



Support to the Global Executive Leadership Initiative (GELI) REQUEST FOR PROPOSAL

RFP No.: 01/GA/2022

Project: Global Executive Leadership Initiative
(GELI)

Country: Global

Issued on: 29 November 2022

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Section 1. Letter of Invitation

The ODI hereby invites you to submit a Proposal to this Request for Proposal (RFP). This RFP includes the following documents::

- Section 1: This Letter of Invitation
- Section 2: Instruction to Bidders
- Section 3: Evaluation Criteria
- Section 4: Terms of Reference
- Section 5: Returnable Bidding Forms

Please note, this RFP and any subsequent proposal issued by the Bidder shall be governed by and interpreted in accordance with the laws of England and Wales. Products and Services offered as part of any proposal issued by the Bidder shall be subject to the ODI GELI Subcontractor Terms and Conditions. The ODI GELI Subcontractor Terms and Conditions will be provided in due course.

Please acknowledge receipt of this RFP by sending an email to K.Chawda@odi.org.uk, indicating whether you intend to submit a Proposal or otherwise. Should you require further clarifications, kindly communicate with the contact person/s identified in the attached Instructions to Bid as the focal point for queries on this RFP.

ODI looks forward to receiving your Proposal and thank you in advance for your interest in ODI procurement opportunities.

Section 2. Instruction to Bidders

| A. GENERAL PROVISIONS | |
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| 1. Introduction | <p>1.1 Bidders shall adhere to all the requirements of this RFP, including any amendments in writing by ODI.</p> <p>1.2 Bidders may submit a proposal against the Terms of Reference as a whole or in part so long as sufficient reasoning is provided.</p> <p>1.3 Any Proposal submitted will be regarded as an offer by the Bidder and does not constitute or imply the acceptance of the Proposal by ODI. ODI is under no obligation to award a contract to any Bidder as a result of this RFP.</p> <p>1.4 Bidders must comply with all obligations and adherences set out in the ODI GELI Subcontractor Terms and Conditions.</p> |
| 2. Fraud & Corruption, Gifts and Hospitality | <p>2.1 ODI strictly enforces a policy of zero tolerance on proscribed practices, including fraud, corruption, collusion, unethical or unprofessional practices, and obstruction of ODI vendors and requires all bidders/vendors observe the highest standard of ethics during the procurement process and contract implementation.</p> <p>2.2 Bidders/vendors shall not offer gifts or hospitality of any kind to ODI staff members including recreational trips to sporting or cultural events, theme parks or offers of holidays, transportation, or invitations to extravagant lunches or dinners.</p> <p>2.3 In pursuance of this policy, ODI (a) Shall reject a proposal if it determines that the selected bidder has engaged in any corrupt or fraudulent practices in competing for the contract in question; (b) Shall declare a vendor ineligible, either indefinitely or for a stated period of time, to be awarded a contract if at any time it determines that the vendor has engaged in any corrupt or fraudulent practices in competing for, or in executing a ODI contract.</p> <p>2.4 As this project is USAID funded, all Bidders must adhere to the USAID Supplier Code of Conduct</p> |
| 3. Eligibility | <p>3.1 A vendor should not be suspended, debarred, or otherwise identified as ineligible by the government of the United Kingdom, any UN Organization or the World Bank Group or any other international Organization. Vendors are therefore required to disclose to ODI whether they are subject to any sanction or temporary suspension imposed by these organizations.</p> <p>3.2 It is the Bidder's responsibility to ensure that its employees, joint venture members, sub-contractors, service providers, suppliers and/or their employees meet the eligibility requirements as established by ODI.</p> <p>3.3 Entities that are government-owned are not eligible.</p> |

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| 4. Conflict of Interests | <p>4.1 Bidders must strictly avoid conflicts with other assignments or their own interests, and act without consideration for future work. Bidders found to have a conflict of interest shall be disqualified.</p> <p>4.2 In the event of any uncertainty in the interpretation of a potential conflict of interest, Bidders must disclose to ODI, and seek ODI's confirmation on whether or not such a conflict exists.</p> |
| B. PREPARATION OF PROPOSALS | |
| 5. General Considerations | <p>5.1 In preparing the Proposal, the Bidder is expected to examine the RFP in detail. Material deficiencies in providing the information requested in the RFP may result in rejection of the Proposal.</p> <p>5.2 The Bidder will not be permitted to take advantage of any errors or omissions in the RFP. Should such errors or omissions be discovered, the Bidder must notify ODI.</p> |
| 6. Cost of Preparation of Proposal | 6.1 The Bidder shall bear any and all costs related to the preparation and/or submission of the Proposal, regardless of whether its Proposal was selected or not. ODI shall not be responsible or liable for those costs, regardless of the conduct or outcome of the procurement process. |
| 7. Language | 7.1 The Proposal, as well as any and all related correspondence exchanged by the Bidder and ODI, shall be written in English. |
| 8. Documents Comprising the Proposal | <p>8.1 The Proposal shall comprise of the following documents:</p> <ul style="list-style-type: none"> a) Documents Establishing the Eligibility and Qualifications of the Bidder; b) Technical Proposal; c) Financial Proposal; d) Any attachments and/or appendices to the Proposal. |
| 9. Documents Establishing the Eligibility and Qualifications of the Bidder | 9.1 The Bidder shall furnish documentary evidence of its status as an eligible and qualified vendor, using the Forms provided under Section 5 and providing documents required in those forms. In order to award a contract to a Bidder, its qualifications must be documented to ODI's satisfaction. |
| 10. Technical Proposal Format and Content | <p>10.1 The Bidder is required to submit a Technical Proposal, a pdf document.</p> <p>10.2 The Technical Proposal shall not include any price or financial information. A Technical Proposal containing material financial information may be declared non-responsive.</p> <p>10.3 In addition to a written technical proposal, qualified Bidders may be invited to give a presentation over video-conferencing software. The presentation will be used to clarify elements of the technical proposal.</p> |
| 11. Financial Proposals | <p>11.1 The Financial Proposal shall list all major cost components associated with the services, and the detailed breakdown of such costs, including those elaborated in Section 5.</p> <p>11.2 Any output and activities described in the Technical Proposal but not priced in the Financial Proposal, shall be assumed to be included in the prices of other activities or items, as well as in the final total price.</p> <p>11.3 Prices and other financial information must not be disclosed in any other</p> |

