



USAID Critical Infrastructure for Cybersecurity (CCI) in Ukraine Activity

Request For Proposals (RFP)

No. REQ-CCI-23-0001

Procurement of services for Strategy for Sustainable Technology under the
USAID CCI Activity

Issue Date: March 8, 2023

WARNING: Prospective Offerors who have received this document from a source other than DAI, should immediately contact UkraineCCI_Procurement@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 issued by email.

DAI conducts business under the strictest ethical standards to assure fairness in competition, reasonable prices and successful performance or delivery of quality goods and equipment. DAI does not tolerate corruption, bribery, collusion or conflicts of interest. Any requests for payment or favors by DAI employees should be reported as soon as possible to ethics@dai.com or by visiting www.dai.ethicspoint.com. Further, any attempts by an offeror or subcontractor to offer inducements to a DAI employee to influence a decision will not be tolerated and will be grounds for disqualification, termination and possible debarment. See provision No. 9 for more details.

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Synopsis of the RFP

RFP No.	REQ-CCI-23-0001
Issue Date	March 8, 2023
Title	Procurement of services for Strategy for Sustainable Technology under the USAID Cybersecurity Activity
Issuing Office & Email/Physical Address for Submission of Proposals	USAID Critical Infrastructure for Cybersecurity in Ukraine Activity Proposals submitted to UkraineCCI_Proposals@dai.com
Deadline for Receipt of Questions	March 13, 2023, 18:00 , Eastern Standard Time
Deadline for Receipt of Proposals	March 17, 2023, 18:00 , Eastern Standard Time
Point of Contact	UkraineCCI_Procurement@dai.com <u>PLEASE NOTE THAT THE EMAIL ADDRESS FOR RECEIPT OF QUESTIONS AND THE EMAIL ADDRESS FOR RECEIPT OF PROPOSALS ARE DIFFERENT</u>
Anticipated Award Type	Cost Reimbursable Subcontract. This is subject to change without notice.
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 factors. Award not anticipated to exceed \$240,000.

Interested Offerors may obtain a full copy of the RFP which contains detailed instructions for preparation of the proposal. The RFP may be collected from the address and/or contact person above.

1. Introduction and Purpose

1.1 Purpose

DAI, the implementer of the USAID Cybersecurity for Critical Infrastructure in Ukraine Activity, invites qualified offerors to submit proposals to supply and deliver services for a Strategy for Sustainable Technology in support of program implementation.

1.2 Issuing Office

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.

1.3 Type of Award Anticipated

DAI anticipates awarding a Cost Reimbursable. This subcontract type is subject to change during the course of negotiations.

A Cost Reimbursable Subcontract is: An award where the subcontractor is reimbursed for actual reasonable, allowable, and allocable costs up to a maximum ceiling value of the subcontract agreement.

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 **March 13, 2023 5:00 pm Eastern Standard Time**, to be submitted to via procurement email UkraineCCI_Proposals@dai.com. Late offers will be rejected except under extraordinary circumstances at DAI’s discretion.

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 **one-hundred twenty (120) calendar 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 (insert Project Acronym) 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 sealed in a separate envelope from cost/price proposals, and 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.
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.
3. Past Performance –Provide a list of at least three (3) recent awards of similar scope and duration. 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 proposals are not assigned points, but for overall evaluation purposes of this RFP, technical evaluation factors other than cost/price, when combined, are considered approximately equal to cost factors.

