



PANAGORAGROUP

REQUEST FOR PROPOSAL (RFP)

- RFP Number:** FY24-ZAF-RFP 008-Organizational and Leadership Development
- Issue Date:** Revised on Tuesday, October 24, 2023
- Proposal Due Date and Time:** Tuesday, November 7, 2023 at 12:00 (SAST)
- Questions Due Date:** Tuesday, October 31, 2023 at 12:00 (SAST)
- Description:** The purpose of this RFP is to identify and engage one or more service provider(s) to provide organizational and/or leadership development training program(s) and/or coaching to select groups and/or individuals within USAID. The objective of the training(s) is to enhance team dynamics, improve communication, foster effective leadership, and cultivate a positive work culture. The selected service provider(s) will be responsible for designing and delivering customized / tailored training sessions that address the specific needs and challenges faced by the agency, their work units/departments, and individuals. In addition to specific trainings, the service provider may be engaged to provide meeting facilitation.
- For:** Technical Support Services (TSS) Activity for the United States Agency for International Development (USAID)
- Funded by:** United States Agency for International Development (USAID), Contract No. 72067419c0001
- Implemented by:** Panagora Group
- Type of Award:** One or more Indefinite Delivery, Indefinite Quantity Contract with Task Orders for individual scopes of work
- Point of Contact:** info@panagorasouthafrica.net

ETHICAL AND BUSINESS CONDUCTS 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.
- 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 proposal 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.

SECTION 1: GENERAL INSTRUCTIONS TO OFFERORS

1. **Introduction:** Panagora Group, a woman-owned small business, implements the Technical Support Services (TSS) activity, which was launched in May 2019 and is funded by The United States Agency for International Development (USAID). The TSS activity supports USAID in South Africa, as well as countries in the southern Africa region by working collaboratively with the members of USAID offices to achieve their goals by finding innovative solutions and supplementing their existing staff capacity through technical support, capacity building, and providing program and operations support services.

As part of its implementing activities, TSS issues the above-referenced RFP to identify and engage one or more service provider(s) (individual or company) to provide a range of organizational development services in South Africa and across the region. The organizational development initiatives will be focused on enhancing the organization's (organizations include USAID, implementing partners, USAID stakeholders, and/or government counterparts) overall health and effectiveness. It will involve strategically planned interventions aimed at improving various aspects of the organization, such as its culture, structure, processes, and people dynamics. A central component will be leadership and management development, which includes identifying and nurturing the leadership & management potential within the organization, providing individual and team coaching to enhance skills and capabilities, and offering training programs to empower people at all levels with the necessary knowledge and skills to contribute effectively. By fostering a culture of continuous learning and growth, interventions should seek to align the organization with its strategic goals, enhance its adaptability to change, and ultimately improve its overall performance and sustainability. TSS encourages individuals and/or companies with proven expertise in one or more components of organizational development to apply as providers may be called upon to provide services in specific areas as and when required. Types of providers may include organizational design experts, leadership development experts, trainers, facilitators, and coaches.

The organizational development initiatives will be tailored to address the specific needs and challenges faced by the agency and their work units/departments. Panagora seeks experienced and reputable companies/experts with a proven track record in delivering effective organizational development services.

Offerors are responsible for ensuring that their offers are received by Panagora Group in accordance with the instructions, terms, and conditions described in this RFP. Failure to adhere with the instructions described in this RFP may lead to disqualification of a proposal from consideration. Panagora will evaluate proposals according to the evaluation criteria outlined below, in which cost is a factor.

2. **Proposal Deadline and Protocol:** Offers must be received no later than the date and time on specified on Page 1 of the RFP, by email to info@panagorasouthafrica.net. Please reference the RFP number in any response to this RFP. Offers received after the specified time and date will be considered late and will be considered only at Panagora's discretion. Panagora Group may cancel this RFP at any time.

All proposals must have a validity of at least 90 days.

If there are significant deficiencies regarding responsiveness to the requirements of this RFP, any proposal may be deemed "non-responsive" and thereby disqualified from consideration. Panagora Group reserves the right to waive immaterial deficiencies at its discretion.

