Date: 28 August 2020

REQUEST FOR QUOTATION

RFQ Nº UNFPA/LKA/RFQ/2020/09

Dear Sir/Madam,

UNFPA hereby solicits a quotation for the following service:

# “Delivery of training on results-based culture and adaptive management for UNFPA Sri Lanka Staff”

UNFPA requires the services of a training firm / agency to design, develop and deliver a training on results-based culture and adaptive management for UNFPA Sri Lanka Staff.

This Request for Quotation is open to all legally-constituted companies that can provide the requested services and have legal capacity to deliver in Sri Lanka, or through an authorized representative.

**I - About UNFPA**

UNFPA is the lead UN agency for Sexual and Reproductive Health. Our mission is to “deliver a world where every pregnancy is wanted, every childbirth is safe and every young person's potential is fulfilled”. It is also the lead agency working on Sexual and Gender Based violence.

UNFPA Vision – To achieve universal access to sexual and reproductive health, realize reproductive rights and reduce maternal mortality to accelerate the International Convention on Population Development Agenda to improve the lives of adolescents, youth and women by enabling population dynamics, gender equality and human rights please go to: [UNFPA about us](http://www.unfpa.org/about-us)

UNFPA Sri Lanka Country Office is looking to engage a training firm to conduct face-to-face and online trainings for UNFPA Sri Lanka staff, focusing on strengthening a results-based culture and developing staff skills on adaptive management. The training program is expected to run for 4-6 weeks in September - October 2020, covering all the personnel of UNFPA Sri Lanka.

**II – Service Requirements/Terms of Reference (ToR)**

**Objectives and scope of the Services**

* Background information:

UNFPA is the lead UN agency for Sexual and Reproductive Health where it works with the government and other partners to deliver services in a world where every Pregnancy is wanted, every childbirth is safe and every young person's potential is fulfilled. UNFPA’s strategic plan (2018-2021), focuses on three transformative results: to end preventable maternal deaths; end unmet need for family planning; and end gender-based violence and harmful practices.

UNFPA Sri Lanka country office is leading on developing Results Based Management (RBM) culture, under the global initiative of UNFPA (RBM Seal) to strengthen an RBM approach. Currently UNFPA adopts a RBM approach in its high-level planning to individual work planning.

The staff has a general / overall understanding of RBM, and limited understanding on adaptive management. While it is important to look at how we maintain the results culture and follow an adaptive management approach, during the Covid-19 related new normal, we believe that it is essential to foster these two aspects into the culture of UNFPA Sri Lanka, in order to yield long-term benefits to the organization to better serve people of Sri Lanka. The Representative, senior management, program and operations staff including drivers will be the participants of the training.

**Purpose**

Develop and deliver a series of tailor-made online and face-to-face training sessions for UNFPA Sri Lanka staff, in order to foster and provide necessary tools to strengthen a results-based culture and an adaptive management approach.

**Key Objectives**

* Enhance knowledge and skills of staff on Results Based Management
* Foster a Results Culture among UNFPA staff
* Be able to influence our implementing partners to achieve impactful results
* Introduce and increase staff capacity on adaptive management

**Outputs / Deliverables**

1. Conduct training needs assessment
2. Development and submission of the training program, training modules and training resources
3. Conduct a half-day face-to-face session, at the very beginning of the program for all staff (UNFPA can organize a suitable venue for the session)
4. Conduct online training sessions (4 sessions of x 60 – 90 minutes each) using an appropriate learning platform
5. Provide group coaching sessions (4 sessions x 60 – 90 minutes each) on RBM and adaptive management, to specific small teams/units (to be selected based on functions and levels of responsibility)
6. Provide relevant tools and techniques
7. Provide recordings of the online training sessions for future reference of staff
8. Issue a certificate to staff who successfully complete the program

**Scope of the Training**

The scope of the training program will cover the staff of UNFPA Sri Lanka office only. At the moment, the office has 25 personnel. Details can be found in the attached organigram.

The training program will cover i) provision of overall understanding of RBM; ii) adopting and fostering a results culture; iii) adaptive management approach; iv) fostering adaptive management in the context of UNFPA and in the ‘new normal’.

The training will include at least 1 face-to-face session with all the UNFPA staff and the trainers, and at least 4 online sessions. Staff may be requested to prepare for the sessions or assignments between the online sessions.

