



Solicitation Number: SOL-267-14-000012
Issuance Date: March 4, 2014
Closing Date: March 20, 2014
Closing Time: 16:30 Baghdad Local Time

Att: ALL POTENTIAL OFFERORS

Subject: Request for Quotations (RFQ) SOL-267-14-000012
Providing two one-week Leadership Training Courses, first commencing on/about June 1, 2014 and the second on/about August 10, 2014.

Dear Sir or Madam:

The United States Government, represented by the U.S. Agency for International Development Mission to Iraq (USAID/Iraq), is seeking quotations from qualified offerors interested in providing the services described in the scope of work "USAID/Iraq Leadership Training- June 2014.

USAID/Iraq intends to award a firm-fixed price purchase order as a result of this request for quotations (RFQ), covering a performance period as shown above.

Submission:

Please submit a quotation in response to this RFQ. The last day and time for receipt of the offers is as shown above. Any quotation not received in the designated office listed below by the closing date and time will not be considered.

Question and submissions shall be submitted by e-mail referencing the RFQ number and providing the name and address of the Offeror to:

USAID/Iraq
Attn: Ms. Ellen Zehr, Supervisory Executive Officer
EXO Office
Email: ezehr@usaid.gov

Hand delivered, faxed or telegraphic proposals will not be accepted.

Issuance of this RFQ does not in any way obligate the U.S. Government to award a contract nor does it commit the U.S. Government to pay for costs incurred in the preparation and submission of a quotation. Furthermore, the

Government reserves the right to reject any and all offers, if such action is considered to be in the best interest of the Government.

Thank you,

Sincerely,

A handwritten signature in blue ink, appearing to read "Ellen Zehr". The signature is fluid and cursive, with the first name "Ellen" and last name "Zehr" clearly distinguishable.

Ellen Zehr
Supervisory Executive Officer
USAID/Iraq

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[illegible]

19. ITEM NO.	20. SCHEDULE OF SUPPLIES/SERVICES	21. QUANTITY	22. UNIT	23. UNIT PRICE	24. AMOUNT

32a. QUANTITY IN COLUMN 21 HAS BEEN

☐ RECEIVED ☐ INSPECTED ☐ ACCEPTED, AND CONFORMS TO THE CONTRACT, EXCEPT AS NOTED: _____

32b. SIGNATURE OF AUTHORIZED GOVERNMENT REPRESENTATIVE		32c. DATE	32d. PRINTED NAME AND TITLE OF AUTHORIZED GOVERNMENT REPRESENTATIVE	
32e. MAILING ADDRESS OF AUTHORIZED GOVERNMENT REPRESENTATIVE			32f. TELEPHONE NUMBER OF AUTHORIZED GOVERNMENT REPRESENTATIVE	
			32g. E-MAIL OF AUTHORIZED GOVERNMENT REPRESENTATIVE	
33. SHIP NUMBER	34. VOUCHER NUMBER	35. AMOUNT VERIFIED CORRECT FOR	36. PAYMENT	37. CHECK NUMBER
☐ PARTIAL ☐ FINAL			☐ COMPLETE ☐ PARTIAL ☐ FINAL	
38. S/R ACCOUNT NUMBER	39. S/R VOUCHER NUMBER	40. PAID BY		
41a. I CERTIFY THIS ACCOUNT IS CORRECT AND PROPER FOR PAYMENT			42a. RECEIVED BY (<i>Print</i>)	
41b. SIGNATURE AND TITLE OF CERTIFYING OFFICER		41c. DATE	42b. RECEIVED AT (<i>Location</i>)	
			42c. DATE REC'D (YY/MM/DD)	42d. TOTAL CONTAINERS

USAID/Iraq Leadership Training – June 2014

Scope of Work

I. Introduction

USAID/Iraq would like to offer a one-week Leadership Training (twice) commencing on/about June 1, 2014 (date is dependent upon instructors obtaining Public Trust clearances and Iraqi visas, both of which can be a lengthy process) and again on/about August 10, 2014. The class will consist of approximately 30 participants comprised of Iraqi, Third Country National, and American staff. The venue will be at a training facility on the U.S. Embassy compound.

II. Background

The USAID Mission in Iraq, the second largest assistance operation in the Agency's history, currently manages ten projects in the areas of economic development, governance strengthening, and civil society development, with a total award value of \$544 million. Since the withdrawal of the U.S. military in December 2011, Iraq has retained its sovereign integrity, but struggles to balance stability, security, and development. In March 2013, the USAID Mission was mandated to reduce expatriate staffing levels by 70%. Programs were re-scoped and shifted to a more narrowly project portfolio with a trajectory to end current operations in Iraq by December 2015.

