**Technology Gateway (TECHGATE) Program**

**Preliminary Scope of Work**

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| **Program Name** | Technology Gateway (TECHGATE) Program |
| **Federal Assistance Listing Number** | 19.665 |
| **Period of Performance** | 3 years |
| **Project Location** | Global |

# Section A: Project Description

The U.S. Department of State, Bureau of Cyberspace and Digital Policy (CDP) announces an open competition for organizations with the capacity and interest to carry out the Technology Gateway (TECHGATE) project outlined in this announcement. The project supports with the Department’s goal of deploying foreign assistance to advance American interests and aligns with the Digital Connectivity and Cybersecurity Partnership (DCCP).

Pending the availability of funds, CDP anticipates awarding one cooperative agreement of up to $13 Million USD. CDP reserves the right to award more or less funding or make no award as is in the best interest of the U.S. Government.

## A.1. Program and Desired Implementer Overview

A.1.1. Program Overview 

The Technology Gateway Program (TECHGATE) is intended to establish a large-scale cyber and digital technology and knowledge transfer program that incentivizes eligible foreign governments’ purchase and use of trusted and American digital technology solutions in furtherance of both U.S. foreign policy and national security interests. Through this program and in partnership with the selected Implementer, the U.S. Government can provide a unique value by offering a “total package approach” that helps partners navigate issues of requirements identification, best value, technical and system complexity, absorptive capacity, and country-specific logistical and export/import controls. Capacity building and economic sustainability is an integral component of each part of TECHGATE’s structured procurement and delivery process to ensure that the recipient country gains relevant skills in requirements identification and assessment, research and procurement, logistics, deployment, and configuration. Upon delivery, a robust package of training and technical skills-uplift will ensure that recipients are prepared to adopt and integrate new technology packages into their environment. 

This is a new program, designed to: 1) respond to foreign governments’ demands for access and capacity to American and trusted cyber and digital technologies; 2) streamline the Department’s ability to transfer new-to-market and proven, trusted Commercial Off-The-Shelf (COTS) cyber and digital technologies; 3) design and execute robust packages of logistics/procurement, deployment, and technical knowledge-transfer that foster recipient capacity to independently modernize and secure systems; 4) provide clear parameters for cyber and digital technology supplier entry and eligibility; and 5) provide guidelines for foreign governments’ eligibility, including adherence to U.S.-supported best practices and policies in cyberspace.  

 A.1.2. Desired Implementer Overview 

The Implementer may be a private company or a non-profit, but must have a deep bench of market experts, cyber and digital technologists, assessors, contracts experts, and existing relationships and distribution rights with suppliers. Applicants are encouraged to propose consortiums or partnerships to leverage a broad array of subject matter experts, companies or other providers for products, services, and capability sets.  

*Please note: The Implementer cannot sell its own products through this program unless specifically permitted in writing by the CDP Grants Officer in unique circumstances.* The Implementer is a supplier-agnostic technology or systems integrator that exists to facilitate foreign governments’ purchase of trusted cyber and digital technologies by helping navigate issues of cost, project scoping, technical and system complexity, employee bandwidth and expertise, and country-specific logistical and deployment requirements. They will: 

1. Assess partner capability gaps and technology requests.
2. Identify priority requirements and best value solutions.
3. Procure, deliver, and install hardware and software.
4. Provide sustainability roadmaps/plans/cost estimates.
5. Provide consulting services to assist with technology adoption, including change management services.

The Implementer will NOT be expected to select, identify, or reach out to potential foreign government recipients of assistance. **This program is primarily demand-driven by foreign governments for eligible critical infrastructure and in accordance with their alignment with U.S. foreign policy and national security interests.** Thus, the Implementer WILL be expected to respond adeptly to State-Department-initiated requests to provide assistance on a global basis. When applying, interested applicants should refrain from specifying where they will work unless it is an illustrative past case or hypothetical future example provided for the benefit of the Department’s assessment.

A.1.3. Recipient Overview 

Eligible recipients are select foreign government civilian agencies; foreign government organizations providing or servicing civilian functions; civilian critical infrastructure owner/operators that provide critical services for the public or facilitate key government services; or other private sector entities identified on a case-by-case basis as important to regional or U.S. national or economic security. As part of a whole-of-government approach to partner capacity building, there may be instances when recipients may include security and military institutions/agencies, subject to funding authorities and additional CDP approval.  