Evaluation Criteria	Evaluation Sub-criteria (if needed)	Maximum Points
Technical Approach	<ul style="list-style-type: none"> • Does the proposal demonstrate familiarity with finance mechanisms including public finance debt and equity options (World Bank, DFC, EBRD) and private sector finance special purposes vehicles? • Does the proposal demonstrate familiarity with geopolitical, law, commerce, security and 	50 points

	economic priorities and stakeholders in Ukraine as well as in the Eastern European region?	
Management Approach	<ul style="list-style-type: none"> Does the proposal outline how the services will be administered? 	25 points
Past Performance	<ul style="list-style-type: none"> Does the proposal demonstrate the vendors experience in development and delivery of workshops / trainings to a target audience of Ukrainian stakeholders on topics related to cybersecurity, digital transformation and/or technology finance? Does the proposal demonstrate previous experience working with high level staff in the Government of Ukraine to provide strategic advisory services, develop strategy documents and practical recommendations for ministerial or whole of government application? Does the proposal demonstrate knowledge of, and experience with developing economic growth, commerce programming in furtherance of U.S. foreign policy objectives? 	25 points
Total Points		100 points

4. Instructions for the Preparation of Cost/Price Proposals

4.1 Cost/Price Proposals

Cost/Price proposals shall be sealed in a separate envelope from technical proposals, and shall be clearly labeled as “VOLUME II: COST/PRICE PROPOSAL”.

Provided in Attachment C is a template for the Price Schedule, for firm-fixed price awards. For cost-reimbursable or time & material awards, the offeror shall provide a fully detailed budget. Offerors shall complete the template including as much detailed information as possible.

It is important to note that Value Added Tax (VAT) shall be included on a separate line. These services may or may not be eligible for VAT exemption under the DAI prime contract. 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 required business licenses to operate in the host country.
2. Evidence of a Unique Entity ID (SAM) (explained below and instructions contained in Attachment D).
3. The source, origin and nationality of the products or services are not from a Prohibited Country (explained below).
4. Demonstrate 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. Provide satisfactory past performance record.
7. Provide record of integrity and business ethics policies.
8. Have the necessary organization, experience, accounting and operational controls and technical skills.
9. Be qualified and eligible to perform work under applicable laws and regulations.

6. Anticipated post-award Deliverables

Upon award of a subcontract, the deliverables and deadlines detailed in below table will be submitted to DAI. The Offeror should detail proposed costs per deliverable in the Price Schedule. All of the deliverables must be submitted to and approved by DAI before payment will be processed.

No.	Description	Due Date
1	Strategy Document <ol style="list-style-type: none"> a. The Strategy for Sustainable Technology document, delivered in both English and Ukrainian. b. The Strategy must be designed to be of use to multiple GOU entities in 	Preliminary draft - April 7, 2023 Final draft - April 28, 2023

No.	Description	Due Date
	<p>helping them to evaluate, compare and make informed decisions about the technology, financing and technology and financing proposals they receive.</p> <p>c. The Strategy must include:</p> <ul style="list-style-type: none"> • An Organizational structure which should cover how the process of evaluating proposals would occur at an operational level. This might be illustrated in the form of a process map or informational flow, that will account for the steps in the review/evaluation process of proposals. • A set of practical recommendations that will enable government entities to understand and evaluate the core principles and process that are needed for reviewing, evaluating or comparing financing proposals for GoU wide technologies from IFIs, technology partners, and others. <p>d. Updates to the Strategy as needed post – USAID and MDT review.</p>	
2	<p>a. Provide up to 80 hours ‘consulting on demand’ from experienced, recognized US subject matter experts to contribute to adjacent refinements to Ukraine’s digital transformation efforts, secure by design priorities and other related topics which emerge in Strategy development efforts.</p> <p>b. This expertise includes, but is not limited to strategic advisory services to assist GoU entities to prioritize, evaluate and identify the best opportunities for external donor and finance support from a brand-agnostic expert position; Strategy evolution and updates; requirements definition; private sector engagement tactics; promotion of secure development to support MDT strategies.</p>	post - May 7, 2023
3	<p>a. To share the work that is done under the Strategy for Sustainable</p>	May 20, 2023