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| | place except in the Financial Proposal. |
| 12. Proposal Security | Proposal security is not required for this bid. |
| 13. Currencies | 13.1 All prices shall be quoted in USD |
| 14. Only One Proposal | <p>14.1 The Bidder (including the individual members of any Joint Venture) shall submit only one Proposal.</p> <p>14.2 Proposals submitted by two (2) or more Bidders shall all be rejected if they are found to have any of the following:</p> <ul style="list-style-type: none"> a) they have at least one controlling partner, director or shareholder in common; or b) any one of them receive or have received any direct or indirect subsidy from the other/s; or c) they have the same legal representative for purposes of this RFP; or d) they have a relationship with each other, directly or through common third parties, that puts them in a position to have access to information about, or influence on the Proposal of, another Bidder regarding this RFP process; e) they are subcontractors to each other's Proposal, or a subcontractor to one Proposal also submits another Proposal under its name as lead Bidder; or f) some key personnel proposed to be in the team of one Bidder participates in more than one Proposal received for this RFP process. This condition relating to the personnel, does not apply to subcontractors being included in more than one Proposal. |
| 15. Proposal Validity Period | <p>15.1 Proposals shall remain valid for 120 days, commencing on the Deadline for Submission of Proposals.</p> <p>15.2 During the Proposal validity period, the Bidder shall maintain its original Proposal without any change, including the availability of the Key Personnel, the proposed rates and the total price.</p> |
| 16. Extension of Proposal Validity Period | <p>16.1 In exceptional circumstances, prior to the expiration of the proposal validity period, ODI may request Bidders to extend the period of validity of their Proposals. The request and the responses shall be made in writing and shall be considered integral to the Proposal.</p> <p>16.2 If the Bidder agrees to extend the validity of its Proposal, it shall be done without any change in the original Proposal.</p> <p>16.3 The Bidder has the right to refuse to extend the validity of its Proposal, and in which case, such Proposal will not be further evaluated.</p> |
| 17. Clarification of Proposal | <p>17.1 Bidders may request clarifications on any of the RFP documents no later than three days before the proposal due date.</p> <p>17.2 Any request for clarification must be sent in writing to K.Chawda@odi.org.uk. If inquiries are sent other than specified channel, even if they are sent to a ODI staff member, ODI shall have no obligation to respond or confirm that the query was officially received.</p> <p>17.3 ODI will provide the responses to clarifications by email.</p> <p>17.4 ODI shall endeavour to provide responses to clarifications in an expeditious manner, but any delay in such response shall not cause an obligation on the part of ODI to extend the submission date of the Proposals, unless ODI</p> |

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| | <p>deems that such an extension is justified and necessary.</p> <p>17.5 Those intending to bid are requested to notify ODI to the above email address, so that they can receive clarifications.</p> |
| 18. Amendment of Proposals | <p>18.1 At any time prior to the deadline of Proposal submission, ODI may for any reason, such as in response to a clarification requested by a Bidder, modify the RFP in the form of an amendment to the RFP. Amendments will be made available to all prospective bidders.</p> <p>18.2 If the amendment is substantial, ODI may extend the Deadline for submission of proposal to give the Bidders reasonable time to incorporate the amendment into their Proposals.</p> |
| 19. Alternative Proposals | <p>19.1 Unless otherwise specified in the Instructions to Bid, alternative proposals shall not be considered.</p> |
| C. SUBMISSION AND OPENING OF PROPOSALS | |
| 20. Authority to submit | <p>20.1 The Proposal shall be signed by the Bidder or person(s) duly authorized to commit the Bidder. The authorization shall be communicated through a document evidencing such authorization issued by the legal representative of the bidding entity, or a Power of Attorney, accompanying the Proposal.</p> <p>20.2 Bidders must be aware that the mere act of submission of a Proposal, in and of itself, implies that the Bidder fully accepts The ODI GELI Subcontractor Terms and Conditions.</p> |
| 21. Email Submission | <p>21.1 Email submission shall be governed as follows:</p> <p>a) Electronic files shall be in the following format;</p> <p style="margin-left: 40px;">a) Format: PDF files or Microsoft Excel only</p> <p style="margin-left: 40px;">b) File names must be maximum 60 characters long and must not contain any letter or special character other than from Latin alphabet/keyboard.</p> <p style="margin-left: 40px;">c) All files must be free of viruses and not corrupted.</p> <p style="margin-left: 40px;">d) Max. File Size per transmission: 10MB (you can send your submission in separate emails if you need)</p> <p style="margin-left: 40px;">e) Mandatory subject of email: RFP- GELI</p> <p>f) The email address for submission is K.Chawda@odi.org.uk</p> |

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| 22. Deadline for Submission of Proposals and Late Proposals | <p>22.1 The deadline for submission is 5 PM UK time on the 7th of December 2022.</p> <p>22.2 ODI shall not consider any Proposal that is submitted after the deadline for the submission of Proposals.</p> |
| 23. Withdrawal, Substitution, and Modification of Proposals | <p>23.1 A Bidder may withdraw, substitute or modify its Proposal after it has been submitted at any time prior to the deadline for submission.</p> |
| 24. Proposal Opening | <p>24.1 There is no public proposal opening procedure.</p> |
| D. EVALUATION OF PROPOSALS | |
| 25. Confidentiality | <p>25.1 All information of a commercial nature including information relating to ODI services, technical documentation and pricing provided in connection with this RFP remain the exclusive property of ODI and shall be treated by Bidders as strictly confidential.</p> <p>25.2 Information relating to the examination, evaluation, and comparison of Proposals, and the recommendation of Contract award, shall not be disclosed to Bidders or any other persons not officially concerned with such process, even after publication of the contract award without the prior written consent of ODI</p> <p>25.3 Any effort by a Bidder or anyone on behalf of the Bidder to influence ODI in the examination, evaluation and comparison of the Proposals or Contract award decisions may, at ODI's decision, result in the rejection of its Proposal and may be subject to the application of prevailing ODI's vendor sanctions procedures.</p> <p>25.4 No publicity regarding the Services or the award of any Contract will be permitted unless and until ODI has given prior express written consent to the relevant communication. For example, no statements may be made to the media regarding the nature of any tender, its contents or any proposals relating to it without the prior written consent of ODI.</p> |
| 26. Evaluation of Proposals | <p>26.1 ODI will conduct the evaluation solely on the basis of the submitted Technical and Financial Proposals.</p> <p>26.2 Evaluation of proposals is made of the following steps:</p> <ol style="list-style-type: none"> a) Preliminary Examination b) Minimum Eligibility and Qualification c) Evaluation of Technical Proposals |

