



PANAGORAGROUP
MAKING OUR WORLD A BETTER PLACE FOR GOOD

Request for Proposals (RFP)

Issue Date: Wednesday, November 11, 2020

RFP Number: TSS_RFP_Health Office Organizational Development_014_2020

RFP Title: Health Office Organizational Development

Questions Due Date: Tuesday, November 17, 2020 17:00 SAST

Bidder's Conference: Thursday, November 19, 2020 Time, TBD

Closing Date and Time for All Proposals: Monday, November 30, 2020 17:00 SAST

Place of Performance: South Africa

To All Prospective Offerors:

Panagora Group (herein after referred to as Panagora issues the above referenced Request for Proposals (RFP) for **Organizational Development** for The U.S. Agency for International Development (USAID)/South Africa's Health Office in support of the Panagora South Africa Technical Support Services (TSS) Activity.

Instructions and Evaluation: Instructions for preparation of proposals are found below and proposals will be evaluated on the basis of the criteria described in Section H. Award shall be made to the Offeror whose proposal offers the best value to Panagora.

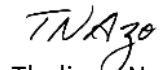
Questions: Questions regarding this solicitation must be submitted by email and shall be sent directly to info@panagorasouthafrica.net. All questions are due by the date specified above. If substantive questions are received that affect the response to the solicitation, or if changes are made to the closing date and time, as well as other aspects of the RFP, this solicitation will be amended. Any amendments to this solicitation will be posted on Panagora's website: panagoragroup.net/procurements.

Bidder's Conference: Panagora invites at least one representative per organization to attend a virtual bidder's conference. The purpose of the bidder's conference is to discuss technical elements of the RFP and answer vendor questions. Panagora will formally respond to all questions in writing after the conference. Please RSVP, with name of participant, email and organization to info@panagorasouthafrica.net by **Tuesday, November 17, 2020**; we will send the invitation to the bidders conference to each participant who RSVPs.

Submission Due Date and Time: Electronic submission of proposals shall be submitted by the stated closing date and time specified above via email to info@panagorasouthafrica.net.

Panagora reserves the right to award a subcontract without discussions or the submittal of final revised proposals, therefore, Offerors are advised to review the RFP in detail, raise questions and request clarifications by the due date for questions, and submit a comprehensive proposal meeting all the requirements of this RFP by the due date and time. Accordingly, the Offerors' initial offer should contain its best terms from both a cost and technical standpoint.

Sincerely,



Thuliswa Nazo
Finance and Operations Director, Panagora Group

GENERAL INSTRUCTIONS TO OFFERORS

A. Purpose

The purpose of this RFP is to provide the TSS Activity with organizational development within the USAID Health Office. Panagora intends to issue one Firm Fixed Price (FFP) subcontract to the successful provider. The offerors shall submit a comprehensive proposal for the technical input they will provide into Organizational Development scope of work with payment terms and conditions for the work outlined in the scope of work below.

Relevant Timelines

- Tuesday, November 17, 2020 – Vendor questions due
- Thursday, November 19, 2020 – Bidder’s Conference
- Monday, November 30, 2020 – Proposal submissions due
- Monday, December 21, 2020 – Panagora intends to issue the subcontract
- Monday, January 4, 2021 – Work must commence

B. Statement of Work

Background

The Panagora Group, a woman-owned small business and prime contractor for the TSS contract is seeking short-term technical assistance to provide organizational development support to the USAID/South Africa (SA) Health Office.

The USAID Health Office in South Africa has one of the largest portfolios in Africa, with an annual budget over \$375 million, and plans to grow its current team from 50 to 80 staff within a 6-month period with 6-8 staff in leadership positions. The backdrop to this growth is a rapidly evolving local health context, characterized by COVID-19 control, growing economic needs and unemployment, and gender-based violence.

The USAID Health Office has an internal culture that tends to recognize quantity (hours) over quality and outcomes. The operating model relies on a small number of people to manage large partner budgets, with teams operating independently, silo-like, while interacting with a large ecosystem of partners and implementers.

Considering this, there is a desire to drive stronger partner and internal performance through new ways of working and interaction, particularly in the areas of engaged leadership, data for decision-making, continuous learning, and strong relationships with the Department of Health (DoH).

