

Request for Proposal (RFP)

Subject RFP #:	RFP-CATALYZE-WB-2020-0065
RFP Issue Date:	October 9, 2020
Terms of Reference:	Western Balkans COVID-19 Dashboard
Project	CATALYZE Innovative Blended Finance
The Company	Palladium International LLC
Country of Performance	Western Balkans
Closing Date and Time	October 30, 2020 5pm EST
Questions Deadline	October 16, 2020 5 pm EST <input checked="" type="checkbox"/> Accepted at catalyze.procurements@thepalladiumgroup.com <input type="checkbox"/> N/A
Details for Submission	Submissions will be accepted: <input checked="" type="checkbox"/> Electronically: email to catalyze.procurements@thepalladiumgroup.com <input type="checkbox"/> In hard copy (sealed bids)
Offer Validity Period	90 Days

Thank you for your interest in the above procurement. As implementer for the Project, Palladium invites you to submit a proposal for the terms of reference below. Your proposal must be valid for the Offer Validity Period.

Please email your notice of intention to submit a proposal and any comments on the Scope of Work (Annex A) by the Questions Deadline. Answers to questions shall be distributed to all offerors that have indicated an intention to submit a proposal by the deadline.

Please submit your proposal in accordance with the Details for Submission above by the Closing Date and Time. This RFP in no way obligates Palladium to award a contract nor does it commit Palladium to pay any cost incurred in the preparation and submission of a proposal. Palladium bears no responsibility for data errors resulting from transmission or conversion processes.

Yours sincerely,
CATALYZE Procurement Team

Terms and conditions

1. Proposal Conditions

By submitting a proposal, potential suppliers are bound by these terms and conditions. Potential suppliers must submit offers with all details provided in English and with prices quoted in a single currency.

2. Proposal Lodgement

The Company may grant extensions to the Closing Time at its discretion. The Company will not consider any quotes received after the Closing Time specified in the RFP unless the Company determines to do so otherwise at its sole discretion.

3. Evaluation

The Company may review all proposal to confirm compliance with this RFP and to determine the best proposal in the circumstances.

4. Alterations

The Company may decline to consider a proposal in which there are alterations, erasures, illegibility, ambiguity or incomplete details.

5. The Company's Rights

The Company may, at its discretion, discontinue the RFP; decline to accept any proposal; terminate, extend or vary its selection process; decline to issue any contract; seek information or negotiate with any potential supplier that has not been invited to submit a proposal; satisfy its requirement separately from the RFP process; terminate negotiations at any time and commence negotiations with any other potential supplier; evaluate proposals as the Company sees appropriate (including with reference to information provided by the prospective supplier or from a third party); and negotiate with any one or more potential suppliers.

6. Amendments and Queries

The Company may amend, or clarify any aspect of the RFP prior to the RFP Closing Time by issuing an amendment to the RFP in the same manner as the original RFP was distributed. Such amendments or clarifications will, as far as is practicable be issued simultaneously to all parties.

Any queries regarding this RFP should be directed to the Contact Person identified on the cover page of this RFP.

7. Clarification

The Company may, at any time prior to execution of a contract, seek clarification or additional information from, and enter into discussions and negotiations with, any or all potential suppliers in relation to their proposals. In doing so, the Company will not allow any potential supplier to substantially tailor or amend their proposal.

8. Confidentiality

In their proposal, potential suppliers must identify any aspects of their proposal that they consider should be kept confidential, with reasons. Potential suppliers should note that the Company will only agree to treat information as confidential in cases that it considers appropriate. In the absence of such an agreement, potential suppliers acknowledge that the Company has the right to disclose the information contained in their proposal.

The potential supplier acknowledges that in the course of this RFP, it may become acquainted with or have access to the Company's Confidential Information (including the existence and terms of this RFP and the TOR). It agrees to maintain the confidence of the Confidential Information and to prevent its unauthorised disclosure to any other person. If the potential supplier is required to disclose Confidential Information due to a relevant law or legal proceedings, it will provide reasonable notice of such disclosure to the Company. The parties agree that this obligation applies during the RFP and after the completion of the process.