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| | d) Evaluation of Financial Proposals |
| 27. Preliminary Examination | 27.1 ODI will determine whether they meet minimum documentary requirements, whether the documents have been properly signed, and whether the Proposals are generally in order. |
| 28. Evaluation of Eligibility and Qualification | 28.1 Eligibility and Qualification of the Bidder will be evaluated against the Minimum Eligibility/Qualification requirements specified in the Section 3 (Evaluation Criteria). |
| 29. Evaluation of Technical and Financial Proposals | <p>29.1 The evaluation team shall evaluate the Technical Proposals on the basis of their responsiveness to the Terms of Reference and other RFP documents, applying the evaluation criteria specified in the Section 3 (Evaluation Criteria).</p> <p>29.2 A Proposal shall be rendered non-responsive at the technical evaluation stage if it fails to achieve the minimum technical score of 70%.</p> <p>29.3 In the second stage, only the Financial Proposals of those Bidders who achieve the minimum technical score will be opened for evaluation. The Financial Proposals corresponding to Technical Proposals that were rendered non-responsive shall remain unopened.</p> <p>29.4 This will be evaluated using a combined scoring method, where total technical points are worth 70% and financial proposals worth 30%.</p> |
| 30. Due Diligence | <p>30.1 ODI will undertake a due diligence exercise, also called post qualification, aimed at determining to its satisfaction, the validity of the information provided by the Bidder. Such exercise shall be fully documented and may include, but need not be limited to, all or any combination of the following:</p> <ul style="list-style-type: none"> a) Verification of accuracy, correctness and authenticity of information provided by the Bidder; b) Validation of extent of compliance to the RFP requirements and evaluation criteria based on what has so far been found by the evaluation team; c) Inquiry and reference checking with Government entities with jurisdiction on the Bidder, or with previous clients, or any other entity that may have done business with the Bidder; d) Inquiry and reference checking with previous clients on the performance on on-going or contracts completed, including physical inspections of previous works, as necessary; |

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| | <p>e) Other means that ODI may deem appropriate, at any stage within the selection process, prior to awarding the contract.</p> <p>f) Conform to USAID flow down terms, contained in the ODI GELI Subcontractor Terms and Conditions unless not applicable to the project deliverables and/or waiver is obtained from USAID flow down terms applicable to the project deliverables.</p> |
| 31. Clarification of Proposals | <p>31.1 To assist in the examination, evaluation and comparison of Proposals, ODI may, at its discretion, ask any Bidder for a clarification of its Proposal.</p> <p>31.2 Any unsolicited clarification submitted by a Bidder in respect to its Proposal, which is not a response to a request by ODI, shall not be considered.</p> |
| 32. Nonconformities, Reparable Errors and Omissions | <p>32.1 Provided that a Proposal is substantially responsive, ODI may waive any non-conformities or omissions in the Proposal that, in the opinion of ODI, do not constitute a material deviation.</p> <p>32.2 ODI may request the Bidder to submit the necessary information to rectify nonmaterial nonconformities or omissions in the Proposal. Such omission shall not be related to any aspect of the price of the Proposal. Failure of the Bidder to comply with the request may result in the rejection of its Proposal.</p> <p>32.3 For Financial Proposal that has been opened, ODI shall check and correct arithmetical errors as follows:</p> <ul style="list-style-type: none"> a) if there is a discrepancy between the unit price and the line item total that is obtained by multiplying the unit price by the quantity, the unit price shall prevail and the line item total shall be corrected, unless in the opinion of ODI there is an obvious misplacement of the decimal point in the unit price; in which case the line item total as quoted shall govern and the unit price shall be corrected; b) if there is an error in a total corresponding to the addition or subtraction of subtotals, the subtotals shall prevail and the total shall be corrected; and c) if there is a discrepancy between words and figures, the amount in words shall prevail, unless the amount expressed in words is related to an arithmetic error, in which case the amount in figures shall prevail. <p>32.4 If the Bidder does not accept the correction of errors made by ODI, its Proposal shall be rejected.</p> |
| A. AWARD OF CONTRACT | |
| 33. Right to Accept, Reject, Any or All Proposals | <p>33.1 ODI reserves the right to accept or reject any Proposal, to render any or all of the Proposals as non-responsive, and to reject all Proposals at any time prior to award of contract, without incurring any liability, or obligation to inform the affected Bidder(s) of the grounds for ODI's action. ODI shall not be obliged to award the contract to the lowest priced offer.</p> <p>33.2 ODI reserves the right to make whatever changes it sees fit to the timetable, structure or the content of the procurement process, for any reason.</p> |
| 34. Debriefing | <p>34.1 In the event that a Bidder is unsuccessful, the Bidder may request a debriefing from ODI. The purpose of the debriefing is to discuss the strengths and weaknesses of the Bidder's submission, in order to assist the Bidder in improving its future proposals for ODI procurement opportunities. The content of other proposals and how they compare to the Bidder's submission shall not be discussed.</p> |