## A.2. Program Goal, Objectives, Expected Outcomes, Requirements, Structure, and Activities

China undercuts trusted suppliers by subsidizing the export of Chinese technology, which may compromise critical infrastructure, individual privacy, data, intellectual property and national security. Foreign partners looking to break free from China’s heavily subsidized technologies require an assistance program to create a pathway for the adoption of trusted technology. This program will help ease the process for foreign partners to align with U.S. technology policy and will help them learn how to identify reliable and trusted suppliers to turn to once they've completed the program, thus generating long-term economic benefits to the U.S. economy.

### A.2.1. Program Objectives and Expected Outcomes

TECHGATE is designed to ease the process for eligible foreign partners to align with U.S. cyber and digital technology policy and reduce the burden to obtain and adopt trustworthy technology by 1) increasing partner capacity to navigate regulatory, logistical, technical hurdles and 2) facilitating foreign partner access to key Commercial-Off-The-Shelf (COTS) technology on a quick-turn basis.

**TECHGATE Program Objectives:**

1. Facilitate international adoption of U.S. and – as appropriate – other trusted technology suppliers, including open-source platforms.
2. Improve the reliability of and increase the existence of trusted suppliers in foreign cyber and digital networks, particularly in civilian critical infrastructure key to partner stability, privacy, and safety.
3. Improve security of the systems and networks through which U.S. proprietary information may transit.

**Expected Program Outcomes:**

Achievement of TECHGATE Program Objectives will result in the following outcomes:

1. Short-Term: Recipients receive prompt access to key tooling and solutions required to harden and secure networks, access trusted digital infrastructure, and/or access AI compute and related tools and services.
2. Medium-Term: Recipients increase their ability to navigate the procurement of trustworthy technology and begin the longer-term effort to improve the security and reliability of their networks.
3. Long-Term: Recipients consistently seek to procure and deploy trustworthy technology across their networks.

### A.2.2. Program Requirements and Structure:

**PROGRAM REQUIREMENT 1:** Implementer should promptly stand up (within six months) a robust and streamlined**Technology Acquisition Process** that ensures flexible and rapid delivery of products to approved foreign government partners in service of U.S. strategic priorities.

Implementer must be capable of identifying, evaluating, acquiring, shipping, deploying, and installing appropriate products for the categories listed below in the “TECHGATE Categories of Assistance.” Again, Implementers may propose consortia or partnerships to ensure their ability to deliver on all of the categories of assistance listed below.

**TECHGATE Categories of Assistance:** 

1. **Fundamental Hardware Solutions**
   1. Computers, including memory/storage/processors, and laptops;
   2. Networking equipment, including but not limited to servers, consoles, memory, adapters, switches, routers, gateways, wireless access points, transceivers, cooling equipment, internet exchange points, cables, etc.;
   3. Secure commercial teleconferencing solutions;
   4. Satellite Internet equipment, including handsets, receivers, terminals, modems, etc.; and
   5. Technology and software upgrades for telecommunications networks to remove known vulnerabilities (discrete upgrades only).
2. **Foundational Virtual Infrastructure/Software and Licensing** (*Note that open-source solutions may be suggested in lieu of closed or proprietary software*)
   1. Systems software, including operating systems and drivers;
   2. Application software that facilitates specific functions, primarily communications and data processing/management;
   3. Enterprise management software; and
   4. Storage, including cloud-based solutions and data back-up software.
3. **Cybersecurity Solutions**
   1. Cloud security solutions;
   2. Managed Endpoint Detection and Response (MDR) and monitoring services;
   3. Perimeter or edge device security, including firewalls (physical and virtual) and intrusion detection and prevention systems;
   4. Identity, Credential, and Access Management (ICAM), including advanced authentication and biometric security;
   5. Security Information and Event Management (SIEM);
   6. Threat intelligence and monitoring;
   7. Attack surface management; and
   8. Virtualization solutions.
4. **Digital Telecommunications Components\***
   1. Undersea and terrestrial cable components;
   2. Data and cloud storage/management;
   3. Cellular and Open Radio Access Network (ORAN) components; and
   4. Satellite ground segment infrastructure.
5. **Artificial Intelligence (AI) Enablement** 
   1. AI-optimized compute hardware, storage, and networking;
   2. Data pipelines and labeling systems;
   3. AI models and systems; and
   4. AI applications for specific use cases.