No.	Description	Due Date
	<p>Technology, the Activity will take some of the practical financing recommendations developed in the Strategy and share them with the cybersecurity market in Ukraine through an Aspen Dialogue event.</p> <p>b. The Vendor will be responsible for coordinating with the Activity and Aspen Institute Kyiv in the creation of the agenda for the event, and then for providing expert speakers (online) to present at the 3-hour Dialogue event.</p>	
4	<p>a. Create a 3-hour, online workshop for Aspen Digital Group (under broad Aspen Institute program) to share what has been done/overview on cyber in Ukraine to Aspen Digital group members.</p> <p>b. The goal of the workshop is not only to inform Aspen Digital group about the Strategy and its support to MDT, but also to identify ways to better integrate Ukraine and Ukraine's experience into Aspen Digital's goals and plans.</p> <p>c. The workshop should seek to identify ways in which that Ukraine cybersecurity companies can better network / connect to Aspen Digital members.</p> <p>d. Deliver a summary report containing workshop agenda, participants, results, and include recommendations in programming for further augmentation of Ukraine's digital transformation efforts, particularly regarding technology acquisition strategy.</p>	July 14, 2023

7. 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.

8. Compliance with Terms and Conditions

8.1 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.

8.2 Prohibited Technology

Bidders MUST NOT provide any goods and/or services that utilize telecommunications and video surveillance products from the following companies: Huawei Technologies Company, ZTE Corporation, Hytera Communications Corporation, Hangzhou Hikvision Digital Technology Company, or Dahua Technology Company, or any subsidiary or affiliate thereof, in compliance with FAR 52.204-25.

8.3 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.

Geographic Code 935: Goods and services from any area or country including the cooperating country, but excluding Prohibited Countries.

Geographic Code 110: Goods and services from the United States, the independent states of the former Soviet Union, or a developing country, but excluding Prohibited Countries.

DAI must verify the source and nationality of goods and services and ensure (to the fullest extent possible) that DAI does not procure any goods or services from prohibited countries listed by the Office of Foreign Assets Control (OFAC) as sanctioned countries. OFAC sanctioned countries may be searched within the System for Award Management (SAM) at www.SAM.gov. The current list of countries under comprehensive sanctions include: Cuba, Iran, North Korea, Sudan, and Syria. Goods may not transit through or be assembled in comprehensive sanctioned origin or nationality countries nor can the vendor be owned or controlled by a prohibited country. DAI is prohibited from facilitating any transaction by a third party if that transaction would be prohibited if performed by DAI.

By submitting a proposal in response to this RFP, Offerors confirm that they are not violating the Source and Nationality requirements of the goods or services being offered and that the goods and services comply with the Geographic Code and the exclusions for prohibited countries outlined above.

8.4 Unique Entity ID (SAM)

There is a **mandatory** requirement for your organization to provide a Unique Entity ID (SAM) to DAI. Without a Unique Entity ID (SAM), 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 Unique Entity ID (SAM) to DAI. Offerors who fail to provide Unique Entity ID (SAM) 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 \$30,000 and above **are required** to obtain a Unique Entity ID (SAM) 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.

For those required to obtain a Unique Entity ID (SAM), see Attachment D - Instructions for Obtaining a Unique Entity ID (SAM)- DAI'S Vendors, Subcontractors

For those not required to obtain a Unique Entity ID (SAM), see Attachment E: Self Certification for Exemption from Unique Entity ID (SAM) Requirement

9. Anti-Corruption and Anti-Bribery Policy and Reporting Responsibilities

DAI conducts business under the strictest ethical standards to assure fairness in competition, reasonable prices and successful performance or delivery of quality goods and equipment. **DAI does not tolerate the following acts of corruption:**

- Any requests for a bribe, kickback, facilitation payment or gratuity in the form of payment, gift or special consideration by a DAI employee, Government official, or their representatives, to influence an award or approval decision.
- Any offer of a bribe, kickback, facilitation payment or gratuity in the form of payment, gift or special consideration by an offeror or subcontractor to influence an award or approval decision.
- Any fraud, such as mis-stating or withholding information to benefit the offeror or subcontractor.
- Any collusion or conflicts of interest in which a DAI employee, consultant, or representative has a business or personal relationship with a principal or owner of the offeror or subcontractor that may appear to unfairly favor the offeror or subcontractor. Subcontractors must also avoid collusion or conflicts of interest in their procurements from vendors. Any such relationship must be disclosed immediately to DAI management for review and appropriate action, including possible exclusion from award.