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| 35. Right to Vary Requirements at the Time of Award | 35.1 At the time of award of Contract, ODI reserves the right to vary the quantity of services and/or goods, by up to thirty per cent (30%) of the total offer, without any change in the unit price or other terms and conditions. |
| 36. Contract Signature | 36.1 Within fifteen (15) days from the date of receipt of the Contract, the successful Bidder shall sign and date the Contract and return it to ODI. Failure to do so may constitute sufficient grounds for the annulment of the award, and forfeiture of the Proposal Security, if any, and on which event, ODI may award the Contract to the Second Ranked Bidder or call for new Proposals. |
| 37. Contract Type and General Terms and Conditions | 37.1 The types of Contract to be signed and the ODI GELI Subcontractor Terms and Conditions, to be provided in due course. |
| 38. Payment | 38.1 ODI will make payments in arrears, subject to receipt of satisfactory deliverables as agreed in the contract. |
| 39. Payment Provisions | 39.1 Payment will be made only upon ODI's acceptance of the work performed. The terms of payment shall be within thirty (30) days, after receipt of invoice and certification of acceptance of work issued by the proper authority in ODI with direct supervision of the Contractor. Payment will be affected by bank transfer in the currency of contract. |
| 40. Vendor Protest | 40.1 ODI's grievance procedure provides an opportunity for appeal to those persons or firms not awarded a contract through a competitive procurement process. In the event that a Bidder believes that it was not treated fairly, the following link provides further details regarding ODI's protest procedures: https://www.odi.org/about/terms-and-conditions#complaints-procedure |
| 41. Other Provisions | Not applicable. |

Section 3. Evaluation Criteria

Preliminary Examination Criteria

Proposals will be examined to determine whether they are complete and submitted in accordance with RFP requirements as per below criteria on a Yes/No basis:

- Appropriate signatures
- Minimum documents provided
- Bid Validity

Minimum Eligibility and Qualification Criteria

In general terms, vendors that meet the following criteria may be considered qualified:

- a) They are not included in the UN Security Council 1267/1989 Committee's list of terrorists and terrorist financiers, and in ODI's ineligible vendors' list;
- b) They have a good financial standing and have access to adequate financial resources to perform the contract and all existing commercial commitments,
- c) They have the necessary similar experience, technical expertise, production capacity where applicable, quality certifications, quality assurance procedures and other resources applicable to the provision of the services required;
- d) They are able to comply fully with ODI General Terms and Conditions of Contract;
- e) They do not have a consistent history of court/arbitral award decisions against the Bidder; and
- f) They have a record of timely and satisfactory performance with their clients.

Eligibility and Qualification will be evaluated on Pass/Fail basis.

| Subject | Criteria |
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| Legal Status | Vendor is a legally registered entity. |
| Eligibility | Vendor is not suspended, nor debarred, nor otherwise identified as ineligible by any UN Organization or the World Bank Group or any other international Organization. |
| Conflict of Interest | No conflicts of interest. |
| Bankruptcy | Not declared bankruptcy, not involved in bankruptcy or receivership proceedings, and there is no judgment or pending legal action against the vendor that could impair its operations in the foreseeable future. |
| Qualification | Relevant qualifications in this field. |
| History of Non-Performing Contracts¹ | Non-performance of a contract did not occur as a result of contractor default for the last 3 years. |

¹ Non-performance, as decided by ODI, shall include all contracts where (a) non-performance was not challenged by the contractor, including through referral to the dispute resolution mechanism under the respective contract, and (b) contracts that were so challenged but fully settled against the contractor. Non-performance shall not include contracts where Employers

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| Litigation History | No consistent history of court/arbitral award decisions against the Bidder for the last 3 years. |
| Previous Experience | Minimum 3 years of relevant experience. |
| | Minimum 3 contracts of similar value, nature and complexity implemented over the last 3 years. |
| Financial Standing | Minimum average annual turnover of £300,000 GBP for the last 3 years. |
| | Bidder must demonstrate the current soundness of its financial standing and indicate its prospective long-term profitability. |
| | Bidder should provide a copy of their last three sets of audited accounts |
| Additional: | All bidders will be checked against the Excluded Parties List to ensure they are not on this list which would preclude any award (online at: https://www.sam.gov/SAM/), the U.S. Treasury "Specially Designated Nationals and Blocked Persons" (online at: http://www.treasury.gov/resource-center/sanctions/SDN-List/Pages/default.aspx), and United Nations Security designation list (online at: https://www.un.org/securitycouncil/content/un-sc-consolidated-list). |

Technical Proposal Evaluation Criteria

| | Points obtainable |
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| General organizational capability which is likely to affect implementation: <ul style="list-style-type: none"> - management structure - financial stability and capacity to finance the project - financial management systems - project management controls | 200 |
| Relevance of experience on similar engagements either locally or globally. | 300 |
| Appropriate policies in place to meet ODI and USAID standards. These could include: <ul style="list-style-type: none"> - Fraud and bribery prevention and reporting measures - Procurement oversight and procurement and recruitment processes - Ethical conduct, and processes governing gifts and hospitality and conflicts of interest - Financial controls, including internal controls | 200 |

decision was overruled by the dispute resolution mechanism. Non-performance must be based on all information on fully settled disputes or litigation, i.e. dispute or litigation that has been resolved in accordance with the dispute resolution mechanism under the respective contract and where all appeal instances available to the Bidder have been exhausted.

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| <ul style="list-style-type: none"> - IT systems - Risk frameworks - Due diligence of downstream partners - Commitments to sustainability, such as Global Compact membership or environmental standards | | | |
| <ul style="list-style-type: none"> - Understanding of the requirement and credible approach to meeting or exceeding the requirements of the Terms of Reference - Composition and structure of the team proposed. Are the proposed roles of the management and the team of key personnel suitable for the provision of the necessary services? Size and makeup of consultant roster maintained by Bidder. | 300 | | |
| <table border="1" style="width: 100%;"> <tr> <td style="width: 80%;">Total: 1000</td> <td></td> </tr> </table> | | Total: 1000 | |
| Total: 1000 | | | |

Section 4. Terms of Reference

Background

The current iteration of the Global Executive Leadership Programme (GELI) is a 12-month learning journey, with a focus on personal leadership, leadership in teams, and leading into the future. The programme includes three, five-day residencies complemented by virtual learning and executive coaching opportunities between each residency. The content is centred on specific leadership topics, identified through extensive consultations and informed by emerging research applicable to the humanitarian/development sector and beyond. Cross-cutting themes are introduced and carried across the interactive and experiential curriculum, such as contextual intelligence, systems leadership, and responsible negotiation. The course is grounded in the principle that learning must be practical and applicable to real-life operational complexities.

In order to deliver this programme effectively, ODI is seeking support from organisations which are able to compliment ODI's existing expertise in delivering high quality research outputs with significant experience in revising/creating, delivering and refining high quality curricula; delivering curricula in hybrid settings; assembling and managing a cadre of coaches and faculty to deliver a 'learning journey' which is appropriate to the learner's needs. During project delivery, ODI will also require support from partners including, but not limited to, the facilitation of the processes of Monitoring, Evaluation and Learning; financial reporting to the donor; narrative reporting to the donor; inputs to audits as required.