**Process and Methodology**

*Preparation*

* Preliminary discussions between Contractor and UNFPA management to clarify the terms of reference and terms of engagement.
* Delivery of a brief on the overall training strategy and high level contents of the training (2-3 page document or PowerPoint presentation)
* Introduce the training platform(s) used, to UNFPA management

*Development of the training program*

* Development and implementation of the training needs assessment
* Development of the detailed training program according to the requirements of UNFPA
* Development of training modules, material and tools, for both online and face-to-face sessions
* Development of the sessions for:
  + Instructor-led sessions
  + Appropriate number of individual-led / self-learning sessions
  + Appropriate number of group learning activities or knowledge sharing / story telling sessions
  + Small group coaching sessions (as given in output 5)
* Material should be in simple English, to be used by staff at all levels of the office

*Consultation with UNFPA management and finalize the training program*

* Present the detailed training program to the UNFPA management
* Revisions to the program if required, and proceed to training delivery

*Delivery of the training and training evaluation*

* Delivery Language – English, with simplified explanations for all staff
* Delivery of in-person and online training sessions for all the staff, using interactive and participatory adult learning techniques, ensuring the active participation of all the staff.
* Delivery of the group coaching sessions
* Carryout training evaluations at the end of each session, in order to improve the following training sessions.

*Submission of final deliverables*

* Provide recordings of the presentations (video format), tools and techniques, and soft copies of the presentations / material
* Provide a summary report of the training evaluations received

**Indicative Timeline**

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Activity** | **September** | | | | | **October** | | | | |
| **Week** | **1** | **2** | **3** | **4** | **5** | **1** | **2** | **3** | **4** |
| Contract a training firm |  |  |  |  |  |  |  |  |  |
| Training Needs Assessment |  |  |  |  |  |  |  |  |  |
| Development and approval of training program |  |  |  |  |  |  |  |  |  |
| Run the training program, weekly sessions |  |  |  |  |  |  |  |  |  |
| Small group coaching sessions |  |  |  |  |  |  |  |  |  |
| Training evaluation |  |  |  |  |  |  |  |  |  |
| Completion of the training, and complete final deliverables |  |  |  |  |  |  |  |  |  |

**Qualifications**

The training firm should be an incorporated body in Sri Lanka or possess the required legal rights to deliver training in Sri Lanka. Non-Sri Lankan bodies may be considered subject to Covid-19 related travel restrictions and requirements.

* The firm must possess at least 5-year experience in delivering professional training to UN / INGO or private sector entities.
* The trainers must possess required knowledge and experience in developing and delivering training in the areas of results based management, adaptive management approach, and organizational development.
* The Lead Trainer or Facilitators must possess at least Master’s Level qualifications in management, organizational development, or learning and development or other relevant field, with specific certification or in-depth knowledge in results based management and adaptive management.
* The trainers or facilitators must possess at least 5 years’ experience in developing and delivering training, including the areas of RBM and adaptive management approach, including hands-on experience in delivering online training.
* At least one of the facilitators must be a certified coach with proven experience in team coaching.
* The firm must have access to at least one online platform that can be used for the delivery of the training program.

**Other Requirements to be Submitted**

* Training Proposal, including training methodology, flow and structure
* Price proposal for the training program and coaching session
* Business Registration of the Training Firm
* CV’s of the Facilitators, including specific details of their knowledge / experience in the subject areas relevant to this TOR, and copies of the relevant certifications
* Sample recordings of online training sessions delivered by the trainers
* Contact details of clients who have received training, particularly online training from the firm and/or the facilitators
* Copy of the company registration

1. **Questions**

Questions or requests for further clarifications should be submitted in writing to the contact person below:

Technical Details Clarifications

|  |  |
| --- | --- |
| Name of contact person at UNFPA: | *Upul Maanage* |
| Tel Nº: | *+94774414653* |
| Email address of contact person: | [*maanage@unfpa.org*](mailto:maanage@unfpa.org) |

Procurement / Submission Clarifications

|  |  |
| --- | --- |
| Name of contact person at UNFPA: | *Geetha Fernando* |
| Tel Nº: | *+94721132150* |
| Email address of contact person: | [*gfernando@unfpa.org*](mailto:gfernando@unfpa.org) |

The deadline for submission of questions is September 03, 2020, 10:00 am, Sri Lanka time. Questions will be answered in writing and shared with all parties as soon as possible after this deadline.

1. **Content of quotations**

Quotations should be submitted in a single email whenever possible, depending on file size. Quotations must contain:

1. Technical proposal, in response to the requirements outlined in the TOR.
2. Price quotation, to be submitted strictly in accordance with the price quotation form.

Both parts of the quotation must be signed by the bidding company’s relevant authority and submitted in PDF format.