9. Alternatives

Potential suppliers may submit proposals for alternative methods of addressing the Company's requirement described in the RFP where the option to do so was stated in the RFP or agreed in writing with the Company prior to the RFP Closing Time. Potential suppliers are responsible for providing a sufficient level of detail about the alternative solution to enable its evaluation.

10. Reference Material

If the RFP references any other materials including, but not limited to, reports, plans, drawings, samples or other reference material, the potential supplier is responsible for obtaining the referenced material and considering it in framing their proposal. And provide it to the Company upon request.

11. Price/Cost Basis

Prices or costs quoted must show the tax exclusive price, the tax component and the tax inclusive price.

The contract price, which must include any and all taxes, supplier charges and costs, will be the maximum price payable by the Company for the Goods and/or Services.

12. Financial information

If requested by the Company, potential suppliers must be able to demonstrate their financial stability and ability to remain viable as a provider of the Goods and/or Services over the term of any agreement.

If requested by the Company, the potential supplier must promptly provide the Company with such information or documentation as the Company reasonably requires in order to evaluate the potential supplier's financial stability.

13. Referees

The Company reserves the right to contact the potential supplier's referees, or any other person, directly and without notifying the potential supplier.

14. Conflict of interest

Potential suppliers must notify the Company immediately if any actual, potential or perceived conflict of interest arises (a perceived conflict of interest is one in which a reasonable person would think that the person's judgement and/or actions are likely to be compromised, whether due to a financial or personal interest (including those of family members) in the procurement or the Company).

15. Inconsistencies

If there is inconsistency between any of the parts of the RFP the following order of precedence shall apply:

- (a) these Terms and Conditions;
- (b) the first page of this RFP; and
- (c) the Schedule

so that the provision in the higher ranked document will prevail to the extent of the inconsistency.

16. Collusion and Unlawful Inducements

Potential suppliers and their officers, employees, agents and advisors must not engage in any collusive, anti-competitive conduct or any other similar conduct with any other potential supplier or person or quote any unlawful inducements in relation to their proposal or the RFP process.

Potential suppliers must disclose where proposals have been compiled with the assistance of current or former the Company employees (within the previous 9 months and who was substantially involved in the design, preparation, appraisal, review, and or daily management of this activity) and should note that this may exclude their proposal from consideration.

Potential suppliers warrant that they have not provided or offered any payment, gift, item, hospitality or any other benefit to the Company, its employees, consultants, agents, subcontractors (or any other person involved in the decision-making process relating to this RFP) which could give rise to a perception of bribery or corruption in relation to the RFP or any other dealings between the parties.

17. Jurisdiction

This RFP shall be subject to the laws of the District of Columbia, United States of America. The language of the arbitration will be English.

The Potential Supplier and the Company will use their best efforts to settle amicably any dispute, controversy, or claim arising out of, or relating to this RFP or the breach, termination, or invalidity thereof. If no agreeable settlement can be found, any dispute, controversy, or claim arising out of or relating to this RFP or the breach, termination, or invalidity thereof, shall be settled by mediation through the American Arbitration Association by filing a request for mediation with the AAA and the other party. The Parties will be bound by any arbitration award rendered as a result of such arbitration as the final adjudication of any such dispute.

Company Information

Palladium is a global leader in the design, development and delivery of Positive Impact — the intentional creation of enduring social and economic value. We work with corporations, governments, foundations, investors, communities and civil society to formulate strategies and implement solutions that generate lasting social, environmental and financial benefits.

Project Background

USAID CATALYZE (“the Project”) is a global project designed to facilitate partnerships and craft solutions to mobilize \$2 billion in blended private sector and other financing to USAID partner countries. The program can work in any development sector or region, enabling USAID Bureaus and Missions around the world to efficiently facilitate investment solutions that respond to the needs of specific sectors, issues, and geographies and leverage private sector financing to achieve development objectives.

In the Western Balkans¹ the Engines of Growth (EoG) activity will help mobilize capital to small and medium enterprises (SMEs) in order to sustain viable SMEs and jobs in the wake of COVID-19 and to ensure growth financing to SMEs in the long term.