Global Executive Leadership Initiative – Executive Leadership Programme

Within the framework of the Cooperative Agreement (No. 720BHA22CA00031) between the U.S. Agency for International Development (USAID) and ODI, ODI has obtained funding to facilitate and implement the “Global Executive Leadership Initiative – Executive Leadership Program” aimed at ensuring “that senior leaders working at the field level of some of the world's most difficult humanitarian crises can come together to convene, learn and reflect on the leadership challenges faced in their work, build a community of leadership practice through reflection, and enable these leaders to be better equipped to respond to these challenges for an emergent tomorrow.”

The programme will run for 30 months. Total funds available to be contracted amount to \$2,483,250 (USD), which is approximately £2,000,000 (GBP).

ODI has an opportunity to take lessons learned from the first cohort of the GELI Executive Leadership Programme and adapt aspects of the learning journey to better meet today's leadership demands.

Further, the terms of the grant require ODI to prepare for the future sustainability of GELI, requiring an analysis into the ways in which the organisation can continue to run a leadership development programme for individuals in the humanitarian sector without grant funding.

The Bidder will need to address two needs:

- Evaluate the existing GELI Executive Leadership Programme curriculum and complementary executive coaching to determine if fit for purpose and ambition
- Support ODI with the development of processes, including potentially the introduction of technologies and systems, to maintain and expand the GELI Executive Leadership Programme for sustainability over the long term

GELI Learning Journey

As it stands, the GELI learning journey brings participants through a multilevel experience, supporting them to collectively advance vision and action to maximise their leadership impact in the humanitarian and development sector and improve lives in countries of operation.

This multilevel learning journey is delivered across 12 months for each cohort, which includes three, five-day residencies. Each residency focuses on a leadership theme:

- Personal leadership
- Collaborative leadership
- Leading into the future

Leadership topics—identified through extensive consultations and informed by emerging research applicable to the humanitarian/development sector—are organised and delivered under each identified theme and progressively built throughout the programme. Crosscutting topics are introduced and carried across the 12-month curriculum, such as contextual intelligence, systems leadership, and responsible negotiation. Between residencies, participants spend up to 2 hours per week engaged in remote learning and/or executive coaching that complements residential learning.

The purpose of the design for the GELI Executive Leadership programme will aim to:

- Provide an innovative and cutting-edge learning programme designed exclusively for senior humanitarian leaders from across the UN, NGOs, and Red Cross family as well as non-traditional humanitarian responders
- Deliver an engaging and inclusive learning curriculum that brings together leading academic, policy think tank and private sector expertise to deliver a blend of academic theory and highly practical, action-oriented support on executive leadership
- Create a space for meaningful and lasting connection and collaboration for global humanitarian leaders to share best practice, learn and reflect, and continue their professional leadership journeys in delivering humanitarian responses and addressing long-lasting systemic change.
- Through the effective implementation of a well-tailored and focused GELI Executive Leadership programme, these aims will be achieved and will also result in the following expected outcomes for senior humanitarian leaders enrolled in the course:
 - Inspired leaders will commit to continuous learning, ingenuity, and transformation
 - Participants will be equipped with vital knowledge, expertise, skills and principles to enable them to propel the impact of their organisations and people
 - Participants will have a strong and lasting network of peers enabling mentorship, collaboration, knowledge sharing and systemic approaches to creating impact to some of the world's most challenging humanitarian crises

The curriculum is highly interactive and experiential. It is grounded in the principle that learning must be practical and applicable to real-life operational complexities, and that participants hold a wealth of knowledge and experience that can be harnessed and drawn from to apply to the higher-level theory and best practices introduced. The GELI learning journey will create a new cadre of leaders who have reflected and built the knowledge and skills to have a positive, collective impact at the forefront of the humanitarian and development sector and for the affected population.

Goal and Objectives of the Program

The GELI Executive Leadership Programme seeks to contribute to tackling global challenges by fostering transformative leadership and an interconnected network of inspirational leaders motivated to address the most pressing humanitarian challenges.

After participating in the GELI Executive Leadership Program, the ambition is that leaders who have participated in the course will be able to:

1. Apply leadership practices through the lens of ethics, values, and principles to address the needs of affected people.
2. Anticipate and strategically navigate the challenges their organisations face, unlocking team potential to adapt to internal and external challenges swiftly and effectively.
3. Create an environment that supports innovation, collaboration and effective decision making in crises, emergencies, and fragile settings.
4. Be more self-aware and able to tailor their leadership/management style to fit their specific team and the challenges they face in a wider operational context.
5. Promote transformative change within their teams and operational context, leading to stronger shared accountability.
6. Become a part of and make valuable contributions to a growing network of third sector executives that shares best practices and relevant skills that can be used to maximise impact.

Scope of work

This RFP contains two distinct bodies of work: Curriculum Review and Revamp and Analysis of Delivery Effectiveness. Bidders are invited to submit Technical Proposals covering either or both work streams.

Curriculum Review and Revamp

ODI requires the vendor(s) to review and evaluate the effectiveness of: the GELI curriculum should propose improvements, enhancements, and modifications of the curriculum, faculty, as well as be prepared to implement recommendations.