Objectives

To reach its ambitious programmatic goals, USAID seeks to adapt its structures and ways of working to optimize efficiency. Specific organizational change objectives include:

- Assess the Health Office’s current ways of working, including its culture and structure, and

- determine how this affects progress towards the office’s strategic programmatic goals
- Identify and facilitate new cultural norms and standards to foster an optimal working environment
- Support the Health Office to develop a resilient organizational culture by integrating adaptive management approaches, and adaptive thinking to prepare for contextual changes in South Africa
- Build smooth and effective collaboration techniques, both internally across cross-functional 'silos' and externally across its extensive and diverse ecosystem of partners
- Establish an effective work culture that aligns with the new cultural norms and values that can be sustainably implemented, fostered, and monitored

To drive progress towards these objectives, Panagora is seeking a partner to:

- Collaboratively co-design the adapted operating model with USAID
- Facilitate a culture transformation process that situates the Health Office in a strong position to work towards its strategic goals in a healthy, productive, and supportive work environment
- Support this transition through long-term coaching to equip leadership and drive and measure change over a period of 6-9 months and then periodic follow-ups.

Description and Purpose

This scope of work (SOW) will result in a culture shift in USAID/SA Health Office focused on developing a high-performance, collaborative, quality, and results oriented culture within the office. Organizational performance is dependent on organizational context, behaviors, and culture. By modifying the appropriate organizational levers, we generate a culture and behaviors that will enable us to achieve our target organizational objectives, such as: a new team approach to managing implementing partners; a new team structure and organogram; and improved integration of workstreams within the office.

C. Tasks and Deliverables

The successful service provider will complete the following deliverables:

1. Assess the Health Office’s current alignment with strategic programmatic priorities; analyze current culture and engagement, organizational challenges, processes, and ways of working
 - a. Culture survey conducted including key internal and external partners
 - b. Virtual interviews (until COVID-related travel restrictions are lifted) with relevant employees
 - c. Prioritized list of organizational pain points and levers to improve culture
 - d. Agreed operational outcomes to achieve through organization and culture design
 - e. Implementation plan and timeline
2. Collaboratively identify new cultural norms and standards with USAID leadership that support this organizational change
 - a. Define target culture and behaviors

- b. Propose implementation and monitoring plan
- 3. Facilitate interventions, trainings, and coaching sessions to foster an internal culture shift
 - a. Technical assistance for initiative delivery as outlined in the Offeror’s proposed implementation timeline
 - b. Embed coaches and facilitators in specific teams to support the implementation of these new ways of working as outlined in the implementation plan. Examples:
 - i. Coach to participate in weekly staff and smaller team meetings
 - ii. Facilitate group coaching
 - iii. Observe staff interactions during internal meetings and with implementing partners and provide coaching to USAID staff
 - c. Co-create and oversee the implementation of a communications plan to share information about this process with stakeholders and actively engage them
- 4. Provide a long-term plan / “roadmap” that reinforces the new cultural norms and values
 - a. Change management process
 - b. Communications plan and monitoring plan
- 5. Track and measure progress
 - a. Facilitate routine check-in meetings with Panagora and the Health Office Leadership Team and other key stakeholders; draft meeting agendas, maintain a participant list, and create a prioritized list of action items and recommendations for process changes
 - b. Continued sponsorship and reinforcement of change management based on prior aspects of the SOW
 - c. Continued support for coaching and individual development plans
 - d. Cyclical surveys, interviews, and/or workshops to ensure transparency and accountability
 - e. Revise timelines and roadmap to pivot and reprioritize, when necessary
 - f. Develop a skills transfer document and facilitation of skills transfer training to key stakeholders and sponsors

D. Period of Performance

The successful service provider will deliver these tasks from January 2021 to September 2021 to ensure the long-term sustainability of the project goals.

E. Reporting

During the assignment, the selected service provider will report to Panagora’s Organizational Development and Strategic Management Advisor. The provider will work closely with the Panagora technical team and USAID Health Office on key deliverables.

F. Submission of Questions and Clarifications

Questions or clarification requests for this RFP shall be submitted in writing to the following email address: info@panagorasouthafrica.net. The deadline for submission of questions is Tuesday, November 17, 2020 by 17h00 SAST. Phone calls will not be accepted.

G. Instructions for the Preparation and Submission of the Proposals

Offerors must submit full, accurate, and complete information as required by this solicitation. **The proposals must be submitted in English.** Panagora may determine an offer to be unacceptable if the offer does not comply with all the terms and conditions of this solicitation. Panagora will not pay for any proposal preparation costs.