In submitting a response to this RFP, the offeror understands that USAID is not a party to this solicitation and the offeror agrees that any protest hereunder must be presented—in writing with full explanations—to the USAID’s Technical Support Services Activity for consideration, as USAID will not consider protests regarding procurements carried out by implementing partners. Panagora Group, at its sole discretion, will make a final decision on the protest for this procurement.

3. **Questions:** Questions regarding the technical or administrative requirements of this RFP may be submitted no later than date and time specified on Page 1 of the RFP, by email to info@panagorasouthafrica.net. Questions must be submitted in writing; phone calls will not be accepted. Questions and requests for clarification—and the responses thereto—that Panagora believes may be of interest to other offerors will be circulated to all RFP recipients who have indicated an interest in bidding.

Only the written answers issued by Panagora Group will be considered official and carry weight in the RFP process and subsequent evaluation. Any verbal information received from Panagora Group employees or any other entity should not be considered as an official response to any questions regarding this RFP.

4. **Specifications:** Technical specifications of the required products and/or services are found in Section 3 of the RFP.
5. **Proposals:** Offerors are required to use the proposal templates provided. Pricing must be presented in South African Rand, or US Dollars, depending on the currency of payment. Offers must remain valid for not less than sixty (60) calendar days after the proposal deadline. See below for more proposal submission, evaluation, and award requirements.

Panagora Group, at its discretion, may enter negotiations with one or more Offeror(s) to discuss improvements in the proposals and cost clarifications or reductions. Upon successful negotiation with the Offeror, the Offeror should submit a best-proposal quotations.

6. **Submission, Evaluation, and Award:** An Indefinite Delivery, Indefinite Quality (IDIQ) award will be made to one or more responsible Offeror whose proposal follows the RFP instructions, meets the eligibility requirements, and is determined via a trade-off analysis to be the best value and most advantageous approach.

A. Pre-Qualification Criteria (Step 1)

The submission of all required documents outlined in Section 2 of this RFP will form the basis of pre-qualification criteria. Failure to provide the required documents may be deemed a proposal as “non-responsive” and thereby disqualified the proposal from consideration.

B. Technical Evaluation of Proposals (Step 2)

The proposal will be considered for review only if it meets all the above pre-qualification criteria. If, during this evaluation process, Panagora determines that particular 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 Offerors, 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 on the best value to Panagora.

Panagora will evaluate Offerors’ proposals on their responsiveness to the technical specifications (scope of work) and the evaluation criteria below.

This RFP requires the use of the Panagora Proposal Template (Attachment 1). Technical Proposals should be no longer than 10 pages (not including the 1-page cover sheet and optional 1-page cover letter) with legible font no smaller than 11 point.

Cost Proposals should include an Excel budget and a cost narrative that follows the organization of the budget and explains the service offerings. The cost proposal is illustrative to demonstrate understanding of the scope of work and general pricing structure – Task Order budgets will be negotiated separately with the expectation that prices will be similar to those in the Cost Proposal. The cost narrative does not have a page limit but should be concise in explaining buildup of costs and with font no smaller than 11 point.

Selection shall be based on the following weighted categories (summing to 100):

No.	Technical Evaluation (Step 2) Criteria	Points
1.	<p>Specific experience relevant to the assignment:</p> <ul style="list-style-type: none"> • Preferable licenses and/or certifications (see Section 3.F). • For each service the offeror can provide (i.e. executive coaching, co-creation facilitation, organizational development) please provide a dynamic, engaging summary of a case(s)/example(s) in the last twenty-four (24 months) where the proposed services were provided in a similar context. The case(s) should include (at a minimum) the intended outcome, description of intervention and the actual outcome. The case(s) may be redacted to protect confidentiality, but each case should include evidence to demonstrate the offerors capacity in this area. • Demonstrated understanding of DEI principles and principles of locally-led development, including proactively addressing internal systems that potentially inhibit inclusive diversity and equity efforts. • Preferred: experience working with USAID Missions and supporting USAID’s partners. Exposure and familiarity with various USAID’s policies and strategies including, but not limited to, USAID's Diversity, Equity, and Inclusion (DEI) Strategy, Localization, U.S. President’s Emergency Plan for AIDS Relief (PEPFAR). <p>Scoring:</p> <ul style="list-style-type: none"> • Poor [0-10 pts]: Little or no experience in adult learning and behavioral change; little or no experience in the use of proven or creative approaches to organizational and leadership development; little or no experience facilitating large groups. • Satisfactory [11-20 pts]: Adequate experience in adult education, curriculum development, and facilitation; and general approaches relevant to the assignment. • Good [21-30 pts]: Experience in adult learning and behavioral 	40