**\* Due to the significant cost of technology under Category 4, CDP anticipates that mechanism funding used for the category will be limited and for relatively small-scale procurement of digital infrastructure solutions/components. However, this does not preclude scaled procurements under this Category, subject to the availability other funding.**

**Activities under Requirement 1:** To achieve the expected program outcomes, the program **must** include the following: 

* Implementer is able to identify secure and relevant suppliers and Commercial Off-The-Shelf (COTS) products and make available these products when required by CDP for the benefit of foreign partners. CDP may request that products meet a certain threshold of security (for example, compliance with NIST or FedRAMP requirements, etc.) and may also request additional analysis, third-party audits, or testing of products prior to purchase, or their substitution.  Wherever possible the Implementer should select software and hardware solutions that offer a minimum of five (5) years of continued vendor support and security updates to their products at the time of sale (though CDP will itself not necessarily commit to ongoing O&M for that duration).
* Implementer is able to acquire or maintain the supplier relationships necessary to procure and deliver a wide range of relevant eligible products to foreign partners on-demand, by relying on in-house contracting expertise. Experience must cover – but is not limited to – negotiating rates, managing payments, collecting and awarding bids, sub-contracting, etc.
* Implementer is able to leverage its relationships, expertise, and relevant experience to navigate various challenges in the technology acquisition landscape in partnership with the U.S. Department of State– including challenges associated with exporting and importing technologies, laws or regulations including data requirements, and process requirements – and to rapidly identify and implement solutions. Implementer must be able to fully handle logistics associated with virtual and in-person deployments.
* Implementer will work closely with host governments and to provide transparency in the bid process. Implementer should iterate how they will impart knowledge-transfer and upskilling to foreign partner recipients in the areas of requirements identification and assessment, research and procurement, logistics, and deployment. Implementer must have the capacity to independently work hand-in-hand with host governments and commercial entities, in coordination with the U.S. Department of State, to achieve desired outcomes.

To achieve the expected program outcomes, the program **could** include the following: 

* An online portal, database, tracking mechanism, or catalog of possible products; or other time-and-cost-saving tools for rolling out ambitious global programming.

**Other Instructions for Applicants:** Applicants are encouraged to shape their proposals according to their expertise and capabilities, and to clearly demonstrate their capacity to deliver on a broad range of products with uncertain timelines. Following the selection of an Implementer, the Implementer and CDP – possibly alongside other experts – will workshop an appropriate structure, process, timeline, and development workplan to execute Objective 1. They will also resolve any outstanding questions, including by not limited to the methodology for security validation of technology and how long support contracts should last following delivery and installation.

**PROGRAM REQUIREMENT 2**: Promptly stand up (within six months) and manage an effective Implementer-managed **Technology Evaluation and Delivery Methodology** to assess and validate requests for support.  Implementer must be capable of nimbly receiving request from CDP or U.S. Embassies and evaluating, scoping, and issuing the best solutions for a given country – based on that country’s unique needs and capabilities – for a final proposal. Once proposal is approved by CDP, Implementer must be capable of conducting delivery, installation, and training requirements with foreign partner.

**Activities Under Requirement 2**

To achieve the expected program outcomes, the program **must** include the following:  

* Implementer is able to conduct technical assessments – either independently or working hand-in-hand with other donors or implementers – to identify whether the proposed request for support is appropriate for the goal it aims to achieve, impactful, and timely. This may be by means of an in-country assessment or indirectly by speaking with other third-party evaluators or donors.
* Implementer is able to conduct a feasibility assessment (in partnership with CDP as appropriate) to scope, identify, design, and effect successful deployment of solutions.
* Implementer is able to conduct a sustainability assessment to identify the recipient capability to invest and sustain the investment.
* Implementer is able to rapidly provide cost estimates at CDP’s request, to collect and adjudicate bids as appropriate.
* Implementer is able to facilitate and coordinate the delivery of products directly to the recipient – and to support the set-up and installation of supplier products; to robustly train recipients on new technology or subcontract the ability to do so; to provide change-management advice and activities, including training; and to provide any follow-on or ongoing services or appropriate O&M requirements as directed by CDP.
* Develop a long-term strategy for the recipient to procure and budget for the hardware and software solutions, after CDP’s assistance ends – and the ability to hand off the strategy to other U.S. Government or donor partner implementers.

