

CADMUS

CALL FOR CONSULTANTS

TO: Potential Consultants

FROM: Darlene Irby, Project Director
The Cadmus Group
Digital Forward
Contract No. 7200AA23C00131

SUBJECT: Call for Angola DECA Pillar 1 Technical Researcher

USAID Digital Forward is seeking experienced and qualified Technical Researcher consultants for the Pillar 1 Angola Ecosystem Country Assessment (DECA).

The DECA is a flagship initiative under the USAID Digital Policy and is a semi-standardized rigorous tool that identifies development opportunities and challenges in a country's digital ecosystem. It supports USAID Missions and other key stakeholders to better understand, support, and work with a country's digital ecosystem, mainstreaming digital development into Mission strategies and programming.

Cadmus, as the prime implementor of the U.S. Agency for International Development (USAID)-funded Digital Forward project intends to award a labor-hour type contract to those consultants chosen for this assignment. The start date of the assignment will be immediately upon being chosen and receipt of client approvals.

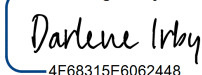
If selected, candidates will be required to provide the Contractor Employee Biographical Data Sheet (attached), and supporting documentation for the education, employment and consultant history listed in the data sheet, as well as a rationale for their proposed hourly or daily rate.

This call for consultants does not obligate Cadmus to select any candidates that choose to respond to this call. If chosen, candidates are subject to vetting and client approval before an agreement can be signed.

See Section 1 for Background on Activity and Description of Requirements.
See Section 2 for Instructions to Candidates.

Sincerely,

DocuSigned by:



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Darlene Irby, Project Director
The Cadmus Group
Digital Forward

Section 1: Description of Requirements

Digital Ecosystem Country Assessment (DECA) Contract No. 7200AA23C00131 SCOPE OF WORK

Activity:	Angola DECA
Expert/Firm:	Technical Researcher: Pillar 1
Estimated Level of Effort and Period of Performance:	<p>Estimated Level of Effort: 65 days, 80 if travel is included.</p> <p>Period of Performance: 1 April 2025 – 31 December 2025 with the possibility of a few additional days between 1 January 2026 and 31 March 2026</p>

Digital Forward Background

Launched in February 2024, the Digital Forward Mechanism aims to bolster USAID and implementing partner efforts to design, support and implement digital technology programs; accelerate open, inclusive and secure digital ecosystems; and disseminate knowledge within USAID and the development community on the digital technology’s best practices, successes, and lessons learned from programs. The Activity will implement work that advance two mutually reinforcing objectives:

- Objective 1: Support USAID with Digital Development-focused technical assistance, research, training, strategic thinking, digital-sector partnerships, and behavior change that will equip USAID programming for the digital age, and
- Objective 2: Support the growth of open, inclusive, and secure digital ecosystems in partner countries through work with USAID.

Digital Forward is managed through the Innovation, Technology, & Research Hub’s Technology Division (ITR/T) within the Bureau for Inclusive Growth, Partnerships, and Innovation (IPI).

Activity/Consultancy Background

USAID/IPI/ITR/T has been leading efforts related to the Digital Ecosystem Country Assessment (DECA) which is a flagship initiative under the Digital Policy, specifically identified as a key approach for implementing the Policy’s “understand the digital ecosystem” principle. The DECA is a semi-standardized rigorous tool that identifies development opportunities and challenges in a country’s digital ecosystem. It supports USAID Missions and other key stakeholders to better understand, support, and work with a

country's digital ecosystem, mainstreaming digital development into Mission strategies and programming.

USAID/Angola is interested in better understanding the country's digital ecosystem to 1) improve measurable development and humanitarian assistance outcomes through the responsible use of digital technology in its programming; and 2) support the USG whole of government implementation of Digital Transformation with Africa (DTA).

