

Request for Proposal (RFP) RFP HQ2015-01
Training Session and Leadership Program Development Consulting Services

Date: January 5, 2014

Subject: Request for Proposal

TechnoServe Inc. (TNS) invites you or your firm to participate in this competitive solicitation for a two part scope for work: development of a leadership and management training course for TNS staff world-wide and development of a leadership program.

INTRODUCTION

TechnoServe is a nonprofit economic development organization founded in 1968 that works with enterprising people in the developing world to build competitive farms, businesses, and industries. Our programs develop the capacity of individuals and businesses, strengthen market systems, and facilitate the development of emerging industries that can serve as economic drivers in developing communities. Our goal: to create sustainable economic growth that helps poor people improve their lives and secure a better future for their families.

TechnoServe's employee numbers are growing steadily. We have 1,410 staff of which 1,391 are full-time. By comparison, TechnoServe had 734 total employees in 2009. The organization is comprised of 90 percent Host Country Nationals (HCNs), 3 percent expatriates, 2 percent Third Country Nationals (TCNs), and 5 percent US-based staff. Our headquarters is in Washington, DC. Our corporate budget for 2015 is approximately \$100 million.

TechnoServe is seeking a consultant or a firm with the capacity to design and deliver a one-day leadership and supervisory management skill training session, and to design and deliver a yearlong leadership development program.

The leadership and management skill training, while it is intended for all managers and supervisors in the organization, will be first delivered to our senior leaders: country directors, program directors and senior managers, as well as directors and senior leaders from our headquarters in DC. We will hold an annual leadership meeting in Washington DC in June, 2015 and would like to deliver this training to about 90 participants from Africa, Latin American and Caribbean, India and the US. The leadership development program will be developed separately to ensure an effective leadership pipeline and succession planning.

GENERAL REQUIREMENTS & SCOPE OF WORK

TechnoServe would like to contract with an individual or a firm to help us strengthen leadership, managerial and supervisory capacity at TechnoServe.

A. Leadership and Supervisory Management Training Session

1. Develop and deliver one-day Leadership and Supervisory Management Training Session for senior level staff; collect and integrate any feedback and input from the session to the design of a final version
2. Develop a final course version with a set of accompanying materials including participant guide, trainer guide, PowerPoint slides, workshop discussion topics/case studies, etc. to support the supervisory management course roll-out to the rest of the organization; additional trainings will be done by internal TechnoServe staff

Audience: Up to 90 TechnoServe staff members from our field offices and headquarters. Participants will include country and program directors, members of senior management team, and other senior level staff from our county, program and HQ operations. Participants will include expatriate, third country national, host country national staff and DC-based staff from various functions in the organization.

Goals for the organization:

- Strengthen participants' leadership, management and supervisory skills
- Enhance individual professional development process by equipping supervisors with skills, tools and ideas to support their direct reports' professional development
- Improve overall people management in our organization
- Increase participants' commitment to TechnoServe

Objectives of the program:

- Identify priority management and leadership topics to increase management and leadership skills for all supervisors across the organization
- Design and deliver a one-day Leadership and Supervisory Management Training on the priority topics
- Based on feedback and input from the one-day training, make changes to create a final version of session materials

The successful bidder will obtain input from the HR team, senior leadership and TechnoServe's Professional Development Advisory Council in order to identify the priority topics for the training session based on TechnoServe's needs. The following are examples of possible topics.

- Setting performance expectations and accountability
- Giving-receiving feedback and coaching
- Managing performance challenges
- Problem solving and thinking creatively
- Providing on the job training
- Delegating effectively
- Emotional intelligence
- Influencing others
- Leading a team
- Working collaboratively
- Working virtually

B. Leadership Development Program

Objectives of the program, which would begin in second half of 2015, (to be run for a cohort of 25-30 participants and last for approximately 12 months):

- Systematically identify a pool of individuals who have the potential and aptitude to assume key leadership positions in the organization (leadership roles include: country directors/deputies, country managers, program directors/managers, functional senior managers)
- Provide staff with diverse learning and growth opportunities to enhance their skills and prepare them for new roles in TechnoServe
- Provide aspiring leaders with an opportunity to work on organizational level projects and manage complexity, change and broader relationships
- Leverage individual strengths to create a learning community among colleagues in various roles or professional paths

The program should include the following activities:

- Four-day training program in Washington DC (or another overseas location TBD based on where participants are coming from) using a mix of classroom training methods, including presentations, reading materials, practical application opportunities, case studies and facilitated group discussions
- 360 degree assessment using an off-the-shelf product
- Psychometric assessments to help participants understand how their personality and behavioral patterns influence and impact their leadership style
- Group activities or corporate projects to enhance leadership capabilities, build skills and address organizational level challenges
- Development of an individual development plan that includes personal and professional goals to be shared with their manager upon completion of the program
- Individual or group coaching
- Opportunities for senior management team members to meet with participants during the program

Contractor will be responsible for working with HR, senior leadership and the Professional Development Advisory Council to identify the overall approach to developing the training session and the leadership program, priority topics for the four-day training; and designing and developing the above activities.