These acts of corruption are not tolerated and may result in serious consequences, including termination of the award and possible suspension and debarment by the U.S. Government, excluding the offeror or subcontractor from participating in future U.S. Government business.

Any attempted or actual corruption should be reported immediately by either the offeror, subcontractor or DAI staff to:

- Toll-free Ethics and Compliance Anonymous Hotline at (U.S.) +1-503-597-4328
- Hotline website – www.DAI.ethicspoint.com, or
- Email to Ethics@DAI.com
- USAID's Office of the Inspector General Hotline at hotline@usaid.gov.

By signing this proposal, the offeror confirms adherence to this standard and ensures that no attempts shall be made to influence DAI or Government staff through bribes, gratuities, facilitation payments, kickbacks or fraud. The offeror also acknowledges that violation of this policy may result in termination, repayment of funds disallowed by the corrupt actions and possible suspension and debarment by the U.S. Government.

10. Attachments

10.1 Attachment A: Scope of Work for Services or Technical Specifications

BACKGROUND

The Government of Ukraine must continue its march forward towards digitalization, and it must do so while striking a balance among immediate and long-term digital security and secure development priorities. It must as well do so in an environment where federal budgeting prioritization will focus primarily on maintaining defense and emergency response capabilities almost to the exclusion of many civilian lines of service (including digital transformation).

PURPOSE

The USAID Cybersecurity for Critical Infrastructure Ukraine Activity (the Activity) will develop a Strategy for Sustainable Technology Acquisition for the Government of Ukraine (GoU). The purpose of the Strategy for Sustainable Technology Acquisition is to help define and support GoU technology acquisition priorities in the context of the continued digital transformation of Ukraine, balancing long-term transformation objectives with immediate digital security needs during wartime and accounting for current and near-term budgeting cycles marked by dramatic austerity. The Strategy will help the Ministry of Digital Transformation (MDT) to articulate a variety of procedures, including specific guidelines, criteria and processes, to form the basis of a sustainable and reasonable technology acquisition process across the GoU as it continues wide-reaching digitalization processes. This Strategy will strengthen the GoU's vision, policies, management, and positioning for acquiring necessary new technology at reasonable pricing through a variety of financing mechanisms. The Strategy shall serve to inform, guide and improve the GoU's ability to review, evaluate and respond to proposals for new technologies (and the financing of these technologies) to be deployed in service to the GoU.

CONTEXT

Since February 24, 2022, Russia's unjustified full-scale military intervention in Ukraine has led to infrastructure losses that have already reached hundreds of billions of dollars. In July 2022 in Lugano, Switzerland, leaders of almost 40 countries signed the Luhansk Declaration, which provides for the basis for the reconstruction of Ukraine. Lugano's principles emphasize that "the recovery process should contribute to accelerating, deepening, expanding and achieving Ukraine's reform and resilience efforts in line with Ukraine's European path."

Mykhailo Fedorov, the Deputy Prime Minister and Minister of Digital Transformation announced the Digital4Freedom Initiative, a "Digital Marshall Plan" for the restoration of war-torn Ukraine, which was received with support from international development and business partners. The Ministry of Digital Transformation has taken a lead in this Initiative and is currently in discussions with, and receiving proposals from international partners, International Financial Institutions (IFIs), and leading technology companies to operationalize this Digital Marshall Plan.

At the present time, GoU agencies receive a large volume of technical proposals on a broad range of technology solutions. Agencies, including State Service for Special Communications and Information Protection (SSSCIP) and National Security and Defense Council (NSDC) regularly field proposals for support for their 'front-line' cybersecurity work, independently of the technology proposals MDT fields.

