



REQUEST FOR PROPOSAL – Change Management Facilitator

Closing date of RFP:	June 22, 2021
Implementing Agency:	United States Energy Association
Funding Agency:	United States Agency for International Development
Technical assistance recipients:	Dominican Republic, Ghana, Jamaica, Nepal, and Pakistan
Location:	Virtual

The United States Energy Association (USEA) seeks a consultant to assist United States Agency for International Development (USAID) utility partners with the knowledge to keep their utility abreast of industry transformation by equipping them with new and improved technological skills to help them navigate the challenges of the rapidly evolving industry. This assistance will be provided within the framework of the Business Innovation Partnership (BIP).

Proposals are due by 17:00 hours EDT of the closing date. Please forward your proposal in soft copy with a read receipt to Ms. Marjorie Jean-Pierre, Program Director, USEA, at mjean-pierre@usea.org.

As this is a USAID-funded program, the RFP follows USAID Procurement Regulations and Laws. All bidder details will be kept confidential.

I. INTRODUCTION

The United States Energy Association (USEA), headquartered in Washington, DC, is an association of public and private energy-related organizations, corporations, and government agencies.

Through a cooperative agreement with the United States Agency for International Development (USAID) Bureau for Development, Democracy, and Innovation (DDI), USEA implements an Energy Utility Partnership Program (EUPP) available to all USAID-assisted countries and USAID Missions. The goal of the EUPP is to increase access in USAID-assisted countries to environmentally sound energy services, to effectively manage and operate power systems, run financially viable businesses, adopt new business models, and integrate diverse energy resources to improve utility performance and increase energy security.

USEA seeks an experienced Change Management Facilitator to assist with the execution of a USAID-funded Business Innovation Partnership (BIP) under the EUPP. The BIP will invite a select group of five USAID partner country utilities to receive support to change management improvement skills capacity.

Over a period of two years, BIP envisions convening a global virtual working group to discuss innovating business practices, particularly with respect to business change management, and business process management. We will also be holding a workshop and working with member utilities to certify working group members in these areas.

With assistance from the facilitators, Team members will be expected to develop Action Plans for applying business process management techniques to a chosen project. It is expected that these practices will enable the utility to:

- Improve core business operations: Capitalize on technological innovation and efficient processes to improve performance.
- Explore new revenue streams: Assess emerging technology, business models, and new partners to accelerate growth.
- Strengthen agility: Understand and assess core business threats, identify, and implement opportunities to drive innovation.
- Execute change management improvements: Understand the change management strategies required to boost productivity.

Additionally, each Team will make a presentation outlining the facilitators approach to implementing change management changes.

For more information on the BIP, visit [Business Innovation Partnership \(BIP\) | United States Energy Association \(usea.org\)](https://usea.org).

II. SCOPE OF WORK

The Change Management Facilitator will assist and lead the selected the companies in developing change management strategies associated with the design and implementation of a chosen project:

- Provide consultation to up to five overseas utilities, each having a five person Change Management Team, including one Team Leader, for a total of up to 25 overall participants. Each utility will identify one Change Management Champion from their leadership to serve as a liaison with top management, celebrate successes, and help resolve any issues that need to be elevated.
- Meet online one to two times per week with each of the five participating utilities Change Management Team. Where it is deemed appropriate and efficient, the facilitator can conduct combined utility meetings where common topics are covered. This schedule may change depending on the project requirements and status but on average the overall maximum weekly meeting hours should not exceed twenty (20) for the 5 utilities.
- Work with the five utility teams to explain the responsibilities and skills needed to be a utility Change Management Coordinator and provide guidance to the utilities in the selection of their team.
- Three additional meetings are planned to provide the participating country utilities with all essential information needed to identify their teams and projects. Those meetings are the Team Development Meeting, Project Implementation Meeting, and the BIP Conference. These are virtual meetings that the Change Management Facilitator will participate in and will be called upon to lead some discussions.
- The facilitator will help organize and participate in the virtual BIP Conference, a series of presentations for senior executives from participating utilities, along with U.S. and USAID partner country participants, to provide an overview of the importance of business processes, ensure overall understanding of the project direction, and gain utility commitment. The BIP conference will be a series of four, two-hour meetings; two each week for two consecutive weeks. The facilitator will be required to participate in the meeting preparation, scheduling, and delivery of content.
- Promote critical thinking, reflection, and use ideation techniques to quickly generate, develop, and test new ideas.
- Facilitate thought-provoking discussions and ask engaging questions of participants to challenge participants to apply new learning to current organizational challenges.
- Communicate with and lead participants to develop an action plan for change management issues associated in their companies.
- Help USEA choose a certification process to certify up to 5 team members per utility in change management, and ensure participants have the opportunity to properly prepare for the exam.