No.	Technical Evaluation (Step 2) Criteria	Points
	<p>change with adequate experience in organizational and leadership development curriculum; experience leading large groups through facilitation.</p> <ul style="list-style-type: none"> • Very Good [31-40 pts]: Outstanding organizational and leadership development experience and use of proven or creative approaches to reinforce adult learning and behavioral change. Demonstrated experience facilitating learning and collaboration efforts between diverse audiences. 	
2.	<p>Current service offerings:</p> <ul style="list-style-type: none"> • Current training(s) curriculum designed to enhance team dynamics, improve communication, foster effective leadership, and cultivate a positive work culture. • Description of the resources, frameworks and/or approaches and tools that will be deployed to provide these services. • Use of one or more organizational change methodologies, for example, but not limited to, appreciative inquiry. • Clear approach to tailoring curriculum based on organizational needs, including adapting to mid-engagement feedback and assessments. • A staffing plan that describes the skills, experience and qualifications of all individuals that will be available to perform the work. The staffing plan should indicate where the staff/consultants are located and their experience working in the region. <p>Scoring:</p> <ul style="list-style-type: none"> • Poor [0-10 pts]: Lack of relevant training curriculum; lack of clarity and logic in the proposal; and/or lack of available, qualified, and experienced trainers. • Satisfactory [11-20 pts]: Most training curriculum would need to be developed or tailored for USAID audiences; basic understanding of team dynamics and effective leadership; insufficient or inexperienced trainers. • Good [21-30 pts]: Relevant training curriculum developed; clarity on common issues, skills, and approaches to foster a high-performing, motivated, and cohesive workforce; reasonable degree of detail and flexibility in proposal; adequate trainers available. • Very Good [31-40 pts]: In addition to “good” score, the problem statement and solutions are very well defined; training resources and trainers are flexible to accommodate contingencies. 	40
3.	<p>Cost (Costing must be in ZAR (or USD for US-based or registered offerors))</p> <ul style="list-style-type: none"> • Detailed budget with units and prices clearly presented (example: # of days and price per day to develop/modify 	20

No.	Technical Evaluation (Step 2) Criteria	Points
	<p>curriculum, # of days of training provision per training course with price per day, etc.)</p> <ul style="list-style-type: none"> • Well-organized cost narrative that explains budgeted service offerings and that follows the organization of the budget • <u>No</u> travel costs should be budgeted (any travel costs will be negotiated at the Task Order level) • Costs are reasonable and realistic to support the scope of work • Cost savings are evident, such as utilizing or modifying previously developed curriculum to reduce costs • Unit costs are aligned with market rates • Favorable invoice payment terms explained in cost narrative. <p>Scoring:</p> <ul style="list-style-type: none"> • Poor [0-5 pts]: Cost template is not used; line items are vaguely named and/or math is incorrect; the accompanying narrative is vague and disorganized; working assumptions are not stated. • Satisfactory [6-10 pts]: Cost template may or may not be used; services are named; the budget and accompanying narrative has a structure but understanding of full scope of work is not clear; working assumptions are stated; costs may not be reasonable, realistic, or allocable. • Good [11-15 pts]: Cost template is used with correct math; services are named but may not show clarity or understanding of the scope of work; the accompanying narrative has a well-organized structure; costs are reasonable, realistic, and allocable. • Very Good [16-20 pts]: Cost template is used with correct math; services are clearly named; accompanying narrative clearly defines make up and purpose of costs and working assumptions; budget shows clear understanding of scope of work; costs are reasonable, realistic, and allocable and offer best value to Panagora. 	