Responsibilities may include but are not limited to:

- Creation of a broad learning framework for the GELI Executive Leadership Programme in line with ODI goals
- Revision of the GELI curriculum to align with the framework
- Recruitment, training, and oversight of all coaching and facilitation staff to deliver the curriculum and support GELI participants in their learning journeys
- Design and facilitation of residency experience
- Development of partnerships with subject matter experts to ensure the creation of cross-cutting and dynamic learning content
- Supervision of all content development, delivery and feedback; and any related updates/revisions, as needed
- Advocacy of GELI at key partnership forums and external-facing engagements
- Quarterly reporting to ODI on key performance indicators related to the curriculum delivery and participant learning/satisfaction

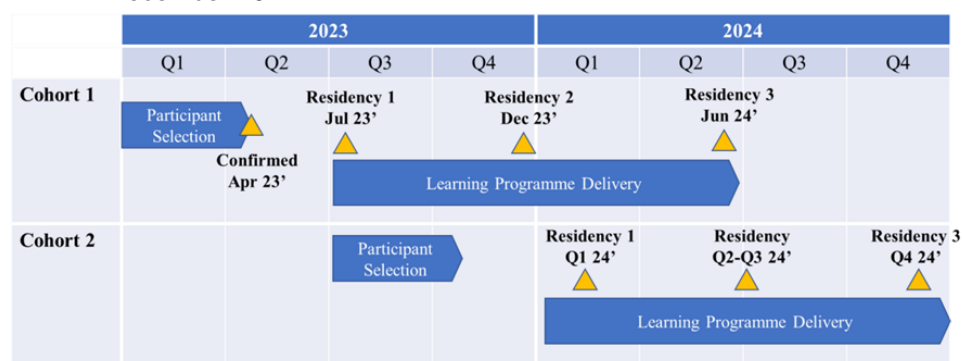
The GELI Executive Leadership Programme should include the following key principles:

1. Listen and seek to understand the needs and new challenges of humanitarian leaders working to bring about the transformation our world needs
2. Engage a broad range of prospective participants to ensure a diverse and inclusive approach that focuses on local and global challenges across continents
3. Bring together experts to harness the power of research, innovation and new thinking to address systemic level change in recognition of increasing complexity of our global challenges
4. Deliver a blend of learning initiatives and highly practical support that are adaptive and tailored to the needs of participants. The Executive Leadership Programme will include:
 1. Up to three in-person residencies each carried out throughout the span of one year. Learning will be delivered by global experts from across sectors and supported by leadership development coaches
 2. Dedicated 1-1 leadership coaching using psychometric assessments for tailored support and bespoke personal development plans for participants
 3. Remote learning activities that focus on preparing participants ahead of residencies and embedding learnings from recently completed residencies. Remote learning will focus on practical interactive webinars
 4. Access to learning resources and practical guides through the learning portal, as well as digital collaboration among participants
5. Run public-facing webinars with a thematic focus that offer an opportunity for GELI participants to broaden their knowledge basis on specific focus topics and extend the reach of the GELI programme to new sets of prospective participants for future cohorts
6. Maintain an active and engaged alumni network that encourages ongoing peer-to-peer collaboration and knowledge sharing

High Level Programme Timeline

We anticipate managing two Cohorts over the lifetime of this award.

- Cohort 1: will provisionally commence from July 2023, provisionally completing on June 2024.
- Cohort 2: will provisionally commence from January 2024, provisionally completing by December 2024



For each cohort of leaders to be trained through this programme, ODI expects to recruit between 25 to 30 humanitarian field leaders per cohort who work for a broad spectrum of different organisations in different humanitarian settings throughout the world, with an aim to maximise their leadership excellence, improving response and driving collective action that saves lives of crisis-affected people.

Analysis of Delivery Effectiveness

ODI requires substantive inputs to review, analyse and propose improvements to the effective delivery of the programme. This will include, but is not limited to:

- Formal evaluation of past participants' experience in the GELI Executive Leadership Programme

- This will include a detailed technical review of the curriculum, structure and delivery of the existing Executive Leadership programme.
 - This should also include reviewing the contractors and facilitators used to deliver the content of the programme, eliciting feedback from current GELI Executive Leadership stakeholders, and reviewing the feedback and evaluation notes received from course participants.
 - Cost considerations and participant recruitment strategies will also form part of this review, including reviewing the cost of delivery per participant and cost efficacy of contractors and venues used, and how to increase the efficiency of the GELI Executive Leadership programme, including how to maximise the number of participants to the Executive Leadership course.
 - Wider considerations will also inform this review, including how participation can be more diversified and inclusive to increase involvement of underrepresented leadership groups from different geographies, nationalities, and ethnicities, with a focus on increasing representation of local humanitarian leaders.
- Assessment of existing GELI learning and community management tools and recommendations to improve upon the status quo, considering the feasibility for ODI to adopt and maintain existing tools and materials for effective delivery for the learning programme.
- Market research of premier leadership development programs and definition of ODI value proposition
 - In depth analysis on what options exist to make the GELI Executive Leadership programme a more self-sustaining entity long-term.
 - Competitor analysis to inform best practice.
- Development of a strategy, including marketing guidance and pricing, for long-term viability of an ODI offering in the leadership development space
 - Diversification of income sources and fundraising from other institutions and donors
 - Options for introducing a cost share requirement for course participants, differentiated as needed
 - Potential to market and deliver bespoke training commissions for target professional audiences and organisations who are willing/able to pay.
 - Review of how operational costs can be optimised to increase efficiency and affordability of course to non-public sources.
 - Review of governance and entity structure options for the ongoing operational management of the GELI Executive Leadership Programme beyond this programme.
 - Develop a management response plan, proposing viable options to make GELI Executive Leadership Programme more self-sustaining over the long-term.

ODI will consider a number of options for both the Curriculum Review and Revamp and the Analysis of Delivery Effectiveness partners. If the total cost is above the budget, we reserve the right to negotiate with the partner(s) to ensure value for money.

ODI welcome additions and modifications to the responsibilities above, which may require coordination or collaboration with other third parties. However, details will need to be agreed with ODI at the beginning of the award.

Given the lasting consequences from the COVID-19 pandemic, travel and mobility restrictions continue to emerge. ODI will work with the vendor to manage any interruptions to project-critical travel.

We would expect the following level of service as a minimum:

1. Sufficient dedicated staff (or portions thereof) to ensure effective delivery of all contractual requirements.
2. Timely responses to all requests for information and assistance (defined as 2 working days).
3. Adherence to all GELI, ODI and USAID procedures, as applicable to the work being conducted.
4. Adherence to sound value for money principles as defined by USAID's Cost-Benefit Analysis principles.
5. Monthly invoicing of all services rendered during the preceding month, including:
 - a. Detailed breakdown of all costs incurred, in a format agreed with ODI
 - b. Proof of all payments made (in soft copy, with provision for the sharing of hard copies where necessary)
 - c. Details of management fees applied
 - d. Details of taxes and any other legally required fees paid

We accept that it may take some time to embed working practices across GELI, ODI and the Bidder. If, however, the above level of service is not met within three months of services commencing, ODI reserves the right to withhold a proportion of the fee for each month where service is deemed unsatisfactory. In such circumstances, reasons will be given for this assessment and ODI will work in good faith with the Bidder to resolve these issues.