To better understand the opportunities and challenges facing Angola's digital ecosystem and inform future programming, USAID/Africa Bureau and USAID/Angola have asked the Digital Forward mechanism (implemented by Cadmus) to conduct a DECA. The DECA is organized around the [Digital Ecosystem Framework](#)'s three pillars:

- **Digital Infrastructure and Adoption:** the resources that make digital systems possible and how individuals and organizations access and use these resources. Digital infrastructure includes geographic network coverage, network performance, internet bandwidth, and spectrum allocation as well as telecom market dynamics around security, interoperability, and competitiveness. This pillar also examines behavioral, social, and physical barriers and opportunities for equitable access and use — who uses digital technologies, how, and where.
- **Digital Society, Rights, and Governance:** how the roles of government, media, and civil society are changing in response to digital technology and interacting in the digital realm, and how broad-scope laws impact the digital sector and the use of the internet. This pillar is divided into three sub-pillars: Internet Freedom; Civil Society and Media; and Digital Government. Internet Freedom explores factors that enable or constrain the exercise of human rights and fundamental freedoms online. This includes individual rights to freedom of speech, privacy, and free assembly, and the abuse of these rights through digital repression. Civil Society and Media identifies key institutions and how they report on, advocate around, and influence online freedoms. Digital Government looks at the government's efforts to manage internal information technology processes and systems, deliver citizen- and business-facing e-services, and engage with the public through digital channels.
- **Digital Economy:** the use of information and communications technologies to increase economic opportunity and efficiency, trade and competitiveness, and global economic integration. The development impact of the digital economy depends on the enabling environment for digital financial services, e-commerce, digital trade, and technology startups. A healthy digital economy requires smart regulation and a robust digital talent pool.

The following topics are cross-cutting and affect all three pillars in a DECA:

- **Inclusion:** Equal access to opportunities and resources for people who might otherwise be excluded or marginalized. This topic goes beyond digital divides in connectivity access to include things like the unique impacts of digital repression on marginalized populations and barriers to full participation in the digital workforce.
- **Cybersecurity:** How people, systems, and technology protect information kept in digital formats from being taken, damaged, modified, or exploited. This topic also includes an exploration of cyber harms that exist in a country, who is responsible for

harms, and who is targeted, as well as levels of governmental and social cyber awareness and capacity.

- Artificial Intelligence/Emerging Technologies: The policy and market conditions shaping the deployment of technologies including artificial intelligence and machine learning, Internet of Things, drones, robotics, blockchain, and 3D printing.
- Geopolitical positioning: How the country's digital evolution is being shaped by international relationships, particularly the global spread of technology-enabled authoritarianism.

The DECA will also consider the priority areas of the Digital Transformation with Africa (DTA) framework, whose three pillars are:

- (1) Digital Economy and Infrastructure;
- (2) Human Capital Development; and
- (3) Digital Enabling Environment.

These pillars overlap with the USAID Digital Ecosystem Framework and are not considered duplicative. However, the DECA team should be prepared to go into greater depth on the topics that fall under the DTA pillars, considering the funding for this DECA comes from USAID/Africa Bureau, implementing DTA. This may include deeper dives on the enabling environment for digital infrastructure investment (market access, PPPs, competition law, etc.) and for data governance, data privacy, cybersecurity and other guardrails for open and responsible digital development.

Digital Forward will work closely with USAID/Africa Bureau, USAID/CDI to produce a high-quality digital ecosystem country assessment following the DECA methodology.

The DECA implementation will roll out in three phases:

- Phase 1: Desk Research and Planning
- Phase 2: Interviews
- Phase 3: Analysis and Report Writing

Digital Forward is recruiting an expert consultant to be the Technical Researcher: Digital Infrastructure and Adoption (Pillar 1) who will support a DECA to be conducted in partnership with USAID/Angola. The ideal candidate has extensive, expert-level experience in the digital development sector including qualitative research skills and expert knowledge of DECA Pillar 1 topics. This includes expertise in one or more of the following topics: digital connectivity, especially as it relates to last-mile connectivity and use; digital literacy; and content relevance. A strong understanding of DECA cross-cutting topics such as cybersecurity and inclusion in the digital space is preferred. This individual should also have knowledge of or experience in or is local to Angola (or regional) and strong English and Portuguese language skills (reading, speaking, analytical/writing). This person should have experience conducting client-facing projects, with a preference for experience with USAID Missions.

(See qualifications at the end of this document for detailed requirements, in particular regarding technical knowledge specifications.)

Provide technical research support and advisory for Pillar 1: Digital Infrastructure and Adoption of the Angola DECA to produce a series of interim research deliverables, presentations, and workshops as well as a final DECA report which will include a deep overview of Angola's digital connectivity and digital literacy and use landscape as well as relevant recommendations aligned with USAID/Angola and DTA priorities.