IDIQ award(s) will be made based on the best value to Panagora. Panagora reserves the right to determine the proposal that best meets its needs. The contract awarded for this RFP is neither exclusive nor mandatory.

C. Presentations (Potential Step 3)

Panagora reserves the right to request in-person or online presentations from Offerors to further short-list and select final IDIQ awardee(s). After receiving the request and invitation, Offerors will be given at least one week to prepare their presentations. Presentations will be limited to no more than 10 slides and 20 minutes, with up to 30 minutes for a question-and-answer period. Outlines and evaluation criteria for presentations will be clarified in the invitation; it is anticipated that the criteria will not deviate substantially from Attachment A and Section B, above. Estimated dates for presentations for this RFP: **on/about November 8, 2023.**

D. Task-Order Scopes of Work and Negotiations

Individual task orders (TO) will be initiated based on specific needs defined in TO scopes of work. The most advantageous IDIQ holder offering required services outlined in Section C may be awarded a TO based on the IDIQ evaluation without further competition. If there are more than one IDIQ holders with similar qualifications for required services in the given country or if the SOW differs substantially from Section C, the IDIQ holders may be requested to provide additional information to aid in the selection of the TO awardee.

7. **Duty Station:** The location for service delivery described in this RFP may include South Africa, Lesotho, Botswana, Eswatini, Mozambique, Namibia, Angola, Zambia, Zimbabwe, and Malawi. As part of its response to this RFP, each offeror is expected to provide an estimate of the number of qualified staff available to support a potential contract. The staff estimate presented in a proposal in response to this RFP must be upheld in the performance of any resulting task order.
8. **Source/Nationality/Manufacture:** All goods and services offered in response to this RFP or supplied under any resulting award must meet **USAID Geographic Code 937** in accordance with the United States Code of Federal Regulations (CFR), [22 CFR §228](#). The cooperating country for this RFP is South Africa. Offerors may not propose or supply any commodities or services that are manufactured or assembled in, shipped from, transported through, or otherwise involving any of the following countries: Cuba, Iran, North Korea, Syria.

The U.S. Government prohibits any subcontractor from procuring or obtaining, or extending or renewing a contract to procure or obtain, any [equipment](#), system, or service from the following:

- Telecommunications [equipment](#) produced by Huawei Technologies Company or ZTE Corporation (or any [subsidiary](#) or affiliate of such entities);
- For the purpose of public safety, security of Government facilities, physical security surveillance of critical infrastructure, and other national security purposes, video surveillance and telecommunications [equipment](#) produced by Hytera Communications Corporation, Hangzhou Hikvision Digital Technology Company, or Dahua Technology Company (or any [subsidiary](#) or affiliate of such entities)

(Prohibition on Contracting for Certain Telecommunications and Video Surveillance Services or [Equipment](#) (FAR 52,204-25) (November 2021). Section 889(a)(1)(A) of the John S. McCain National Defense Authorization Act for Fiscal Year 2019 ([Pub. L. 115-232](#)))

9. **Warranties, Representations, Assurances, and Insurance:** The Offeror warrants, represents and assures it is validly incorporated, organization and subsisting in accordance with the laws of its place of its incorporation, the performance of under any resulting agreement will not constitute a breach of law or obligation applicable to it, and it has and will continue to hold all necessary regulatory approvals to perform the services offered. The Offeror will provide supporting documentation upon request.

The Offeror assures that it has those insurance policies which is legally required to maintain in the jurisdictions in which it is operating and will maintain them. The Offeror will provide supporting documentation upon request.

The Offeror assures that it has the necessary policies and procedures in place to ensure confidentiality and protect personal data in accordance with the laws of the jurisdictions in which it is operating. The Offeror will provide supporting documentation upon request.

