachment E: Representations and Certifications of Compliance

1. Federal Excluded Parties List - The Bidder Select is not presently debarred, suspended, or determined ineligible for an award of a contract by any Federal agency.
2. Executive Compensation Certification- FAR 52.204-10 requires DAI, as prime contractor of U.S. federal government contracts, to report compensation levels of the five most highly compensated subcontractor executives to the Federal Funding Accountability and Transparency Act Sub-Award Report System (FSRS)
3. Executive Order on Terrorism Financing- The Contractor is reminded that U.S. Executive Orders and U.S. law prohibits transactions with, and the provision of resources and support to, individuals and organizations associated with terrorism. It is the legal responsibility of the Contractor/Recipient to ensure compliance with these Executive Orders and laws. Recipients may not engage with, or provide resources or support to, individuals and organizations associated with terrorism. No support or resources may be provided to individuals or entities that appear on the Specially Designated Nationals and Blocked persons List maintained by the US Treasury (online at [www.SAM.gov](http://www.SAM.gov)) or the United Nations Security Designation List (online at: [http://www.un.org/sc/committees/1267/aq\\_sanctions\\_list.shtml](http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml)). This provision must be included in all subcontracts/sub awards issued under this Contract.
4. Trafficking of Persons – The Contractor may not traffic in persons (as defined in the Protocol to Prevent, Suppress, and Punish Trafficking of persons, especially Women and Children, supplementing the UN Convention against Transnational Organized Crime), procure commercial sex, and use forced labor during the period of this award.
5. Certification and Disclosure Regarding Payment to Influence Certain Federal Transactions – The Bidder certifies that it currently is and will remain in compliance with FAR 52.203-11, Certification and Disclosure Regarding Payment to Influence Certain Federal Transactions.
6. Organizational Conflict of Interest – The Bidder certifies that will comply FAR Part 9.5, Organizational Conflict of Interest. The Bidder certifies that is not aware of any information bearing on the existence of any potential organizational conflict of interest. The Bidder further certifies that if the Bidder becomes aware of information bearing on whether a potential conflict may exist, that Bidder shall immediately provide DAI with a disclosure statement describing this information.
7. Prohibition of Segregated Facilities - The Bidder certifies that it is compliant with FAR 52.222-21, Prohibition of Segregated Facilities.
8. Equal Opportunity – The Bidder certifies that it does not discriminate against any employee or applicant for employment because of age, sex, religion, handicap, race, creed, color or national origin.
9. Labor Laws – The Bidder certifies that it is in compliance with all labor laws.
10. Federal Acquisition Regulation (FAR) – The Bidder certifies that it is familiar with the Federal Acquisition Regulation (FAR) and is in not in violation of any certifications required in the applicable clauses of the FAR, including but not limited to certifications regarding lobbying, kickbacks, equal employment opportunity, affirmation action, and payments to influence Federal transactions.
11. Employee Compliance – The Bidder warrants that it will require all employees, entities and individuals providing services in connection with the performance of an DAI Purchase Order to comply with the provisions of the resulting Purchase Order and with all Federal, State, and local laws and regulations in connection with the work associated therein.

By submitting a proposal, offerors agree to fully comply with the terms and conditions above and all applicable U.S. federal government clauses included herein, and will be asked to sign these Representations and Certifications upon award.

## 9.5 Attachment F: Proposal Checklist

Offeror: \_\_\_\_\_

Have you?

Submitted your proposal to DAI in a sealed envelope to the address (electronic or mailing) as specified in General Instructions above?

Does your proposal include the following?

Signed Cover Letter (*use template in Attachment B*)

Separate Technical and Cost proposals individually sealed and labeled as Volume I and Volume II respectfully.

Proposal of the Product or Service that meets the technical requirements as per Attachment A

Response to each of the evaluation criteria

Documents used to determine Responsibility

Evidence of a DUNS Number OR Self Certification for Exemption from DUNS Requirement

Past Performance (*use template in Attachment F*)