A clear, well-defined Strategy to orient and prioritize technology acquisitions based on key factors, in particular, technology specifications, criteria and cost, will help the GoU in its decision-making process. The Strategy will enable expedient and effective understanding, evaluation, comparison and prioritization of proposals, in a manner consistent with the vision of Ukraine's digital transformation. Thus, the Strategy for Sustainable Technology Acquisition will serve as a tool for GoU decision-makers to make the optimal decisions for present and future needs considering current security and financial environments, with a perspective on the post-war stabilization and continued maturity of digital transformation. Following the development of the Strategy for Sustainable Technology Acquisition, the Activity expects to provide 1 – 2 local STTA consultants to work within the GoU to help in the implementation and operational deployment of this Strategy.

OBJECTIVE:

The USAID Cybersecurity Activity seeks to engage a firm (Vendor) to develop a Strategy for Sustainable Technology Acquisition for the Government of Ukraine. In addition to the Strategy itself, the Vendor should also be prepared to provide expert ad-hoc consulting for specific questions from GoU ministries and entities about technology and financing projects as needed. Additionally, the Vendor should plan to share insights and recommendations from the strategy in a public discussion format.

The strategy should take into consideration that Ukraine faces significant budget restrictions as a result of the war. The strategy must therefore present/describe/suggest ways to engage with traditional financing models (such as those from IFIs) as well as potential new models of technology acquisition including but not limited to those oriented at service-models, subscriptions, leasing of equipment, OPEX-based, outsourcing, and/or vendor financing.

The end goal is a Strategy that will allow the GoU to acquire and utilize 'best in class', and effective technologies, and to do so in a way that is process driven, sustainable and transparent. Further, the Strategy will help the GoU stay within reasonable expenditure policies and avoid the risk of claims or inflated/misaligned expectations of vendors, who are ready to support Ukraine immediately but often operate from a position that prioritizes their sales strategies over Ukraine's actual needs

While the Strategy should emphasize specifics of technical and financial terms, options, variables, processes and partners, it should also be written with the following principles in mind:

- encouraging innovation and competitiveness,
- responding to security challenges of cyberspace and digital technologies,
- promoting democratic values and
- protecting Ukraine's cyber interests through international public and private sector cooperation.

SCOPE OF WORK

The Activity is seeking to work with a Vendor to do the following:

1. **General project management**
 - a. The Vendor will work with USAID to research, develop and finalize the Strategy and its accompanying procedures, including specific guidelines, criteria and processes;
 - b. The Vendor will validate with MDT's the objectives of the Strategy and its project objectives and confirm with USAID;
 - c. The Vendor will develop a work plan to guide project activities and communications. The work plan will consider:

- i. Participation in coordination calls with the implementation team to facilitate planning and discuss project status, as necessary;
 - ii. Submission of monthly activity reports, monthly invoices, and a final report.
- d. The Vendor will conduct an orientation and multiple briefing sessions for the DAI, MDT and key stakeholders on project goals and the potential outcomes.
- e. The Vendor will be available for presentations to USAID, MDT, and other stakeholders, including but not limited to a presentation of the final version of the Strategy developed through this project;
- f. The Vendor will engage stakeholders, and USAID CCI leadership throughout the process.

2. Discovery

- a. Problem definition - Meet with principals at USAID CCI, MDT to establish and articulate shared understanding of objectives, process, expected outputs of Strategy development engagement;
- b. Stakeholder interviews with USAID, MDT to identify stakeholders to be consulted in the Strategy;
- c. Research – compile, analyze, summarize and present traditional technology acquisition financing offerings and programs available.

3. Meet

- a. Stakeholder interviews – interview stakeholders to examine role of technology acquisition in digital transformation challenges;
- b. Financial Sector Interviews – identify and engage different International Financial Institutions to identify alternative programs, partnerships, and collaborations to advance GoU efforts in technology acquisition;
- c. Current Offerings from Technology Companies - in collaboration with GoU stakeholders, inventory current technology vendor program offerings and partnerships to serve as a baseline to identify service gaps and opportunities.