PERIOD OF PERFORMANCE

The period of performance of any contract resulting from this solicitation is anticipated to begin on or about March 1, 2015. The supervisory capacity training program must be completed and delivered during the annual leadership meeting scheduled for June 22-24, 2015. Proposals shall detail the estimated length of time required to accomplish all requirements, with detail on activity implementation dates as referenced above.

CRITERIA FOR SELECTION

The evaluation of each response to this RFP will be based on the requirements set out in this solicitation. At the sole discretion of TNS, the top proposals may be selected for follow-up questions or to provide an oral presentation.

In evaluating the proposals, TechnoServe will seek the **best value for money** rather than the lowest priced proposal. TechnoServe will use a two-stage selection procedure:

- The first stage will evaluate the Technical Proposal.
- The second stage will evaluate the Cost Proposal for proposals that pass the technical evaluation.

Specifically, the selection committee will evaluate each proposal based the following criteria with assigned weight factor:

- a. The skills, experience and training of the specified person(s) who will be performing the services requested (20%)
- b. The bidder understands of TechnoServe's needs and operating context and the technical approach (30%)
- c. Prior relevant experience and reputation of the bidder in working with international NGO's similar to TechnoServe (10%)
- d. Past performance references (10%)
- e. Cost (30%)

TERMS AND CONDITIONS

1. The Request for Proposal is not and shall not be considered an offer by TechnoServe.
2. All responses must be received on or before the date and time indicated on the RFP. All late responses will be rejected.
3. All unresponsive responses will be rejected.
4. All proposals will be considered binding offers. Prices proposed must be valid for entire period provided by respondent.
5. All awards will be subject to TNS contractual terms and conditions.
6. TNS reserves the right to accept or reject any proposal or cancel the solicitation process at any time, and shall have no liability to the proposing organizations submitting proposals for such rejection or cancellation of the request for proposals.
7. TNS reserves the right to accept all or part of the proposal when award is provided.
8. All information provided by TNS in this RFP is offered in good faith. Individual items are subject to change at any time, and all bidders will be provided with notification of any changes. TNS is not responsible or liable for any use of the information submitted by bidders or for any claims asserted therefrom.
9. TNS reserves the right to require any bidder to enter into a non-disclosure agreement.

10. The bidders are solely obligated to pay for any costs, of any kind whatsoever, which may be incurred by bidder or any third parties, in connection with the Response. All responses and supporting documentation shall become the property of TNS, subject to claims of confidentiality in respect of the response and supporting documentation, which have been clearly marked confidential by the bidder.

FORM/CONTENT OF RESPONSE

All proposals shall be in English.

1. Technical Proposal (no more than 7 pages)
 - a. Describe the bidder's technical approach.
 - b. Describe the qualifications, experience and capabilities of you/your firm in providing leadership, management, and supervisory skill development programs and training requested in this RFP. Resumes or CVs of "key personnel" shall be submitted as an attachment.
 - c. Include a contact name, email address, and telephone number to facilitate communication between TNS and the submitting organization.
2. Cost Proposal - The cost proposal should be in a separate document clearly marked cost proposals and should contain:
 - a. Detailed costs in US dollars, with applicable tax/charges.
 - b. Provide requested payment terms and conditions.
 - c. Submit a brief outline of the organization and services offered, including:
 - Full legal name, jurisdiction of incorporation and address of the company
 - Full legal name and country of citizenry of company's President and/or Chief Executive Officer, and all other officers and senior managers of the company
 - Year business was established

SCHEDULE OF EVENTS

1. Questions regarding this request may be addressed to Contracts, at Contracts@tns.org and must be received no later than *January 15, 2015*. Responses to questions will be distributed to all interested parties no later than *January 22, 2015*.
2. Responses to the RFP should be sent to Contracts@tns.org no later than *January 30, 2015*.