Activity/Consultancy Scope

The Pillar 1 Technical Researcher will lead research and carry out relevant activities for Pillar 1: Digital Infrastructure and Adoption of the Angola DECA through each phase of the DECA. This includes participating in regular meetings with the DECA Research Team and the USAID Mission DECA Team, conducting desk research and interviews with relevant stakeholders, creating interview guides, creating and developing presentations and workshops, and drafting and finalizing a final report detailing findings and recommendations in line with USAID/Angola and DTA priorities.

The Technical Researcher will collaborate closely with all DECA Research Team members to prepare and review products that are accurate, comprehensive, concise, and clean upon delivery to the USAID/Angola Mission. The DECA is a highly collaborative process, the Research Team will be staffed with the following roles:

- Cadmus DECA Manager & Technical Advisor
- **Technical Researcher: Pillar 1**
- Technical Researcher: Pillar 2
- Technical Researcher: Pillar 3
- Research Support Specialist/Fixer
- Digital Advisor (TBD)

Note: Some of the Angola DECA interviews may be conducted in-person and may require travel for research team members based outside of the country. Travel is currently not confirmed.

Activity Tasks

Project Kick-off (2 weeks)

- Review the complete [DECA Toolkit](#), which provides all templates, information, and a step-by-step guide to implementing the DECA.
- Participate in two orientation meetings prior to project kick-off. These meetings are intended to provide guidance on the DECA Toolkit and processes.
- Participate in a kick-off meeting with the DECA Research Team and Mission DECA Team to set expectations, identify Mission priorities, and confirm project timeline.
- Participate in weekly Research Team meetings throughout the project, to include monthly learning discussions focused on DECA iterations.
- Participate in biweekly meetings throughout the project with the DECA Research Team and the Mission DECA Team to ensure regular feedback and open communication and to cultivate Mission ownership of the DECA.
- Throughout the DECA, provide critical local context knowledge and insights.

- Support the DECA Manager to ensure clear and consistent communication with the Mission. Throughout the project, all communication with the Mission and with other relevant U.S. Government personnel are managed by the DECA Manager.

Deliverables: recognition of responsibilities and deadlines in the project work plan and onboarding documents (detailing process, timeline, tasks, and agreed-upon deadlines), thorough review of DECA Toolkit and associated documents.

Phase 1: Desk Research and Planning (4-5 weeks)

The goal of this phase is to prepare with the knowledge needed to enter the interview phase well-informed about the country's context and what gaps need to be filled. Throughout this process and especially in the early stages, the DECA Research Team will communicate closely with the Mission to understand priority research areas for the DECA (e.g., important sectors and topics). During this phase, the Technical Researcher will also lead interviewee identification and outreach for DECA Pillar 1 interviews, coordinating with the two other Technical Researchers as relevant. The Technical Researcher will lead, conduct, and synthesize research for all Pillar 1 research. Specific tasks include:

- Conduct desk research: together with the DECA Research Team, gather, analyze, and synthesize detailed information and key data sources on Country's digital ecosystem, including relevant Mission information.
- Work with the DECA Research Team to identify key themes and knowledge gaps in the desk research. Collaborate with the Mission to validate gaps to fill during interviews.
- Work with DECA Research Team to complete four research brief(s). Lead author of the Pillar 1 research brief. Coordinate with the two other Technical Researchers to complete the Mission Context and Background research brief. Digital Forward DECA Manager provides final review and sign-off before sharing with the Mission.
- Identify key stakeholders to interview (e.g., country government, regulators, other donors, implementing partners/other international development organizations, private sector, civil society, academia, etc.).
- Work with the Research Team to organize logistics for the interview phase.
- Coordinate with the Research Team to prepare the DECA Introduction Presentation for a broad Mission audience, depending on Mission preference the format or timing of this presentation may vary, flexibility is key.
- Deliver Pillar 1 portions of the DECA Introduction Presentation PowerPoint presentation to include desk research findings, to be shared with USAID/Country Mission DECA Team for review.

Interim deliverables to Cadmus: As deemed necessary by DECA Manager, desk research contributions in desk research template; inputs for interview tracker

Deliverables: desk research contributions to research brief for Pillar 1 and, as needed, the background brief; review of Pillars 2 and 3 briefs; DECA introduction presentation PowerPoint and delivery of presentation

Phase 2: Interviews (~8 weeks virtual with a possibility of 1-2 weeks in-person)

Based on the desk research and available networks, the Technical Researcher will support identification of, and (when relevant) conduct outreach to, key informants to schedule interviews to add context and fill gaps for Pillar 1 of the final DECA report. The Technical Researcher will also lead the key informant interviews related to Pillar 1. Specific tasks include:

- Coordinate the interviewee outreach process with the other two Technical Researchers.
- Provide contact information and/or introductions to key stakeholders, when relevant.
- Conduct outreach to specified interviewees. Copy relevant DECA Research Team members on all emails and track all communications and contact information in the provided interview schedule tracker.
- Prepare specified interview guides, using the DECA Research Checklist as relevant.
- Lead at least 20-25 interviews related to Pillar 1.
- Support other interviews as relevant.
- Record specified interviews when relevant and allowed (given interviewee consent), take detailed notes for all interviews.
- If applicable, translate interview transcripts to English.
- Prepare detailed post-interview summary reports including key takeaways, gap identification, and additional contacts (when relevant) to be shared with the Research Team.
- If applicable, provide translation during interviews in cases where it is determined appropriate and or important for non-Portuguese speaking Research Team members to join.
- Participate in interview debrief meetings with the Research Team. Frequency to be determined dependent on time zone considerations and interview phase duration.
- Participate in a midway synthesis session with the DECA Research Team led by the DECA Manager for gap identification and targeting of additional key informants (and with USAID Mission DECA Team (if they are available and interested)).
- Analyze interview information, as deemed necessary by the DECA Research Team.
- Collaborate with the Research Team to synthesize content for Recommendations Workshops PowerPoint presentation based on preliminary interview phase findings and recommendations. There will be one primary Recommendations Workshop with Mission audience and two to three additional ones with other USAID clients as needed.
- Coordinate with the Research Team to prepare the DECA Recommendations Workshop for a broad Mission audience, depending on Mission preference the format or timing of this presentation may vary, flexibility is key.
- Deliver the Pillar 1 portion of the DECA Recommendations Workshop to a broad Mission audience, depending on Mission preference the format or timing of this presentation may vary, flexibility is key.

Interim deliverables to Cadmus: As deemed necessary by DECA Manager, inputs for interview tracker including interviewee scheduling and detailed contact information for specified Pillar 1 interviews, recorded interviews and notes, detailed post-interview summary reports, qualitative analysis of Pillar 1 interviews

Deliverables: contributions to and review of the DECA Recommendations Workshop PowerPoint; delivery of presentation and co-facilitating Recommendations Workshop(s) with DECA Manager

Phase 3: Analysis & Report Writing (~15 weeks)

The goal of this phase is to bring together the desk research, findings from the interviews, and specific actionable recommendations for how the Mission can integrate digital into their programming and processes to meet their development objectives. The Technical Researcher will be the lead author for Pillar 1 sections of the report (findings and

recommendations). Three versions of the report will be published: internal USAID, external,¹ and external in Portuguese language. Specific tasks include:

- Participate in post-interview phase synthesis session(s) with the Research Team led by the DECA Manager to identify key themes and potential recommendations (and with USAID Mission DECA Team as available and interested). There may be a need for more than one synthesis session.
- Coordinate with the Research Team to communicate key considerations to the USAID Mission DECA Team throughout the report drafting to ensure findings and recommendations align with Mission priorities, capacity, and plans.
- Lead author for at least one-third of the report: Pillar 1 and associated findings and recommendations. The DECA Manager will review, provide direction, and edit throughout. The Technical Researcher may be asked to review content and fill gaps for other DECA Pillars as relevant and needed.
- Collaborate with the Research Team to synthesize findings into concrete, actionable recommendations. DECA Manager will provide guidance and final sign-off prior to submitting deliverables to USAID.
- Coordinate with the Research Team throughout the report writing process for technical support and content, ensuring time is built in for all team members to review all sections. The DECA Manager will sign off on the following interim deliverables:
 - Outline for DECA Pillar 1 (findings and recommendations)
 - Draft findings section for DECA Pillar 1
 - Draft recommendations section for DECA Pillar 1
- Coordinate with the Research Team and the Mission to determine the ideal timing and format for sharing preliminary DECA insights with key stakeholders at the Mission. This may take the form of a presentation, a workshop, or simply sharing a preliminary report draft. The Mission requires visibility into findings and recommendations prior to report finalization.
- Ensure consistent writing quality in simple non-technical language. The DECA Manager provides final review and sign-off prior to submitting deliverables to USAID. The Technical Researcher is responsible for any required rewrite and feedback integration of relevant report sections.
- Collaborate with the Research Team and support the DECA Manager to manage the peer review process (tracking reviewer comments), with a focus on integrating technical feedback.
- Collaborate with the Research Team to create an external version of the report (redact specific/sensitive USAID information).
- Coordinate with the Research Team to develop and deliver portions of the DECA Final Presentation (if requested by the USAID Mission), sharing high-level findings and highlighting important recommendations. The team will work with the USAID Mission DECA Team to ensure the content and delivery method maximizes utility for the USAID Mission.