10. **Taxes and VAT:** The agreement under which this procurement is financed does not permit the financing of any taxes, VAT, tariffs, duties, or other levies imposed by any laws in effect in South Africa or other USAID cooperating country. No such South African or other USAID cooperating country taxes, VAT, charges, tariffs, duties, or levies will be paid under an order resulting from this RFP.
11. **UEI Number:** Companies or organizations, whether for-profit or non-profit, shall be requested to provide a UEI number if selected to receive an award in response to this RFP valued greater than or equal to USD\$30,000 (or equivalent in other currency). If the Offeror does not have a UEI number and is unable to obtain one before proposal submission deadline, Offeror shall include a statement noting their intention to register for a UEI number should it be selected as the successful offeror or explaining why registration for a UEI number is not possible. Contact Dun & Bradstreet through this webform to obtain a number: <https://sam.gov/content/duns-uei>. Further guidance on obtaining a UEI number is available from Panagora Group upon request.
12. **Eligibility:** By submitting a proposal in response to this RFP, the Offeror certifies that it and its principal officers are not debarred, suspended, or otherwise considered ineligible for an award financed by the U.S. Government. Panagora Group will not award a contract to any firm that is debarred, suspended, or considered to be ineligible by the U.S. Government.
13. **Terms and Conditions:** This is a Request for Proposals only. Issuance of this RFP does not in any way obligate Panagora Group, the Technical Support Services Activity, or USAID to make an award or pay for costs incurred by potential vendors in the preparation and submission of a quotation.

This solicitation is subject to Panagora Group's standard terms and conditions. Any resultant award will be governed by these terms and conditions; a copy of the full terms and conditions is available upon request. Please note the following terms and conditions will apply:

- (a) Panagora Groups' standard payment terms are net 30 days after receipt and acceptance of any commodities or deliverables. Payment will only be issued to the entity submitting the proposal in response to this RFP and identified in the resulting award; payment will not be issued to a third party.
- (b) Any award resulting from this RFP will be an Indefinite Delivery, Indefinite Quantity Contract with the possibility to receive Task Orders for individual scopes of work.
- (c) No commodities or services may be supplied that are manufactured or assembled in, shipped from, transported through, or otherwise involving any of the following countries: Cuba, Iran, North Korea, Syria.
- (d) United States law prohibits transactions with, and the provision of resources and support to, individuals and organizations associated with terrorism. The supplier under any award resulting from this RFP must ensure compliance with these laws.
- (e) The title to any goods supplied under any award resulting from this RFP shall pass to Panagora Group following delivery and acceptance of the goods by Panagora Group. Risk of loss, injury, or destruction of the goods shall be borne by the offeror until title passes to Panagora Group.

SECTION 2: PROPOSAL CHECKLIST

To assist offerors in preparation of proposals, the following checklist summarizes the documentation to include a proposal in response to this RFP. For submission, offerors should number attachments as follows.

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
2. The Offeror shall provide a commitment letter confirming availability to start work immediately after the contract award if successful. (See Annex 1, cover letter)
3. The Offeror must complete and sign section 889 Telecommunications and Video Surveillance Equipment and Services form in Annex 2.
4. South African-based Offerors shall provide proof of business registration with the Companies and Intellectual Property Commission (CIPC).
5. South African-based Offerors shall submit an original valid Tax Clearance Certificate from SARS certifying that the company's tax affairs are in order.
6. Official quotation (See Section 3 for scope of work and Attachment A for the required proposal template and Attachment B.1 and B.2 for the required budget template)

SECTION 3: SPECIFICATIONS AND TECHNICAL REQUIREMENTS (SCOPE OF WORK)

1. Objective

The purpose of this RFP is to identify and engage one or more service provider(s) (individual or company) to provide organizational and/or leadership development training program(s) and/or coaching (herein “training”), and/ or facilitate meetings to select groups, units, departments, and/or individuals within USAID (herein “participants”). The selected service provider(s) will be responsible for designing and delivering customized / tailored sessions that address the specific needs and challenges faced by the participants. The objective of the training(s) is to enhance team dynamics, improve communication, foster effective leadership, cultivate a positive work culture, and increase collaboration.