Constant change is a real theme for the USAID/Iraq Mission. To this end, the Mission is developing training courses to enhance leadership skills that focuses on soft-skills and provides for a higher quality of work-life in the Mission. The Mission expatriate staff are confined to a small compound for months at a time; local staff willing to work for the U.S. Government (USG) endure grueling security vetting and lengthy commutes through numerous checkpoints to reach work; the draw down which resulted in the almost immediate departure of forty expatriate staff impacted everyone adversely; this was followed by a shift of offices to a much reduced, unaccommodating office space; and then in order to properly manage a still very large portfolio, workload was reorganized among the remaining staff requiring them to take on extra and unfamiliar tasks. Further, the past year has seen a significant increase in violence throughout the country, which threatens Iraq's democratic and economic progress.

Even though the talk of USAID's pending closure is heard everywhere, thankfully, most staff have chosen to continue with USAID through the end. This is imperative to the success of our programs. The USAID/Iraq Mission wishes to build on this synergy and host a Leadership Training course locally to develop the skills to help us accomplish our programmatic goals and target the needs of our staff.

III. Nature of Services Required

A. Approach

Although it is not necessary to go in depth with personality profiles such as Myers-Briggs Type Indicator during the Leadership training, it may be beneficial for the contractor to provide activities whereby attendees become self-aware of their personality style and the importance of varying personality styles on a team. Enhanced interpersonal and team relationships in the Mission is an important outcome of this training.

In addition, USAID/Iraq requests that a leadership training offering incorporate the following principles:

- Highly participatory, interactive and experiential for all participants
- Incorporates current and best practices in leadership development
- Takes into account/allows for adapting to USAID's organizational culture
- Facilitates personalization/unique experiences for participants (as opposed to a generalized 'one size fits all'), and
- Sets the stage for ongoing leadership development in the Mission, providing forward-looking opportunity for skills, behaviors and leader-supportive systems to continue to improve well after the training is completed

Core themes to cover in the course include:

1. Leadership - What does it mean to be a leader?

Given the modest level of staffing for USAID/Iraq, success is highly dependent on all staff to effectively lead and represent USAID at events and to all levels of the government. This Leadership training should help participants understand the similarities and differences between the leader and manager role. Participants should develop skills to effectively motivate and empower others while modeling professionalism and ensuring accountability and team-based results. For continued success after the closure of the USAID/Iraq program, this Leadership training should motivate participants to take the lead for their career and life, and recognize how taking the lead is part of their career development.

2. Individual Leadership Assessment – What kind of leader am I?

The contractor may choose to create a profile for all participants that provides feedback from superiors, peers, and subordinates on their leadership style. A portion of the course may be devoted to interpreting the individual feedback and viewing it in a constructive way to understand one's style and how it impacts others. Beyond self-awareness, this Leadership training should allow participants to recognize the style of others and learn to adapt for maximum effectiveness. The USAID/Iraq Mission staff is very diverse with over fifteen nationalities represented. To navigate through these different personalities, different desires, and different ways of showing emotions, understanding Emotional Intelligence should also be covered in this Leadership program.

3. Leading People to Work Together as a Team

In addition to staff diversity, the work of the Mission is also diverse. Mission staff are required to work across offices on many cross-sectorial programs and with representatives from other USG agencies. It is important that employees in formal and informal leadership positions be able to collegially and effectively work with counterparts within the USAID Mission and more broadly with other agencies represented at post. Key relationships within the Embassy Mission must be fostered in order to build cooperation, to motivate group members and to build strong teams capable of accomplishing common goals. Leaders are also members of teams, and must be able to add value and contribute positively. Providing leadership for teams in transition or facing crisis, as well as approaches for maintaining a positive team atmosphere through difficult periods, should be addressed. Characteristics of effective team work and the role of coaching to enhance team work should be discussed also.

4. Influencing Others

As mentioned above, USAID/Iraq staff work with many others to accomplish development objectives - diverse groups from several different USG agencies, Implementing Partners, and host-country ministries with professional backgrounds ranging from Program Assistants to Medical Doctors and Senior Foreign Service staff. Many of these groups have competing priorities and limited resources, while systemic constraints further challenge staff to find 'win-win' solutions. Influencing techniques and approaches, such as the ability to communicate one's self as credible, are critical for leadership success and should be included in this Leadership program.

5. Empower to Make a Positive Difference

As an organization, USAID understands the important role the local national staff provide in our Missions, often defining them as the backbone of our Agency. With the drastic downsizing of the USAID/Iraq Mission in March 2013 when nearly 70% of the professional expatriate staff departed, the role of the local staff became increasingly important. Most staff assumed additional roles and responsibilities, often in areas unfamiliar to them. This Leadership program should include processes that support creating an empowered organization and keys to be personally empowered. Participants should learn techniques to empower staff to make positive differences.