Interim Deliverables to be cleared by the DECA Manager: findings section outline and draft for DECA Pillar 1, recommendations section outline and draft for DECA Pillar 1

Deliverables: inputs to synthesis documents, Pillar 1 report outline, Pillar 1 draft and final written report content (findings and recommendations), contributions to and review and delivery of the DECA Final Presentation PowerPoint

¹ The external report is simply a version of the internal report with sensitive information redacted.

Activity Deliverables

The table below summarizes all project deliverables and estimated due dates. Due dates are subject to change depending on length of the interview phase, whether in-person interviews will be conducted, and any other unforeseen adjustments. The contract length and LOE account for these potential adjustments.

The deliverables table below includes internal interim deliverables to Cadmus to ensure quality assurance for the deliverables to USAID. Internal interim deliverables are marked as such. Phases may overlap in order to keep the assessment moving.

Research consultants will work as a team to produce cohesive interim and final products for this DECA under the technical direction of a Cadmus DECA Manager.

All deliverables are subject to review and acceptance by Digital Forward.

Deliverable	Description	Estimated Timeline
1	Attendance at regular team and Mission meetings	Throughout
2	Project Kick-off: Review and agree on project work plan, timelines, and tasks	Week 1
Phase 1: Desk Research and Planning		
3	Contributions to desk research template or resource worksheet as needed <i>[Interim internal to Cadmus]</i>	Week 3
4	Specified contributions to four final research briefs <ul style="list-style-type: none"> - Cadmus review - Resubmitted with Cadmus comments - Submission to USAID 	Week 3 Week 4 Week 5
5	DECA introduction presentation PPT <ul style="list-style-type: none"> - Cadmus review - Resubmitted with Cadmus comments - One or two dry-runs with Research Team - Presentation to USAID 	Week 6
Phase 2: Interviews		
6	Contact list (interviewees, and all consulted contacts) and interview tracker contributions <i>[Interim internal to Cadmus]</i>	Weeks 3-3
7	Interview notes and recordings <i>[Interim internal to Cadmus]</i>	Weeks 6-13
8	Interview debrief notes as requested by Cadmus <i>[Interim internal to Cadmus]</i>	Weeks 6-13
9	Midway synthesis session summary <i>[Interim internal to Cadmus]</i> <ul style="list-style-type: none"> - Outline of synthesis - Participation in Research Team synthesis workshop 	Week 9
10	DECA Recommendations Workshop(s) presentation PPT <ul style="list-style-type: none"> - Cadmus review - Resubmitted with Cadmus comments 	Week 12 Week 13 Week 13

	<ul style="list-style-type: none"> - One or two dry-runs with Research Team - Presentation to USAID 	Week 15
11	<p>Additional DECA Recommendations Workshops (2-4) with USAID clients</p> <ul style="list-style-type: none"> - Cadmus review - Resubmitted with Cadmus comments - Internal preparation with Cadmus - Discussion with USAID 	Week 13 Week 14 Weeks 15-17
12	<p>Synthesis session prep and notes [<i>Interim internal to Cadmus</i>]</p> <ul style="list-style-type: none"> - Outline of synthesis - Participation in Research Team synthesis workshop 	Week 14
Phase 3: Analysis & Report Writing		
13	<p>Specified contributions to report writing (to author about one-third of the report):</p> <ul style="list-style-type: none"> ● Findings section outline ● Recommendation section outline ● Draft findings section ● Draft recommendation section ● Specified contributions to Executive Summary and Summary Tables 	Week 14 Week 14 Week 16 Week 17 Week 19
14	<p>Final report</p> <ul style="list-style-type: none"> ● Peer review integration & quality control and one-voice editing as needed ● Final contributions to internal report ● Final contributions to external report, as needed ● Review of report draft as requested by Cadmus 	Week 22-23
15	<p>DECA Final presentation PPT</p> <ul style="list-style-type: none"> - Cadmus review - Resubmitted with Cadmus comments - One or two dry-runs with Research Team - Presentation to USAID 	Week 25
16	<p>Review of Portuguese translated version of report if requested by Cadmus</p>	Week 35

Activity Security

The Digital Forward DECA Team will work closely with relevant counterparts within the U.S. Government to identify any security risks. The Digital Forward DECA Team will come up with a plan of action accordingly for sign off from ITR/T, USAID/Angola, and relevant DTA stakeholders.