In addition to specific trainings, the service provider may be engaged to support in-person or online meetings, which may utilize a graphic recording (silent-observation) and/or facilitation method. The full scope of work could including but is not limited to developing the meeting agenda, ensuring diverse perspectives are heard, finding common ground among participants, harvest learning from sessions, and develop an after-event report with lessons learned, milestones achieved, and recommendations of next steps.

2. Description and Purpose

Each engagement will have a scope of work with desired outcomes. The training or facilitation will often commence with a thorough needs assessment and consultation with key stakeholders to understand the current organizational, leadership, or meeting issues and goals. Based on the assessment, a customized curriculum and/or agenda will be designed to meet the specific requirements of the participant(s).

The training content may include, but is not limited to, the following topics:

- Understanding and leveraging individual strengths within the team
- Enhancing communication and collaboration among team members
- Effective conflict resolution and problem-solving techniques
- Building effective leadership and management skills
- Cultivating a positive and inclusive work culture
- Change management and adaptability in a dynamic environment

Facilitation needs may include, but is not limited to:

- Co-creation
- Collaborative design
- Strategy sessions
- Engagement with local stakeholders
- Conflict mediation
- Partnership negotiations
- Departmental alignment

The sessions will be conducted in a format that best suits the participant(s)’ schedule and preferences, which could include on-site workshops, virtual sessions, individual study (i.e. homework), or a combination. The service provider will ensure the provision of qualified trainers and/or facilitators with required expertise.

Throughout the sessions, regular progress evaluations and feedback will be conducted to assess effectiveness and make any necessary adjustments. Participants will be encouraged to provide feedback to ensure services align with their needs and expectations.

In conclusion, the purpose of this Scope of Work is to equip USAID with the necessary skills and insights to foster a high-performing, motivated, and cohesive work environment. This Scope of Work will be an investment in the professional growth of team members and will contribute to the long-term success of the agency.

3. Location

The assignment will involve multiple meetings with USAID and Panagora team members (primarily virtual, with the option for in-person meetings at USAID's throughout Southern Africa or Panagora's offices in Pretoria, South Africa). **Applicants should not include travel costs in their proposal.**

4. Illustrative Tasks

- **Per Training**

- Participate in a kick-off meeting with USAID and Panagora to discuss training objectives.
- Conduct a thorough needs assessment with participant(s), gauge knowledge and attitudes.
- Customized curriculum to meet the specific requirements of the participant(s).
- Deliver training sessions that may include in-person workshops, virtual sessions, self-paced exercises, or a blended approach.
- Provide training materials, which may include subscription based or pay-to-utilize methodologies appropriate for the training.
- Provide supplies such as flipcharts, markers, sticky notes, and audio-visual equipment.
- Solicit feedback and adapt training as required.
- Conduct post-training surveys to assess the impact of the training and identify areas for continuous improvement.

- **Per Facilitation**

- Support client with the development of the event agenda.
- Propose an approach to ensure diverse perspectives are heard.
- Support the development and preparations for online or in-person facilitation for the workshop and/or meeting.
- Provide experienced facilitator trained in appreciative inquiry methods to leverage the strength of participants.
- Provide a silent observer to conduct graphic recordings. Content will include the spirit and words as interpreted by the facilitator and synthesized to create a unique graphic based on the facilitator's vision (with client approval).
- Provide training materials, which may include subscription based or pay-to-utilize methodologies appropriate for the engagement.
- Provide supplies such as flipcharts, markers, sticky notes, and audio-visual equipment.
- Harvest learnings and next steps from sessions.

- Write an after-event report to highlight lessons learned, milestones achieved, and recommendations of next steps.

E. Deliverables

The schedule of deliverables and due dates will be confirmed upon task order award.