6. Leading Change in Ambiguous and Turbulent Times

USAID/Iraq has experienced many unprecedented changes and this Leadership program should teach participants how to navigate through these changes, both professionally and personally. Innovation has always been encouraged, and at this time USAID/Iraq received approval to study alternative non-USG funded assistance models, a "pay as you go" system possibly. A successful leader here must feel comfortable with informed risk-taking, critical thinking and problem solving. Regardless of the way forward, change is

the only constant and helping our staff understand the reality of change is critical. The Leadership program should provide participants with methods for knowing their own risk tolerance, while embracing a rapidly-changing environment.

7. Leading your career

USAID mission closures as a rule are enormously disruptive to peoples' lives, careers, and families. And as disruptive as the closure is on US staff, it is immeasurably more so for third country and local national staff, some of whom are long-serving employees and all of whom will be forced to seek onward employment in a difficult employment environment. The Leadership program should provide leaders tools to proactively respond to extraordinary concerns staff face, and techniques to manage stress. Our goal is to provide a balance of incentives that encourages staff to remain with the Agency to complete closeout requirements while understanding their need to consider career options and plan employment changes.

B. Deliverables

1) The contractor will provide two leadership training courses for up to 30 participants in Baghdad, Iraq, lasting one work-week each, or approximately 40 hours each. Any purchase and delivery of books and other printed training material to the Mission in Iraq are the responsibility of the contractor, and must be included in their cost proposal. (The venue will be arranged by the USAID/Iraq Mission. Laptops and projector(s) for presentations will be made available by the Mission.)

2) An executive report to the USAID/Iraq Mission Director highlighting the outcomes of the various sessions, not to exceed 5 pages, should be submitted within three weeks of completion of the training. This should specifically highlight recommended areas for future skill building and development to ensure impacted staff are provided tools that allow for their onward success.

3) Recognizing the importance of continued reinforcement of knowledge and skills learned, the contractor will provide a list of online courses from the USAID University that participants should complete and establish two Video Conferencing (VC) sessions after the training with participants (since the contractor will deliver two weeks of training, two VC sessions for each week of training is required, for a total of four VC sessions). Optimal timing of the VC sessions can be discussed at time of training. USAID will provide access to the USAID University website for review and recommendation of courses.

4) A training evaluation survey completed by course participants, with summarized metrics, will be provided to the Mission Director within three weeks of completion of the training. This information will be used as feedback for similar future events that the Mission may wish to undertake.

5) Follow-on evaluation survey completed by course participants within 90 days of completion of the training to gauge utilization/application/integration of the training into the work habits and practices of participants. A summarization of the survey will be provided to the Mission Director within three weeks of participants completing this survey to gauge the uptake of the leadership training, and will include recommendations for future training, if applicable.

IV. Proposal Instructions

A) Technical Proposal

The offeror shall include in the technical portion of the quotation:

- A narrative to discuss the methodology to complete the Leadership program for USAID/Iraq as outlined in the SOW.
- A draft agenda for the Leadership program (note the work-week in Iraq is Sunday-Thursday, 8:00 – 5:00).
- Description of expertise of proposed instructor(s) in Leadership training. Resumes of proposed instructors must be included.
- References for at least three (3) contacts where similar services have been provided.

B) Cost Proposal

Price quotations shall include the hourly rate for the instructor(s); the level of effort in hours for preparation prior to the course, course delivery, and for preparation of post-event executive report and course evaluation preparation. The price quote should also list separately cost for airfare/accommodations/local transport/meals and incidentals for Amman, Jordan (from there, instructors will be provided air travel to/from Baghdad, housing and meals on the Embassy compound), transport of training materials by express courier, and other miscellaneous costs. Venue costs and snacks during the training will be provided separately by the Mission.

Please note that instructor(s) must arrive in Amman, Jordan on a Wednesday, spend the night, and be prepared to depart Amman by 8:00 AM Thursday morning. Instructor(s) will arrive in Baghdad on Thursday to be prepared for training on Sunday morning. Over the weekend, the instructor(s) will meet with mission management to discuss training objectives further.

Departure from Baghdad will be on the Sunday after the training week. Instructor(s) will be taken to Amman, Jordan for flight connections with commercial airlines. Only flights departing after noon should be considered, which in most cases requires travelers to spend Sunday night in Jordan. This information is provided for the contractor to consider when providing a cost proposal.

The USAID Contracting Officer will determine the “Best Value to the Government” based on prices that are realistic, fair and reasonable (30%); based on proven past performance of the offeror (30%); and based on technical approach to course delivery (40%). The Contracting Officer may enter into negotiations with the offeror to discuss areas where the proposal could be improved and costs reduced. Upon successful negotiations with the vendor, a purchase order will be used to procure the services, and the total payment made upon acceptance of deliverables and within 30 days of receipt of invoice.

END OF RFQ-267-14-000012