Travel

Travel is not confirmed but may be required to regions of Angola during the interview phase. The timing will be determined during the course of implementation.

Special Material Requirements
N/A
Other Unique Requirements
N/A
Place of Performance
Remote, with the possibility of needing to travel during stakeholder interviews within Luanda or other necessary cities.
Activity Period of Performance
This activity's period of performance will begin on 1 April 2025 – 31 December 2025 with the possibility of a few additional days between 1 January 2026 and 31 March 2026.
Reporting
On a day-to-day basis, the experts will report to a designated individual under Digital Forward per deliverables outlined in the Deliverables Table above.
Communications with Client
Candidate(s) selected for this role are expressly prohibited from communicating with Client personnel with respect to management issues, pricing, payments, specific tasking, or Candidate's performance under tasks relating to their Agreement, without the prior consent of Cadmus. This restriction is not intended to interfere with a Candidate's other Agreements with the Client or normal sales outside the scope of this Agreement. The Candidate may be expected to communicate directly with the technical client solely regarding technical progress of commissioned tasks, after receiving approval of Cadmus technical manager to do so. No privity of contract exists between the Candidate and the Client, therefore the Candidate may neither take direction from nor discuss any terms and conditions of this Agreement with Client without the written consent of Cadmus.
Qualifications
<p>Required</p> <ul style="list-style-type: none"> ● At least 5 years of experience in international development and a Master's degree, 7 years of experience and a Bachelor's degree, or 3 years of experience and a PhD.

- Demonstrated experience conducting qualitative research and analysis, writing reports, and leading interviews
- Excellent English written and oral communication skills
- Excellent Portuguese written and oral communication skills
- Proven ability to summarize large volumes of information in a concise, digestible format
- Good project management, organizational and knowledge management skills
- Available to meet during USAID/Angola working hours
- Available to meet during Eastern Standard Time (EST) working hours
- Experience and expertise in digital development, with strong preference given to candidates with deep expertise in one or more DECA Pillar 1 topics:
 - Pillar 1: Digital Infrastructure and Adoption
 - Expertise in digital connectivity including knowledge of telecoms market dynamics; first-, middle-, and last-mile connectivity; satellite connectivity; meaningful connectivity
 - Expertise in digital literacy
 - Expertise in digital technology use and content relevance
- Ability to communicate across diverse teams and cultures

Preferred

- At least 7 years of experience in international development and a Master's degree, or 9 years of experience and a Bachelor's degree, or 5 years of experience and a PhD.
- Experience working closely with USAID Missions or familiarity with USAID programs and policies
- Experience and understanding of DECA cross-cutting topics, especially cybersecurity and inclusion in the digital space
- Experience in operations and logistics management
- Strong communication skills with a wide variety of stakeholders (e.g., private sector, government, donor)
- Experience conducting cross-sectoral research
- Experience working in or expertise in Angola
- Currently located in Angola, if not potential willingness to travel

Section 2: Instructions to Candidates

Interested candidates should submit the following;

- A cover letter, not to exceed one page, explaining their suitability and interest for the consultancy;
- A detailed resume/CV detailing the following:
 - Education;
 - Relevant experience and qualifications
 - Minimum 3 references from employers of similar work; and
- Complete the Consultant Survey attached with this call.

Note: By submitting your resume/CV, you agree to be a part of Cadmus's consultant roster under the Digital Forward mechanism.

Submission: The Cover Letter, Resume/CV, and Consultant Survey should be submitted to Arthur Muchajer at Arthur.muchajer@cadmusgroup.com and Nazir Sediqi at nazir.sediqi@cadmusgroup.com, and include in the subject line “**Angola DECA Consultant: Pillar 1**”.

Candidates will be considered based on the following:

- Whether their resume/CV demonstrates they meet the qualifications listed in the Qualifications section of the scope of work;
- Strong responses from provided references;
- A positive interview outcome with the DECA team; and
- If further evaluation is required, candidates may be asked to submit a short, 500-word essay on a topic of the DECA Team's choosing.

Upon evaluation, Cadmus may also consider the candidate for one of the other roles listed above if deemed more suitable for the assignment.