A component of this activity will be dedicated to building a COVID-19 Dashboard that will gather, integrate, and track data from readily available sources on the impact (and anticipated impact) of the pandemic on the health, real economy, financial markets and Government policy in these six countries. It is envisioned that the Dashboard’s initial primary audience will be USAID Washington. After initial rollout, the Dashboard may also become a resource for other donors, Governments, and Central Banks, etc. to inform policies and programs that will support these economies and the viability of SMEs in the Western Balkans in the coming years. The Dashboard may later be updated and expanded to collect and present information on other countries and/or regions.

EoG will be focused on three primary Objectives in the Western Balkans:

- Mobilize capital to viable SMEs in the wake of COVID-19 in order to sustain companies and retain jobs.
- Facilitate longer term financing to support growth ready SMEs.
- Create a COVID-19 Dashboard to help USAID to monitor the impact of COVID-19 on the Western Balkans’ economies and financial markets and inform the design of programs and policies. It is anticipated that the Dashboard will also contribute to the overall CATALYZE learning platform.

Purpose

CATALYZE/ EOG is seeking a professional services organization (Subcontractor) to design, create and manage a COVID-19 Dashboard for the Western Balkans. This will include the provision of development, advisory, management, and administrative support services.

A complete scope of work is attached as **Annex A**.

Type of Contract

Palladium intends to issue an Indefinite Delivery Indefinite Quantity Subcontract to the selected offeror, with Task Orders that are either Firm Fixed Price or Time and Materials.

Anticipated Contract Period of Performance

November 15, 2020 – December 31, 2021

¹ For the purposes of this activity, the eligible area includes Albania, Bosnia & Herzegovina, Kosovo, Montenegro, North Macedonia, and Serbia.

Key Deliverables and Timeline

Deliverable No.	Deliverable	Deadline	Payment Amount
1	Map of performance indicators and data sources (Task 1)	2 weeks from contract award	10%
2	Approach to data standardization (Task 1)	2 weeks from contract award	5%
3	Mockup Dashboard design for two selected countries, four functional area and selected indicators (Task 2)	4 weeks from contract award	15%
4	Prototype Dashboard design for two selected countries, four functional area and selected indicators (Task 2)	6 weeks from contract award	20%
5	Full Dashboard for six countries, four functional areas and all indicators (Task 2)	10 weeks from contract award	30%
6	Administration and maintenance (Task 3)	11 weeks from contract signature through the end of the contract.	15%

Instructions to Offerors

Separate technical and cost proposals must be submitted by email no later than the time and date specified on the cover page.

1. Technical Proposal

For the technical proposal, the offeror must submit:

- Cover page with firm contact info and signed by an authorized representative of the company
- **Past Experience Information/Capability Statement** (max 4 pages) including descriptions of relevant projects previously performed by the firm, demonstrating expertise in:
 - dashboards and database development
 - SME finance and capital mobilization
 - market research and analysis
 - donor-funded projects
 - regional implementation
- The Proposal must include a statement of the existence of capacity to provide the following services and must have them available in-house:
 - Business analysis
 - Software engineering
 - Project management

- o Quality Assurance
- o Design UI/UX
- o Visualization development

- **Include illustrative examples of Dashboards previously developed**
- **Management Approach** with proposed team composition with roles and responsibilities and reporting structure. Description of an agile approach to product management. (max 2 pages)
- **Technical Approach** with a work plan showing how the firm would execute this project including a timeline for task and deliverable completion. Please include illustrative maintenance plan. (max 4 pages)
- All supporting documentation specified below in the pass/fail evaluation criteria.

2. Cost Proposal

Offers must submit a cost proposal. CATALYZE will provide a budget template upon request. The cost proposal consists of:

- Budget in Microsoft Excel with all formulas visible (unlocked)
- Accompanying Word Document with all cost assumptions and explanations

Key assumptions

- Budget in USD
- All prices are to be inclusive of relevant taxes (please disaggregate)
- Separate unit cost and number of units
- Include required positions and daily rates for each
- Break down activity costs by deliverables and provide as much detail as possible
- Offeror should budget for: labor costs to complete tasks and deliverables listed in Annex A Scope of Work.
- Budget ceiling for the tasks is \$100,000

The selected offeror will be required to complete the Due Diligence Questionnaire and provide a DUNS number within 5 days of being notified of selection.