F. Required Experience and Credentials

- Relevant training materials developed and demonstrated experience delivering organizational and leadership training(s) with creativity and flexibility.
- Demonstrated expertise in organizational psychology, leadership development, and team dynamics, or other relevant and demonstrated expertise.
- Proven track record in adult education curriculum development and training facilitation, with particular focus on behavioral change methodologies.
- Experience in meeting facilitation.
- Preferable licenses and/or certifications: Professional Certified Coach (PCC), Accredited Coach Training Program (ACTP), International Coaching Federation (ICF) Accreditation, Association for Coaching Certification (ACC), Senior Professional in Human Resources (SPHR), Professional in Human Resources (PHR), Society for Human Resource Management (SHRM), Society for Coaching Psychology (SCP), Myers-Briggs Type Indicator (MBTI), High-Performance System (HPS), Certified Professional in Learning and Performance (CPLP), or similar.

SECTION 4: DECISION AND NOTIFICATION

The Offerors must submit their proposal in response to this RFP no later than the date and time specified on Page 1 of the RFP, by email to email address. Please reference the RFP number in any response to this RFP. Offers received after the specified time and date will be considered late and will be considered only at Panagora's discretion.

1. Confidentiality

Information regarding review, evaluation, comparison, and subsequent rating of the proposal and the recommendation for awarding the Indefinite Delivery, Indefinite Quantity (IDIQ) and any subsequent task orders not be revealed to offerors or other persons who have no official involvement in said process.

Any attempt by an offeror to influence Panagora with respect to the review, evaluation, comparison, and subsequent rating of the proposal or awarding of the IDIQ and any subsequent task order will result in that offeror's proposal being rejected.

As soon as the period for reviewing proposal opens, if any of the offerors would like to contact the contracting entity about matters related to the solicitation process, they should do so in writing.

2. Clarifications regarding proposals

To assist in the review, evaluation, comparison, and subsequent rating of the proposals, Panagora may, at its discretion, request clarifications from an offeror regarding its proposal. Any clarifications presented by offerors which are not in response to a request by the contracting entity will be disregarded. Requests for clarification and responses thereto will be in writing.

3. Conformance of proposals

Panagora Group's determination of the responsiveness of a proposal will be based on the proposal itself. A substantially responsive proposal is one that fulfills the terms, conditions, and specifications of the solicitation without significant deviations, reservations, or omissions. A significant deviation, reservation, or omission is one that:

- Affects in a substantial manner the scope, quality, or performance of the items specified in the Purchase Order, or
- Limits in a substantial manner, in contradiction to the solicitation, Panagora's rights or the offeror's obligations pursuant to the Purchase Order, or
- If corrected, would unfairly affect the competitive position of other offerors that present proposal that substantially conform to the requirements.

4. Preliminary review of proposals

Panagora will review the proposal to confirm that all the documents that comprise the proposal (the legal documents and the proposal) have been submitted. It will likewise review the legal documents to determine the integrity of each of the documents presented. If any of the legal documents required are missing, the proposal will be rejected.

5. Review of the terms and conditions

Panagora will review the proposal to confirm that the offeror has accepted all the terms and conditions specified in the RFP without any deviations or reservations. Once the terms and conditions have been reviewed, if Panagora determines that the proposal does not substantially conform to the requirements, said proposal will be rejected.

6. Evaluation of proposals

Panagora will evaluate each proposal that has been determined up to that stage of the evaluation to substantially conform to the requirements requested.

To evaluate a proposal, Panagora will use all the methods and criteria defined in this RFP. No other criteria or methodology will be allowed. Panagora will evaluate the technical aspects of the items included in the proposal in keeping with this RFP.

7. Cancellation of the solicitation

Panagora reserves the right to cancel the RFP process and reject all the proposal at any time prior to awarding the IDIQ and any subsequent task order, without incurring any obligation to offerors for this reason.

8. Award criteria

One or more proposal that meet the evaluation criteria may be awarded with an IDIQ-type contract, with individual task orders negotiated with individual IDIQ holders as services are required by the Technical Support Services Activity.

9. Notification

Prior to expiration of the proposal validity period, Panagora will notify any successful offeror in writing if its proposal has been accepted. At the same time, Panagora will also notify the other offerors of the results of the solicitation.

10. Indefinite Deliver Quantity Contract signing

Immediately following the notification, Panagora will send any successful offeror the IDIQ documents. Within five (05) days of receiving said contract documents, the winning offeror is to sign, date, and return them to Panagora.