1. **Instructions for submission**

Proposals should be prepared based on the guidelines set forth in Section III above, along with a properly filled out and signed price quotation form, and are to be sent by email to the contact person indicated below no later than Friday, 11 September 2020, 4:00 pm, Sri Lanka Time*.*

|  |  |
| --- | --- |
| Name of contact person at UNFPA: | *Geetha Fernando* |
| Email address of contact person: | *gfernando@unfpa.org* |

Please note the following guidelines for electronic submissions:

* The following reference must be included in the email subject line: RFQ Nº UNFPA/LKA/RFQ/2020/09 Proposals, including both technical and financial proposals, that do not contain the correct email subject line may be overlooked by the procurement officer and therefore not considered.
* The total email size may not exceed **20 MB (including email body, encoded attachments and headers)**. Where the technical details are in large electronic files, it is recommended that these be sent separately before the deadline.
* Any quotation submitted will be regarded as an offer by the bidder and does not  
  constitute or imply the acceptance of any quotation by UNFPA. UNFPA is under no obligation to award a contract to any bidder as a result of this RFQ.

1. **Overview of Evaluation Process**

Quotations will be evaluated based on the technical proposal and the total cost of the services (price quote).

The evaluation will be carried out in a two-step process by a pre-determined evaluation panel. Technical proposals will be evaluated for technical compliance prior to the comparison of price quotes in accordance with the evaluation criteria below:

| **Criteria** | [A] Maximum Points | [B]  Points attained by Bidder | [C]  Weight (%) | [B] x [C] = [D]  Total Points | |
| --- | --- | --- | --- | --- | --- |
| Technical approach to the training, level of understanding and ability to meet the objectives of the training needs | 100 |  | 30% |  | |
| Ability / capacity, and experience to deliver effective online training | 100 |  | 20% |  | |
| Specific professional experience and demonstrated expertise relevant to training/coaching of organizational staff (CVs should be attached)   * Composition of the team * Expertise of the team * Specialized qualifications related to the training | 100 |  | 20% |  | |
| Ability to meet the training timeline | 100 |  | 15% |  | |
| Quality of technical proposal (clarity, language, compliance with requirements etc.) | 100 |  | 15% |  | |
| *Grand Total All Criteria* | 500 |  | 100% |  |

The first page of the technical proposal should list out the table of content as follows:

**Technical proposal - Table of content**

**Description Page number**

01. Introduction to the Organization - Company profile 01

02. Composition of the training team and their CVs addressing specific experiences and expertise relevant to coaching and training

03. Methodology and time frame

04. Details of the similar training sessions (please attach photos as annexures)

05. Annexures (Company registration, references, photos, etc.)

The following scoring scale will be used to ensure objective evaluation of the technical proposal:

|  |  |
| --- | --- |
| **Degree to which the Terms of Reference requirements are met based on evidence included in the Bid submitted** | **Points**  **out of 100** |
| Significantly exceeds the requirements | 90 – 100 |
| Exceeds the requirements | 80 – 89 |
| Meets the requirements | 70 – 79 |
| Partially meets the requirements | 1 – 69 |
| Does not meet the requirements or no information provided to assess compliance with the requirements | 0 |

**Financial Evaluation**

Price quotes will be evaluated only for bidders whose technical proposals achieve a minimum score of 70 points in the technical evaluation.

Price quotes will be evaluated based on their responsiveness to the price quote form. The maximum number of points for the price quote is 100, which will be allocated to the lowest total price provided in the quotation. All other price quotes will receive points in inverse proportion according to the following formula:

|  |  |  |
| --- | --- | --- |
| Financial score = | Lowest quote ($) | X 100 (Maximum score) |
| Quote being scored ($) |

## Total score

The total score for each proposal will be the weighted sum of the technical score and the financial score. The maximum total score is 100 points.

|  |
| --- |
| Total score = 70% Technical score + 30% Financial score |

1. **Award Criteria**

In case of a satisfactory result from the evaluation process, UNFPA intends to award a Professional Service Contract on a fixed-cost basis with duration of a month to the Bidder(s) that obtain the lowest-priced technically acceptable offer.

1. **Right to Vary Requirements at Time of Award**

UNFPA reserves the right at the time of award of contract to increase or decrease, by up to 20%, the volume of services specified in this RFQ without any change in unit prices or other terms and conditions.

1. **Payment Terms**

UNFPA payment terms are net 30 days upon receipt of invoice and delivery/acceptance of the milestone deliverables linked to payment as specified in the contract.