Evaluation and Award Process

Proposals will be evaluated using a best value trade off methodology. This is a three-stage process.

(1) The first set of criteria is graded on a pass/fail basis. Offerors must meet the following minimum eligibility qualification criteria and provide supporting documentation:

	Requirement	Supporting Documentation
(a)	Must be a registered legal entity	Copy of certificate or articles and memorandum of associate
(b)	Must not have any active exclusions from the working with the US government (www.sam.gov), the UN (Sanctions List), or the US Department of the Treasury Office of Foreign Asset Control	Check will be conducted by Palladium

(2) If these minimum criteria are met, the offeror's technical proposal will be evaluated as follows:

Evaluation Criteria	Documents Evaluated	Points
<p>Relevance of similar projects and the Offeror's performance as a predictor of probable performance. Palladium may give more weight to performance information that is considered more relevant or more current.</p>	<p>Past Experience Information/Capability Statement Provide descriptions of relevant projects previously performed by the firm, demonstrating expertise in:</p> <ul style="list-style-type: none"> ● dashboards and database developments ● SME finance and capital mobilization ● market research and analysis ● donor-funded projects ● regional implementation ● The Proposal must include a statement of the existence of capacity to provide the following services and must have them available in-house: <ul style="list-style-type: none"> ○ Business analysis ○ Software engineering ○ Project management ○ Quality Assurance ○ Design UI/UX ○ Visualization development 	<p>30</p>
<p>Management structure and team member capabilities adequate support implementation of the technical approach</p>	<p>Management Approach Proposed team composition with roles and responsibilities for both technical and administrative personnel and reporting structure. Description of an agile approach to product management.</p>	<p>30</p>
<p>Feasibility and likely effectiveness of the Offeror's technical approach.</p> <p>Expedient execution of tasks and deliverables</p>	<p>Technical Proposal with proposed work plan showing how the firm would execute this project including a timeline for completing key tasks and delivering key deliverables. Please include illustrative maintenance plan.</p>	<p>40</p>
<p>TOTAL</p>		<p>100</p>

(3) The offeror's cost proposal will be evaluated for:

- Proposed total price, relative to other offers received
- Cost Realism and reasonableness of the work to be performed
- Price reflects a clear understanding of the requirements
- Price is consistent with various elements of the technical proposal
- Compliance with USAID cost principles (Cost Principles in FAR Part 31)

Palladium reserves the right to award under this solicitation without further negotiations. The offerors are encouraged to offer their best terms and prices with the original submission.

Procurement Integrity and Ethics

It is Palladium's Policy that no gifts of any kind and of any value be exchanged between vendors/contractors and Palladium personnel. Discovery of the same will be grounds for disqualification of the vendor/contractor from participation in any Palladium's procurements and may result in disciplinary actions against Palladium personnel involved in such discovered transactions.

Submission

Please review the additional documentation and proposed contracts terms and conditions which should be given consideration when preparing your proposal. By submitting your offeror you certify that that you are in agreement with the contract terms and conditions as included in this solicitation and that all prices include all aspects of the required compliance with the terms and conditions of the proposed contract.

Offers received past the deadline stated on the cover page will be deemed non-responsive and will not be considered for award.

Resulting Award

This RFP in no way obligates Palladium to award a contract. Palladium may opt to select multiple offers in response to this RFP.

Any contract/purchase order resulting from this solicitation must be signed by both parties in order to be considered valid and in force. All costs associated with, but not limited to, production, preparation and/or delivery of goods or services, including deliveries, accepted by Palladium staff, without a fully executed (signed by both parties) contract/purchase order, are at the vendor's risk only. Palladium shall not pay for any costs, without limitation, associated with production, preparation or delivery of goods and/or services under this or any other contract/purchase order, which has not been signed by both parties.