All proposals will be evaluated against the evaluation criteria below. The Offeror with the lowest cost may not necessarily be awarded the subcontract. Therefore, an award resulting from this RFP will be made to the company that offers the greatest value to Panagora from a technical and cost standpoint.

Technical and Implementation Approach: The technical and implementation portion must be in line with the details in Sections B, C, F, and H.

Cost: The cost portion should define the Offeror's invoicing, payment terms, and timelines, explicitly breaking out all the costs included in the service. Please see section I.

H. Evaluation and Criteria

Eligibility Criteria

To be eligible for this opportunity, organizations must meet the following requirements:

1. Companies or organizations, whether for-profit or non-profit, must be legally registered under the laws of South Africa and meet the requirements of USAID Geographic Code 937
2. Firms operated as commercial companies or other organizations or enterprises (including nonprofit organizations) in which foreign governments or their agents or agencies have a controlling interest are not eligible as suppliers of commodities and services.
3. Companies or organizations must have a local presence in South Africa at the time of proposal submission to be considered eligible.

Pre-Qualification Criteria

The following pre-qualification criteria will form the basis of evaluating all proposals, and failure to comply will result in disqualification of the proposal:

1. The Offeror shall submit a copy of a resolution from the company, which authorizes the signer to sign the offer cover letter on behalf of the company (see Section J)
2. The Offeror shall provide a commitment letter confirming availability to start work immediately after contract award, if successful.
3. The Offeror shall provide the CV and educational qualifications of the proposed project team.

4. The Offeror shall demonstrate membership of or affiliation with a recognized Organizational Development professional body or association.
5. The Offeror shall provide current proof of business registration with the Companies and Intellectual Property Commission (CIPC)
6. South African-based Offerors shall submit an original valid Tax Clearance Certificate from SARS certifying that the tax affairs of that company are in order.
7. The Offeror is eligible (not banned) to work on United States government-funded projects by the Office of Foreign Asset Control. See: <https://sanctionssearch.ofac.treas.gov/>.

Evaluation of Proposals

The proposal will be considered for review if and only if it meets all of the above pre-qualification criteria. Documentation of the Offeror's evidence to all above stated criteria is to be included in the first section of the proposal. If, during this evaluation process, Panagora determines that a particular pre-qualification criteria may be modified or waived and still allow Panagora to obtain services that substantially meet the intent of this RFP, the mandatory requirement will be modified or waived for all Contractors, and all proposals will be re-evaluated in light of the change. After evaluating the proposals according to the cited criteria, the award will be made based upon the best value to Panagora.

Panagora will evaluate Offerors' proposals on their responsiveness to the technical specifications defined in the Functionality Criteria.

Functionality Criteria

Selection shall be based on the following weighted categories:

No.		Percentage
1	<p>Technical Approach</p> <ul style="list-style-type: none"> a) Extent to which the proposed support is clear, logical, well-conceived, technically sound, and accurately provides solutions. b) Extent to which the proposed support technical approach demonstrates an understanding of the statement of work. c) Demonstrated experience working with USAID/PEPFAR contracting mechanisms, particularly with the USAID/South Africa Health Office. d) Strong track record working with multicultural teams in South Africa, particularly comprised of a mix of USN, LCN, and CCN. e) Deep knowledge of U.S.-South Africa government relations, South African culture, and political context in relation to HIV/AIDS. f) Portfolio of similar work. g) Qualification of personnel, including project team’s CVs and a team structure that is a culturally and gender diverse representation of South Africa. 	50%
2	<p>Implementation</p> <ul style="list-style-type: none"> a) The approach taken to foster change management and monitor / measure organizational development. b) Strong demonstration of illustrative implementation plan, change management plan, communications plan, long-term roadmap, and draft tools / resources including as survey questionnaires and interview guides. c) Timeline to deliver technical approach and implementation plan. 	30%
3	<p>Cost (Costing must be in ZAR, November exchange rate, where required, of: USD: ZAR is 0.061073).</p> <ul style="list-style-type: none"> a) Price are presented as fixed. b) Cost / price will be evaluated to assess the reasonableness of the costs / prices to determine the best value and most advantageous approach to the statement of work. c) Detailed costing of the proposal with budget notes, explicitly breaking out all the costs included in the service. d) Costing should include the Offeror’s invoicing, payment terms, and timelines explicitly breaking out all the costs included in the service e) Proposals must remain valid and firm for 60 days. 	20%

The award will be made based upon the best value to Panagora (a combination of best technical approach, implementation proposal and cost). Panagora reserves the right to determine the proposal that best meets its needs. The contract awarded for this RFP is neither exclusive nor mandatory.