\*Please note that the U.S. Government and CDP will be responsible for identifying policy alignment requirements and legal/regulatory/policy hurdles or other diplomatic engagement or programmatic solutions that may be necessary to maximize success of procurements.

**Other Instructions for Applicants:** Applicants are encouraged to offer insight into their ability to pioneer or implement techniques that are in line with a cost-savings and burden-sharing ethos; to build off other work by donors, implementers, or the host country; or to otherwise modernize and expedite the delivery of products to recipients. Examples of past performance are encouraged.

## A.3. Aligned Strategic CDP Goals and Objectives

TECHGATE should contribute to the following CDP strategic goal and objectives outlined in the Functional Bureau Strategy and all four DCCP Pillars. 

**CDP Strategic Goals and Objectives:**

**Bureau Goal 1:** Advance cyber and digital policies that align with U.S. national interests and foreign policy objectives.

* **Objective 1.3:** Identify, enhance, cultivate, and develop strategic engagements across the private sector and multistakeholder communities.
* **Objective 1.4:** Increase secure and open digital connectivity and access to the Internet.

**DCCP Pillars:**

**Pillar 1: Build Connections** by promoting investments in secure, diverse, and resilient ICT infrastructure.

**Pillar 2: Advance an Open, Interoperable, Reliable, and Secure Internet** by promoting inclusive, rights-respecting, multi-stakeholder models of internet governance and pro-competition, pro-innovation digital economy policies and regulations.

**Pillar 3: Grow Global Markets** for U.S. ICT goods and services, especially high-quality, interoperable, secure ICT equipment, software, and services.

**Pillar 4: Enhance Cybersecurity** by increasing adoption and implementation of cybersecurity best practices.

## A.4. Program Sustainability

On a project level, the recipient’s ability to sustain Implementer interventions is a key priority. Implementer should clearly define, ideally with past examples, how they propose to ensure sustainable gains by effectively assessing appropriate support and delivering it to recipients.

The intent of this program to procure at larger scale and avoid small-dollar, one-off procurements. Please note that, in situations wherein proposed hardware or software solutions require ongoing service contracts or similar ongoing service fees to sustain the individual product to ensure the feasibility of the program, CDP will expect the Implementer to cost out and enumerate the costs in the project proposal. CDP will use its discretion to determine if these costs meet the overall program objectives, and, subject to funding availability (including beneficiary’s own investment), will determine if they will be accepted on a case-by-case basis.

Projects shall be designed to ensure local sustainability by embedding solutions within institutions, strengthening local human capital, and promoting ownership of tools and processes. The Implementer must be able to maintain, in coordination with CDP, a creative and flexible advisory role to help the recipient prepare to assume the full cost of the program at an agreed-to time. Technical solutions must be built to meet size, capacity and local budgets, and to match hand-offs to local budget cycles to maximize sustainability over the long term. These must take into account interoperability and capability of local teams to manage over the long term and must be supported by documentation and institutionally embedded practices for knowledge transfer. Projects shall support the development of costed roadmaps and budgeting guidance to help partners sustain operations beyond the life of the assistance period. Projects shall promote enduring partnerships across government, civil society, and the private sector to strengthen the broader digital ecosystem and support long-term collaboration at national and regional levels.

## A.5. Program Indicators and Performance Monitoring and Reporting     The selected implementing partner will conduct the following activities to ensure all relevant performance information is collected and submitted to CDP.

**Quarterly Performance Reports and Indicators:** The implementer will prepare and submit quarterly performance reports using a standard template provided by CDP that includes qualitative descriptions of progress and results achieved in each quarter, next steps and progress planned for the upcoming quarter, any challenges or risks and how they will be mitigated, and quantitative data reported against relevant CDP indicators.

CDP standard indicators and disaggregates that the implementing partner will report for this project are listed below, but CDP will work with the selected implementer to finalize these, and any additional project-specific indicators deemed relevant. CDP will also provide definition sheets for each CDP indicator below.