Governance and Accountability

Direct supervision of the Bidder will be conducted by the GELI Project Management Team, which comprises of:

- Director of Global Advisory
- Senior Project Manager
- Programme Management Officer
- Any other nominated officer on behalf of ODI

The Senior Project Manager will retain ultimate authority over the approval of financial reports, requests for information and all other information and requests sent to the Bidder. However, during operation, this authority may be delegated to, or carried out by, other members of the Project Management Team.

Reporting

Financial reports will be submitted to the Senior Project Manager on a monthly basis, not exceeding 10 working days following the end of the preceding calendar month. Clarifications may be requested by any member of the Project Management Team or other departments in ODI, including but not limited to: Legal, Finance and the Company Secretary. These requests must be responded to within a timely fashion (defined as 5 working days, although consideration for extension will be made where more substantive revisions are necessary). The format of these reports will be agreed upon following the commencement of services.

Facilities to be provided by ODI

ODI will endeavour to provide timely responses to enquiries from the Bidder. Otherwise, no facilities or support will be provided by ODI to the Bidder.

Expected duration of the contract/assignment

From contract award until the 31st of December 2024 with the option to extend at the sole discretion of ODI.

Price and Schedule of Payments

Quotations must be in made in line with the below schedule

| Item | Quotation format |
|--------------------|-----------------------|
| Salaries | % of Salaries |
| Fringe Benefits | % of Salaries |
| Contractual | Unit cost of activity |
| Travel | Unit cost of activity |
| Supplies | Unit cost of activity |
| Other Direct Costs | Unit cost of activity |
| Indirect Costs | Percentage of costs |

Quoted prices must be inclusive of all applicable taxes and other charges, representing the total cost to ODI. The Bidder will be reimbursed for all agreed expenditure, monthly in arrears, subject to provision of satisfactory evidence to ODI. Payment will be made within 30 days of the submission of an invoice and supplementary evidence, although this period may be extended if there are queries on the content of these submissions. The Bidder will not charge interest when payments are made within agreed periods, or when delays to payments are due to erroneous information provided by the Bidder.

Other information

This project receives funding from USAID. The winning contractor is expected to adhere to the principles within the USAID code of conduct, policies and obligations, as set out in the ODI GELI Subcontractor Terms and Conditions.

ODI requires all Bidders to identify whether any and, if so, which subcontracting or consortium arrangements apply in the case of their proposal, including the share (if any) of the Contract to be sub-contracted, the identity of the proposed sub-contractors, and which entity is proposed to be the Service Provider. If a successful bidder identifies any further subcontracting or consortium arrangements post- award, such subcontracting and consortium arrangements will require prior approval by ODI.

Section 5: Returnable Bidding Forms

This form serves as a checklist for preparation of your Proposal.

| | |
|--|--------------------------|
| Have you duly completed all the Returnable Bidding Forms? | |
| ▪ Proposal Cover Letter | <input type="checkbox"/> |
| ▪ Bidder Information and Qualification Form | <input type="checkbox"/> |
| ▪ Technical Proposal | <input type="checkbox"/> |
| ▪ Financial Proposal | <input type="checkbox"/> |
| Have you provided the required documents to establish compliance with the evaluation criteria in Section 3? | <input type="checkbox"/> |

Proposal Cover Letter

| | | | |
|-----------------|-------------------------------|-------|-------------|
| Name of Bidder: | [Insert Name of Bidder] | Date: | Select date |
| RFP reference: | [Insert RFP Reference Number] | | |

We, the undersigned, offer to provide the services for [Insert Title of services] in accordance with your Request for Proposal No. [Insert RFP Reference Number] and our Proposal. We are hereby submitting our Technical Proposal and our Financial Proposal which is sealed under a separate envelope.

We hereby declare that our firm, its affiliates or subsidiaries or employees, including any JV/Consortium /Association members or subcontractors or suppliers for any part of the contract:

- a) have not been suspended, debarred, sanctioned or otherwise identified as ineligible by the government of the United Kingdom, any UN Organization or the World Bank Group or any other international Organization;
- b) have no conflict of interest in accordance with Instruction to Bidders Clause 4;
- c) do not employ, or anticipate employing, any person(s) who is, or has been a UK government Crown Servant staff member within the last year (or have noted in the bid document if that is the case)
- d) have not declared bankruptcy, are not involved in bankruptcy or receivership proceedings, and there is no judgment or pending legal action against them that could impair their operations in the foreseeable future;
- e) undertake not to engage in proscribed practices, including but not limited to corruption, fraud, coercion, collusion, obstruction, or any other unethical practice, and to conduct business in a manner that averts any financial, operational, reputational or other undue risk to ODI.

We declare that all the information and statements made in this Proposal are true and we accept that any misinterpretation or misrepresentation contained in this Proposal may lead to our disqualification and/or sanctioning by ODI.

We offer to provide services in conformity with the Bidding documents, including the ODI GELI Subcontractor Terms and Conditions and in accordance with the Terms of Reference

Our Proposal shall be valid and remain binding upon us for the period of time specified in the Instructions to Bid.

We understand and recognize that you are not bound to accept any Proposal you receive.

I, the undersigned, certify that I am duly authorized by [Insert Name of Bidder] to sign this Proposal and bind it should ODI accept this Proposal.