4. Document and Present

- a. At a minimum, the Vendor will provide the following deliverables:
 - i. A preliminary draft / outline of the Strategy by April 7, 2023
 - ii. Final Draft version Strategy document by April 28, 2023
 - iii. How to launch the Strategy at MDT with a focus on acquisition of cybersecurity technologies
- b. The USAID team will provide review and feedback to the Vendor on the submitted deliverables above.
- c. The Vendor will incorporate this feedback into a version of the above deliverables to be submitted to MDT for review and discussion.

5. Refine, Approve Strategy

- a. Based on the feedback from MDT, the USAID CCI team and the Vendor will work collectively to address issues and Strategy change requests from GoU.
- b. In collaboration with USAID CCI, the consultant will present to MDT the final version of the strategy for MDT approval.

10.2 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-CCI-23-0001 Procurement of services for Strategy for Sustainable Technology under the USAID Cybersecurity Activity** issued on March 8, 2023. Our attached proposal is for the total price of <Sum in Words (\$0.00 Sum in Figures) >.

I certify a validity period of 120 (one-hundred twenty) calendar 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:

10.3 Attachment C: Price Schedule

Item Number	Item Name	Description/Specifications	Quantity	Unit Price	Total Price
1a	List the items that are to be supplied				
1b					
1c					
2	Delivery Cost to Click here to enter text.			per kilometer	
3	VAT				
GRAND TOTAL IN Click here to enter text.					
GRAND TOTAL IN UNITED STATES DOLLARS					\$

Delivery Period: Click here to enter text.

- 10.4 Attachment D: Instructions for Obtaining a Unique Entity ID (SAM) Number - DAI'S Vendors, Subcontractors**
- 10.5 Attachment E: Self-Certification for Exemption from Unique Entity ID (SAM) Requirement**

10.6 Attachment F: 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									

10.7 Attachment G: 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) or the United Nations Security Designation List (online at: 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. Business Size and Classification(s) – The Bidder certifies that is has accurately and completely identified its business size and classification(s) herein in accordance with the definitions and requirements set forth in FAR Part 19, Small Business Programs.
8. Prohibition of Segregated Facilities - The Bidder certifies that it is compliant with FAR 52.222-21, Prohibition of Segregated Facilities.
9. 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.
10. Labor Laws – The Bidder certifies that it is in compliance with all labor laws.
11. 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.
12. 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.

List of Optional Attachments

10.8 Attachment H: Branding and Marking Plan

Note: This is not required as part of the proposal. It is included as information for the Offeror. Upon subcontract award, this will be the first deliverable due.

Appendix N: Marking Plan

Sub Project Number and Name: _____

Name of Implementing Partner: _____

Name and Title of Partner's Agent: _____

Name and Title of DAI Project Manager: _____

Instructions: This form has been created to provide implementing partners (subcontractors and grantees) and DAI Project Managers with a summary of marking requirements found in the Project's Branding Implementation Plan (BIP). This form must be completed by the DAI Project Manager in conjunction with the agent of the implementing partner. Once completed, the Project Manager must upload the form to TAMIS.

Subproject Activities

Provide a short summary of the activities to be completed including the project location. For example, what materials or equipment will be purchased? What events will take place?

Include 2-3 sentence summary here:

Please place an "X" below for each activity that will take place as part of this Sub project. The implementing partner will be responsible for ensuring the Marking noted in the table below is implemented according to standards and templates provided.

	Activity/Documents	Required Marking
Activities		

	Activity/Documents	Required Marking
Documents		
	Reports	
	Certificates (training or other)	
	Invitations	
	Other (please describe)	

Co- Branding and Co-Marking:

DAI logo must not appear on any USAID funded programmatic material.

Requests for Exceptions or Waivers of Marking Requirements – If you do not feel it is possible to mark one or more of the items or events listed above, please describe below (1) what marking you want to be exempt from (2) how the activity or item meets the requirement for an exception or waiver.

Include full detailed justification here:

10.9 Attachment I: Full Terms of Contract

10.10 Attachment J: 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 Unique Entity ID (SAM)OR Self Certification for Exemption from Unique Entity ID (SAM)Requirement

☐ Past Performance (*use template in Attachment F*)