I. Fixed Price Cost Proposal Submission Template

Please use the attached template to prepare your price submission. Please provide a quote for each deliverable outlined in Section C of the statement of work. Offerors should use fully loaded rates for any labor estimates. Please provide a narrative price proposal along with the price.

EXAMPLE Summary by Deliverable:

USAID/South Africa TSS_RFP_Health Office Organizational Development_2020 - Price Offer Summary by Deliverable				
Number	Deliverable	% of total	Price	Brief description of costs considered for the deliverable
1				
2				
3				
4				
5				
6				
7				
8				
9				
TOTAL PRICE OFFER			ZAR 0	

EXAMPLE Detailed Cost per Deliverable:

USAID/South Africa TSS_RFP_Health Office Organizational Development_2020 - Price Offer Summary by Deliverable					
1. LABOR	UNIT	QUANTITY	UNIT COST (local currency) *	TOTAL	BRIEF DESCRIPTION OF EACH LINE ITEM
INCLUDE POSITIONS PROPOSED TO IMPLEMENT REQUIRED SERVICES					
i. Team Leader	day	20.00	ZAR 4,500.00	ZAR 90,000	
				ZAR 0	
				ZAR 0	
				ZAR 0	
			SUB-TOTAL	ZAR 90,000	
2. TRAVEL AND TRANSPORTATION INCLUDING PER DIEM					
A. Air Travel					
B. Ground Transport					
C. Lodging					
D. Meals and Incidental Expenses					
E. Other Misc. Travel Expenses					
			SUB-TOTAL	ZAR 0	
3. OTHER DIRECT COSTS					
A. Communications					
B. Copying and Printing					
C. Supplies and Materials					
D. Services					
			SUB-TOTAL	ZAR 0	
4. EQUIPMENT					
			SUB-TOTAL	ZAR 0	
			GRAND TOTAL	ZAR 90,000	

*Fully loaded rates

J. Offer Cover Letter

The following cover letter must be placed on letterhead and completed/signed/stamped by a representative authorized to sign on behalf of the Offeror:

Technical Support Services Activity

Panagora Group
90 Ribeiro Avenue, Walker Creek Office Park,
Muckleneuk, Pretoria, South Africa

Reference: TSS_RFP_Health Office Organizational
Development_014_2020

To Whom It May Concern:

We, the undersigned, hereby provide the attached offer **for Organizational Development** to complete the activities and requirements as described in the above-referenced RFP. Please find our offer attached.

We hereby acknowledge and agree to all terms, conditions, special provisions, and instructions included in the above-referenced RFP.

K. Ethical and Business Conduct Requirements

Panagora Group is committed to integrity in procurement, and only selects suppliers based on objective business criteria such as price and merit. Panagora expects suppliers to comply with our standards terms and conditions. Panagora does not tolerate fraud, collusion among offerors, or falsified proposals or bids. Any firm or individual violating these standards will be disqualified from this procurement and barred from future procurement opportunities. In addition, Panagora will inform USAID of any supplier offers of money, commissions, or gifts to obtain business. Employees and agents of Panagora are strictly prohibited from asking for or accepting any money, fee, commission, credit, gift, gratuity, or object of value from current or potential vendors or suppliers in exchange for or as a reward for business. Offerors responding to this RFP must disclose and include the following information as part of the proposal submission: Close, familial, or financial relationships with Panagora Group or activity staff. For example, if an offeror's cousin is employed by the activity, the offeror must state this.

- Any family or financial relationship with other offerors submitting proposals. For example, if the offeror's father owns a company that is submitting a proposal, the offeror must state this.
- Disclose any family or financial relationship with other offerors submitting proposals. For example, if the offeror's father owns a company that is submitting another proposal, the offeror must state this.
- Certify that the prices in the offer have been arrived at independently, without any consultation, communication, or agreement with any other offeror or competitor for the purpose of restricting competition.
- Certify that all information in the proposal and all supporting documentation are authentic and accurate.
- Certify understanding and agreement to NAME OF SUBCONTRACTOR' prohibitions against fraud, bribery and kickbacks.

Please contact Operations@panagoragroup.net with any questions or concerns regarding the above information or to report any potential violations.

END OF RFP