**Outputs:**

* CDP 1.12 - Number of cyber, digital, emerging technology, or related studies, assessments, or stocktaking exercises supported with USG assistance.
* CDP 2.8 - Number of benefitting organizations or institutions reached with CDP foreign assistance.
  + Qualitative: Specify the name of each organization reached new / write in space needed
  + Qualitative: Specify the home country of each organization reached

**Outcomes:**

* CDP 1.2 - Number of cyber, digital, emerging technology, or related deals/projects supported or finalized with U.S. Government assistance.
  + Number involving a U.S. company
  + Number finalized/signed
  + Value of the finalized deal(s) (in USD)
  + Qualitative: Description of what the deal was for or about
* CDP 3.5 - Number of instances when USG assistance or interventions were used to leverage or be a force multiplier of private sector investment in cyber, digital, emerging technology, or related issues.
  + Value of the U.S. Government assistance (in USD)
  + Value of the private sector investment (in USD)
  + Qualitative: Subject/purpose of the investment
  + Qualitative: Private sector company name(s)

**Submitting Success Stories:** CDP maintains a database of Success Stories that implementing partners, in coordination with their CDP project managers, can contribute stories to. CDP will provide a template and a link to the submission form. Whenever the implementer and/or the CDP Project Manager determines that a success has occurred that would help tout the effectiveness, outcomes, or impact of the program, then a success story shall be drafted and entered into the repository and potentially shared externally depending on the nature of its content. There is no limit on the number of success stories that may be submitted, and they may be summative in nature such that they summarize a series of successes.

**Participant Satisfaction Feedback:** In addition to any knowledge or skill testing among recipients of formal training, the implementer will also capture participant feedback on their impressions of and satisfaction with any training courses or workshops they attend, as well as any recommended improvements to the content or instruction.

## A.6. Bureau Background

The Bureau of Cyberspace and Digital Policy (CDP) leads the State Department’s efforts to ensure American technology expertise and leadership drive the adoption and deployment of critical and emerging tech globally, including on cyber and digital transformation. CDP’s foreign assistance programs strengthen international cooperation, support the deployment of secure and trusted digital technologies that underpin the digital economy, build markets for U.S. companies, reduce vulnerabilities posed by Chinese technology, assist in the defense of key foreign partners, and promote an open, interoperable, secure, and reliable Internet. CDP is committed to promulgating standards and norms that are fair, transparent, and support the rights-respecting use of technology. More information on CDP is available at [https://www.state.gov/bureaus-offices/deputy-secretary-of-state/bureau-of-cyberspace-and-digital-policy/.](https://www.state.gov/bureaus-offices/deputy-secretary-of-state/bureau-of-cyberspace-and-digital-policy/)  

CDP’s foreign assistance programs are coordinated across the U.S. interagency under the Digital Connectivity and Cybersecurity Partnership (DCCP).  More information on DCCP is available at <https://www.state.gov/digital-connectivity-and-cybersecurity-partnership/>.

**KEY TERMS AND DEFINITIONS**

**Activity:** A specific action undertaken over a specific timeframe through which inputs are mobilized to produce specific outputs. An activity can be a sub-component of a program, project, or process.

**Goal:** The highest-order outcome or end state to which a program, project, process or policy is intended to contribute.

**Monitoring:** An ongoing system of gathering information and tracking performance to assess progress against established goals and objectives. Monitoring provides an indication of progress against goals and indicators of performance, reveals whether desired results are occurring, and confirms whether implementation is on track.

**Objective:** A statement of the condition or state one expects to achieve toward accomplishing a program or project goal.

**Outcome:** A result or effect that may be *contributed to* by the program or project, or *attributable to* the program or project. Outcomes may be short-term or long-term, intended or unintended, positive or negative, direct or indirect.

**Performance Indicators:** Performance indicators measure a particular characteristic or dimension of a project’s outputs or outcomes. Outputs are directly attributable to the project activities, while outcomes typically represent longer-term results to which a given program contributes but for which it is not solely responsible.

**Program:** A set of activities or projects that are typically implemented by several parties over an unspecified timeframe and may cut across sectors, themes, and/or geographic areas.

**Project:** A set of activities intended to achieve a defined product, service, or result within specified resources and implementation schedules. A set of projects makes up the portfolio of a program.