If your proposal is successful, you will be required to enter into the Company's standard contract for the types of goods or services being provided. In the provision of the Goods and Services, you will be required to comply with the Company's policies, including (without limitation) its Business Partner Code of Conduct and any relevant client terms and conditions. Potential suppliers must also comply with the Company's Business Partner Code of Conduct in the submission of any proposals pursuant to this RFP.

If you are bidding as part of a joint venture, partnership or similar, please make this clear in your submission. Likewise, if you propose to subcontract any part of the goods or services provision, then disclose this fact within your submission. The Company may require additional information from you and approval for subcontracting will not be automatic as subcontractors will be subject to Palladium's Due Diligence process.

Annex A: Scope of Work

Engines of Growth: COVID-19 Dashboard

- Background

A component of this activity will be dedicated to building a COVID-19 Dashboard that will gather, integrate, and track data from readily available sources on the impact (and anticipated impact) of the pandemic on the health, real economy, financial markets and Government policy in these six countries. It is envisioned that the Dashboard's initial primary audience will be USAID Washington. After initial rollout, the Dashboard may also become a resource for other donors, Governments, and Central Banks, etc. to inform and design policies and programs that will support these economies and the viability of SMEs in the region in the coming years. The Dashboard may later be updated and expanded to collect and present information on other countries and/or regions.

The Palladium EoG management team will be comprised of the following individuals who will work closely with the Subcontractor:

Activity Leader (Washington, D.C., US)	Leads technical co-design, work planning, and staffing strategy. Works closely with Manager/PD on all matters that involve communications, budgets, invoicing, forecasts, compliance, and USAID approvals/notifications. Reports to the CATALYZE Exec Director/COP.
Project Delivery Manager (Washington, D.C., US)	Works closely with Activity Lead on all matters that involve budgets, invoicing, forecasts, compliance, USAID approvals/notifications. Leads budgeting of work plan, recruiting of country staff. Writes/reviews/ posts JDs, participates in interviews of prospective in-country staff. Supports development of solicitation documents for P4R programs. Reports to Activity Leader
Technical Advisor (Washington, D.C., US)	Work closely with the Activity Leader and Project Delivery Manager, providing oversight of the design and progress of the Dashboard. Leads strategies and discussion between USAID and subcontractor on various iterations of the Dashboard. Help troubleshoot problems and provides guidance around improvements. Reports to Project Delivery Manager
Project Delivery Associate (Washington, D.C., US)	Supports Activity Lead and others. Supports all budgeting, invoicing, forecasts, compliance, USAID approvals/notifications, recruiting, work planning, editing, "field" voucher checks, etc. Supports development of solicitation documents for P4R programs. Reports to Project Delivery Manager.

- General Goal and Objectives

Design and build a platform that aggregates, displays and interprets data in key functional areas (**health, real economy, financial markets, and government policy**) on the ongoing impact of COVID-19 in a way that is accessible for USAID and regional stakeholders to design programs and policies to support these economies. This Dashboard will aggregate data from multiple sources to better understand the linkages between health impacts, the real economy, financial markets and government policy. The dashboard should at a minimum show trends in COVID cases and deaths; government policies and restrictions imposed to slow the spread of the virus, as well as data on compliance, if available; the impact on the real economy, current and projected, with an emphasis on jobs and a breakdown by sector where possible; impact on financial institutions, such as liquidity and non-performing loans; and government programs, policies, and intervention to address the economic impact of the pandemic.

The Dashboard will provide data to key questions/ indicators (around 5 for each functional area) to be developed under each key functional area in collaboration with USAID and the EoG team. Based on the

identified questions/ indicators the subcontractor will identify and procure data from relevant and dependable sources. The subcontractor will work with the USAID and EoG team on the design of a Dashboard that will display data in a logical and easy to use manner. The subcontractor should propose how to input the data into the Dashboard, whether manually or via an API, depending on the structure and source of the data sets. It is expected that the subcontractor will take an agile approach to building the Dashboard, consulting USAID and the EoG Team periodically on the progress and design of the Dashboard. It is expected that the subcontractor will put together a mockup and prototype of the Dashboard for two selected countries, all functional areas and selected indicators in order to troubleshoot design challenges and capture lessons learned, prior to expanding into all six countries.