1. [**Fraud and Corruption**](http://www.unfpa.org/about-procurement#FraudCorruption)

UNFPA is committed to preventing, identifying, and addressing all acts of fraud against UNFPA, as well as against third parties involved in UNFPA activities. UNFPA’s Policy regarding fraud and corruption is available here: [Fraud Policy](http://www.unfpa.org/resources/fraud-policy-2009#overlay-context=node/10356/draft). Submission of a proposal implies that the Bidder is aware of this policy.

Suppliers, their subsidiaries, agents, intermediaries and principals must cooperate with the UNFPA Office of Audit and Investigations Services as well as with any other oversight entity authorized by the Executive Director and with the UNFPA Ethics Advisor as and when required.  Such cooperation shall include, but not be limited to, the following: access to all employees, representatives agents and assignees of the vendor; as well as production of all documents requested, including financial records.  Failure to fully cooperate with investigations will be considered sufficient grounds to allow UNFPA to repudiate and terminate the Agreement, and to debar and remove the supplier from UNFPA's list of registered suppliers.

A confidential Anti-Fraud Hotline is available to any Bidder to report suspicious fraudulent activities at [UNFPA Investigation Hotline](http://web2.unfpa.org/help/hotline.cfm).

1. **Zero Tolerance**

UNFPA has adopted a zero-tolerance policy on gifts and hospitality. Suppliers are therefore requested not to send gifts or offer hospitality to UNFPA personnel. Further details on this policy are available here: [Zero Tolerance Policy](http://www.unfpa.org/about-procurement#ZeroTolerance).

1. **RFQ Protest**

Bidder(s) perceiving that they have been unjustly or unfairly treated in connection with a solicitation, evaluation, or award of a contract may submit a complaint to the UNFPA Head of the Country Office Ritsu Nacken, Representative at nacken@unfpa.org. Should the supplier be unsatisfied with the reply provided by the UNFPA Head of the Business Unit, the supplier may contact the Chief, Procurement Services Branch at [procurement@unfpa.org](mailto:procurement@unfpa.org).

1. **Disclaimer**

Should any of the links in this RFQ document be unavailable or inaccessible for any reason, bidders can contact the Procurement Officer in charge of the procurement to request for them to share a PDF version of such document(s).

PRICE Quotation Form

|  |  |
| --- | --- |
| **Name of Bidder:** |  |
| **Date of the quotation:** | Click here to enter a date. |
| **Request for quotation Nº:** | UNFPA/LKA/RFQ/2020/09 |
| **Currency of quotation:** | LKR |
| **Delivery charges based on the following 2010 Incoterm:** | Choose an item. |
| **Validity of quotation:**  *(The quotation shall be valid for a period of at least 3 months after the submission deadline.)* |  |

* Quoted rates must be **exclusive of all taxes**, since UNFPA is exempt from taxes.

Example Price Schedule below:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Item | Description | Number & Description of Staff by Level | Hourly Rate | Hours to be Committed | Total |
| 1. Professional Fees | | | | | |
|  |  |  |  |  |  |
| *Total Professional Fees* | | | | | LKR |
| 1. Out-of-Pocket expenses (if applicable) | | | | | |
|  |  |  |  |  |  |
| *Total Out of Pocket Expenses* | | | | | LKR |
| ***Total Contract Price***  *(Professional Fees + Out of Pocket Expenses)* | | | | | LKR |

*Vendor’s Comments:*

I hereby certify that the company mentioned above, which I am duly authorized to sign for, has reviewed RFQ UNFPA/LKA/RFQ/2020/09 including all annexes, amendments to the RFQ document (if applicable) and the responses provided by UNFPA on clarification questions from the prospective service providers. Further, the company accepts the General Conditions of Contract for UNFPA and we will abide by this quotation until it expires.

|  |  |  |
| --- | --- | --- |
|  | Click here to enter a date. |  |
| Name and title | Date and place | |

**ANNEX I:**

**General Conditions of Contracts:**

**De Minimis Contracts**

This Request for Quotation is subject to UNFPA’s General Conditions of Contract: De Minimis Contracts, which are available in: [English,](http://www.unfpa.org/resources/unfpa-general-conditions-de-minimis-contracts) [Spanish](http://www.unfpa.org/sites/default/files/resource-pdf/UNFPA%20General%20Conditions%20-%20De%20Minimis%20Contracts%20SP_0.pdf) and [French](http://www.unfpa.org/sites/default/files/resource-pdf/UNFPA%20General%20Conditions%20-%20De%20Minimis%20Contracts%20FR_0.pdf)