Name: _____

Title: _____

Date: _____

Signature: _____

[Stamp with official stamp of the Bidder]

Bidder Information and Qualification Form

| | |
|--|------------|
| Name and address of the company in whose name the tender would be submitted and that eventually would sign the contract if awarded: | [Complete] |
| Company website address (if available): | [Complete] |
| Legal address | |
| Year of registration | [Complete] |
| Company Registration number (Chamber of Commerce or Certificate of Incorporation) | |
| Tax / VAT number | |
| What is the Legal Status of your organisation? | |
| Is your organisation a Charity or not-for profit entity? If so, in which countries is it recognised as such? | |
| Is your organisation a subsidiary of another company? If so, please provide the name, company number | |

| | |
|--|--|
| and registered office address of your parent company | |
| Bidder's Authorized Representative Information | Name and Title: [Complete] Telephone numbers: [Complete] Email: [Complete] |
| Countries of operation | [Complete] |
| No. of full-time employees | [Complete] |
| Quality Assurance Certification (e.g. ISO 9000 or Equivalent) (If yes, provide a Copy of the valid Certificate): | [Complete] |
| Does your Company hold any accreditation such as ISO 14001 related to the environment? (If yes, provide a Copy of the valid Certificate): | [Complete] |
| Does your Company have a written Statement of its Environmental Policy? (If yes, provide a Copy) | [Complete] |
| Contact person ODI may contact for requests for clarification during Proposal evaluation | Name and Title: [Complete] Telephone numbers: [Complete] Email: [Complete] |
| Please attach the following documents: | <ul style="list-style-type: none"> ▪ Company Profile, which should <u>not</u> exceed fifteen (15) pages, including printed brochures and product catalogues relevant to the goods/services being procured ▪ Certificate of Incorporation/ Business Registration ▪ Tax Registration/Payment Certificate issued by the Internal Revenue Authority evidencing that the Bidder is updated with its tax payment obligations, or Certificate of Tax exemption, if any such privilege is enjoyed by the Bidder ▪ Organogram outlining company management structure ▪ Trade name registration papers, if applicable ▪ Local Government permit to locate and operate in assignment location, if applicable ▪ Official Letter of Appointment as local representative, if Bidder is submitting a Bid on behalf of an entity located outside the country ▪ Power of Attorney |

Historical Contract Non-Performance

| |
|--|
| <input type="checkbox"/> Contract non-performance did not occur for the last 3 years |
| <input type="checkbox"/> Contract(s) not performed for the last 3 years |

| Year | Non- performed portion of contract | Contract Identification | Total Contract Amount (current value in US£) |
|------|------------------------------------|---|--|
| | | Name of Client: Address of Client: Reason(s) for non-performance: | |

Litigation History (including pending litigation)

| <input type="checkbox"/> No litigation history for the last 3 years | | | |
|---|----------------------------|---|--|
| <input type="checkbox"/> Litigation History as indicated below | | | |
| Year of dispute | Amount in dispute (in US£) | Contract Identification | Total Contract Amount (current value in US£) |
| | | Name of Client: Address of Client: Matter in dispute: Party who initiated the dispute: Status of dispute: Party awarded if resolved: | |

Previous Relevant Experience

Please list only previous similar assignments successfully completed in the last 3 years.

List only those assignments for which the Bidder was legally contracted or sub-contracted by the Client as a company or was one of the Consortium/JV partners. Assignments completed by the Bidder's individual experts working privately or through other firms cannot be claimed as the relevant experience of the Bidder, or that of the Bidder's partners or sub-consultants, but can be claimed by the Experts themselves in their CVs. The Bidder should be prepared to substantiate the claimed experience by presenting copies of relevant documents and references if so requested by ODI.

| Project name & Country of Assignment | Client & Reference Contact Details | Contract Value | Period of activity and status | Types of activities undertaken |
|--------------------------------------|------------------------------------|----------------|-------------------------------|--------------------------------|
| | | | | |
| | | | | |

| | | | | |
|--|--|--|--|--|
| | | | | |
|--|--|--|--|--|

Bidders may also attach their own Project Data Sheets with more details for assignments above.

Attached are the Statements of Satisfactory Performance from the Top 3 (three) Clients or more.

Financial Standing

| | | |
|---|-------------|------------|
| Annual Turnover for the last 3 years | Year | GBP |
| | Year | GBP |
| | Year | GBP |
| | | |

Suggested Content of Technical Proposal

The below provides guidance on the information that will be useful to ODI in submitting this proposal. Bidders are welcome to use their own formats.

SECTION 1: Bidder's qualification, capacity and expertise

1.1 Reputation of organisation

This will be judged by the evidence presented in earlier sections.

1.2 General organisational capability

For example

| | |
|---|--|
| What are the main business activities of your organisation? | |
| Briefly describe your corporate governance arrangements, for example, do you have a Board of Trustees? | |
| Briefly describe your financial oversight arrangements | |
| Briefly describe your project management approach. | |
| How many staff does your organisation have? (If you are a sole trader, please say so) | |
| Kindly describe your professional expertise and business strengths in the services requested by ODI with this tender. | |

1.3 Relevance of specialized knowledge and experience on similar engagements.

| | |
|---|--|
| Please describe your experience in the following areas: | |
| Developing a 'learning journey' | |
| Developing, delivering and improving a curriculum | |
| Working with senior leaders on a leadership programme | |

| Please indicate which written policies and procedures you have in place, for the areas listed below: | | |
|--|-----|----|
| | YES | NO |
| Business Ethics | | |
| Fraud and Bribery Prevention | | |
| Equality and Diversity | | |
| Environmental / Sustainability | | |
| Quality Assurance | | |
| Whistle Blowing | | |
| Recruitment and Personnel | | |
| Complaints | | |
| Conflict of Interest | | |
| Data Protection | | |
| Anti-terrorism | | |
| Records management | | |
| Document retention | | |
| Disciplinary and Grievance | | |
| Modern Slavery | | |
| Procurement | | |

SECTION 2: Proposed approach to the assignment and working with ODI

SECTION 2A: Bidder's Comments and Suggestions on the Terms of Reference

Provide comments and suggestions on the Terms of Reference, or additional services that will be rendered beyond the requirements of the TOR, if any.

SECTION 3: Management Structure and Key Personnel

- 3.1 Describe the overall management approach toward planning and implementing the project. Include an organization chart for the management of the project describing the relationship of key positions and designations.

- 3.2 Provide CVs for key personnel that will be provided to support the implementation of this project using the format below. CVs should demonstrate qualifications in areas relevant to the Scope of Services.

Suggested Content of Financial Proposal

Quotations must be in made in line with the below schedule

| Item | Quotation format |
|--------------------|-----------------------|
| Salaries | % of Salaries |
| Fringe Benefits | % of Salaries |
| Contractual | Unit cost of activity |
| Travel | Unit cost of activity |
| Supplies | Unit cost of activity |
| Other Direct Costs | Unit cost of activity |
| Indirect Costs | Percentage of costs |



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