11. Task Orders

Individual task orders (TO) will be initiated based on specific scopes of work. IDIQ holders offering required services related to Section C may be awarded a TO based on the IDIQ evaluation without further competition. If there are more than one IDIQ holders with similar qualifications for required services in the given country or if the SOW differs substantially from Section C, the IDIQ holders may be requested to provide additional information to aid in the selection of the TO awardee. Budget negotiations will take place for each TO engagement based on the TO scope of work.

SECTION 5: Annexes

**ANNEX 1
PROPOSAL 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 Florence Ribiero Avenue
Walker Creek Office Park
Buidling 3, First Floor
Muckleneuk, Pretoria

Reference: FY24-ZAF-RFP 008-Organizational and Leadership Development

To Whom It May Concern:

We, the undersigned, hereby provide the attached proposal to provide organizational and leadership development trainings required to complete the activities and requirements as described in the above-referenced RFP. Please find our proposal attached.

We hereby acknowledge and agree to all terms, conditions, special provisions, and instructions included in the above-referenced RFP. We further certify that the below-named firm—as well as the firm’s principal officers and all services offered in response to this RFP—are eligible to participate in this procurement under the terms of this solicitation and under USAID regulations.

Furthermore, we hereby certify that, to the best of our knowledge and belief:

- We have no close, familial, or financial relationships with any Panagora Group or the Technical Support Services activity staff members.
- We have no close, familial, or financial relationships with any other offerors submitting proposals in response to the above-referenced RFP; and
- The prices in our proposal have been arrived at independently, without any consultation, communication, or agreement with any other offeror or competitor for the purpose of restricting competition.
- All information in our proposal and all supporting documentation is authentic and accurate.
- We understand and agree to Panagora Group’ prohibitions against fraud, bribery, and kickbacks.

We hereby certify that the enclosed representations, certifications, and other statements are accurate, current, and complete.

Authorized Signature: _____ Date: _____

Name and Title of Signatory Company Name: _____

Company Address: _____

Company Telephone _____ and Website: _____

Company Registration or Taxpayer ID Number: _____

Company **DUNS** Number: _____

Does the company have an active bank account (Yes/No)? _____

Official name associated with bank account (for payment): _____

Annex 2
Section 889 Telecommunications and Video Surveillance Equipment and Services
For Vendors

Vendor Name: _____
 Country: _____
 Prime/Subcontract Name: _____
 Date: _____

1. As a U.S. government contractor, Panagora is prohibited from utilizing any telecommunications and/or video surveillance equipment or services from any of the following companies (or their subsidiaries and affiliates).
- a. Huawei Technologies Company
 - b. ZTE Corporation
 - c. Hytera Communications Corporation
 - d. Hangzhou Hikvision Digital Technology Company
 - e. Dahua Technology Company

Please note that telecommunications services also include Internet, telephones, and cell/mobile phone services and equipment.

Does any of the services or equipment being purchased or obtained from you originate from or were manufactured from any of the above companies? **Please answer 0 Yes or 0 No**

1a. If you responded “Yes” to Question 1, please describe the equipment and/or services you are providing and the name of each company? *Skip this question if it does not apply.*

Name of Covered Company	Description of Equipment and/or Services

1b. Based on information provided under 1a. above, would it be possible to replace any of the listed equipment and/or services with non-covered telecommunications or video surveillance equipment or services? **Please answer 0 Yes 0 No.**

1.b.1 If yes, please provide the make/model and detailed specifications of the equivalent replacement item(s).

1.b.2 How long will it take to replace the covered equipment and/or service with non-covered equipment and/or service?

Vendor Representation

You confirm that based on the information you provided resulting from Panagora’s reasonable inquiry into the supply and utilization of covered telecommunications and video surveillance equipment and services (*Choose One Answer*):

- a. You will not supply or utilize covered equipment or services in this order _____
- b. You will immediately discontinue supplying or utilizing covered equipment or services under the order _____

The person completing this form should complete the following section and sign.

Print Name: _____

Title: _____

Signature: _____

Date: _____

End of Representation