The Subcontractor shall undertake the following tasks:

Task 1. Data sources and indicators

The subcontractor will suggest the most appropriate data sources for approximately XXX performance indicators/ questions in the functional areas of health, real economy, financial markets, and government policy for countries in the Western Balkans. Data sources will be identified by type of data, owner/manager of the data, structure of the data, how often the data is updated, and whether or not the data is publicly available. Where possible, the Dashboard should extract from existing data sources, potentially by API, but data upload of other non-web accessible information may be needed. The data should capture the current state but also whenever possible also include projections of future trends. The subcontractor must propose a way to ensure that data is standardized and consistent across multiple data sources.

Deliverable 1: A comprehensive mapping and proposed selection of performance indicators/ questions against data sources

Deliverable 2: Approach to data standardization.

Task 2. Dashboard design

The subcontractor will undertake requirements gathering with the USAID team and EoG team to understand what functionalities are expected in the Dashboard, and what the user interface should look like. Functionalities should include:

- The Dashboard's pages and reports should be viewable on a single computer screen.
- The Dashboard will allow users to drill down to source data to understand the relationships they see on the Dashboard.
- The displayed data will automatically update without any assistance from the user.

The subcontractor will also propose a technology that will be used for the Dashboard, addressing the factors that might influence the selection of technology to support the Dashboard such as considerations around licensing, and relevant country laws preventing cloud hosting, etc.

After documenting the requirements, the subcontractor will present a mockup COVID-19 Dashboard for two selected countries with data visualization and functionalities on the all functional area, but selected performance indicators (to be determined with the client). At the minimum functionalities will include displaying data by country, regionally, country comparisons, monthly, quarterly and annual timeframes. The subcontractor will provide a scope and design that is easy to use. It is anticipated that the Dashboard's primary user will be USAID Washington, followed by regional USAID missions and eventually local Governments and private sector stakeholders. Thus, the first iteration of the Dashboard should display in English.

Deliverable 3: A COVID-19 Dashboard design document that describes how the dashboard will present critical data in the four key functional areas (health, real economy, financial markets, and government policy) in a summary form (including country and regional comparisons) that will assist users to track key metrics so that they can view trends, identify problems and target specific follow-up activities to improve services. The design document must include a detailed plan for the technology that will be used for the Dashboard, how data will be incorporated into the Dashboard, and where the Dashboard will be hosted. A

mockup of the dashboard that visually displays data for two countries, four functional areas and selected indicators.

Deliverable 4: Based on feedback from the USAID and EoG team on the mockup, the subcontractor will create a prototype Dashboard for two selected countries, four functional areas and selected indicators. Prototype will contain all requested functionalities but a limited number of datasets for testing purposes. It is anticipated that three iterations of the prototype will be required.

Deliverable 5: Incorporating feedback on the prototype Dashboard, the subcontractor will expand and develop a full Dashboard for the Western Balkans, incorporating data for all six countries across all agreed upon indicators under the four key functional areas. Selection of technology for the Full Dashboard should be selected to allow later translation and display of data in three regional languages: Albanian, Bosnian/Montenegrin/Serbian and Macedonian, if requested by the client.

Task 3. Administration and maintenance

The subcontractor will describe a plan on how it will carry out the administration and maintenance of the Dashboard, including cost of hosting, licenses, fees and labor. The plan should include guidance on how data will continue to be refreshed in the Dashboard.

Deliverable 6: A well-developed plan that outlines system administration until December 31, 2021 to ensure the functionality and sustainability of the Dashboard over the long run.

- Requirements

The Subcontractor shall:

- Work in compliance with USAID's relevant policies and principles.
- Offer a demonstrated track record in successfully building dashboards, and databases.
- Demonstrate proven experience assisting USAID and/or other donor programming to execute initiatives of a similar size and complexity, especially those requiring the ability to address challenges across multiple sectors and development spheres, including, but not limited to SME finance and development.