Qualifications:

- Extensive experience as a Change Management expert
- Change Management Professional (CCMP) certification or at least 15 years' experience in Change Management
- Excellent written, verbal, and cross-cultural communication skills
- Demonstrated experience conducting engaging facilitation sessions virtually with small groups using collaborative tools and techniques
- Experience leading strategic innovation efforts within utilities preferred
- Familiarity with Design Thinking methodology (or a similar methodology) as it applies to the facilitation process. Proposals must include a detailed outline explaining how the preferred methodology would be applied.
- Familiarity with Agile methodology and nomenclature (or a similar methodology) as it applies to the facilitation process. Proposals must include a detailed outline explaining how the preferred methodology would be applied.
- Familiarity and understanding of applying Objective and Key Results (OKR) goal setting methodology (or a similar methodology) as it applies to the facilitation process. Proposals must include a detailed outline explaining how the preferred methodology would be applied.
- Familiarity and understanding of applying Adaptive Leadership (or a similar methodology) as it applies to the facilitation process. Proposals must include a detailed outline explaining how the preferred methodology would be applied.
- Support a culture of iterative thinking, continuous learning, and innovation

Language Specifications:

Training will be conducted in English for most of the utilities, and in Spanish for one of them. Therefore:

1. All proposals must show the ability to conduct training in Spanish (written and oral). If a proposal uses a team approach, not all members of the team are required to speak Spanish. However, the person conducting the training for the Spanish-speaking utility needs to be proficient in Spanish.
2. If a bidder does not have the needed competency in Spanish within their organization, they must clearly identify how they will conduct the training in Spanish by either hiring an interpreter or including one in their proposal as part of their team.
3. All costs associated with providing training and report delivery in Spanish must be a part of a proposal and included in the budget.

Schedule

The BIP will run for one year from the date the contract is signed. Pending budget and program needs, it may be extended for another year.

Reporting

The Facilitator will report to USEA.

III. IMPLEMENTATION AND APPROACH

The purpose of this RFP is to solicit proposals from various candidate organizations or individuals, conduct a fair evaluation, and select the organization deemed most suitable to undertake the project.

Subcontract Agreement Management and Oversight

A subcontract agreement between USEA and the winning bidder shall be subject to all USAID Special Terms and Conditions, including all mandatory FAR Flow-Down clauses, where applicable, and the provisions included in 2CFR200 and 2CFR700. All bidders are strongly encouraged to review these provisions prior to submitting a proposal.

- Standard Provisions for U.S. Nongovernmental Organizations:
<https://www.usaid.gov/sites/default/files/documents/1868/303maa.pdf>
- 2CFR200: <https://www.gpo.gov/fdsys/pkg/CFR-2014-title2-vol1/pdf/CFR-2014-title2-vol1-part200.pdf>
- 2CFR700: <https://www.gpo.gov/fdsys/pkg/CFR-2015-title2-vol1/pdf/CFR-2015-title2-vol1-part700.pdf>

Subcontract agreement management, oversight, and payment will be carried out by USEA.

IV. PROPOSAL CONTENT

The proposal must follow the structure outlined below, contain the following components, and be within page limitations. Failure to follow the outline and page limits prescribed or exclusion of any of the required items will impact the proposal's scoring. Maximum proposal limit 50 pages (inclusive of cover page and annexes).

Cover letter			
	Description	Notes	Maximum page limit
	Must include bidder's current Data Universal Numbering System (D-U-N-S) number	Proposals without a D-U-N-S number will not be considered and need not apply.	2 pages
Technical proposal			
Subject heading	Description	Notes	Maximum page limit
Demonstration of understanding of the issues	Demonstration of an understanding of the issues outlined in the Scope of Work		1 page
Technical approach	Approach to implementing the Scope of Work	Must include a detailed outline explaining how the following preferred methodologies would be applied to the facilitation process: <ul style="list-style-type: none"> ○ Design Thinking ○ Agile methodology and nomenclature ○ Objective and Key Results (OKR) goal setting ○ Adaptive Leadership 	4 pages
Schedule of tasks	Proposed schedule of tasks and deliverables to complete the Scope of Work		2 pages
Team assignments & Bio sketches	For each member of the team: 1 st : Summary of work to be performed by/assignment of each individual proposed	The bidder can propose a consortium of multiple organizations and/or individuals; however, one organization must be identified as the lead organization who will enter into contract with USEA and be in compliance with the SAM and DUN registration noted in this RFP.	1 page per person total ½ page for assignment per person, followed by ½ page for bio sketch

	<p>2nd: (Immediately following the assignment) Bio sketch that highlights the individual’s direct experience with the subject matter</p> <p>3rd: For experience as a Change Management expert: provide references and examples of projects</p>		
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Financial proposal			
Subject heading	Description	Notes	Maximum page limit
Summary of costs	Line-item budget with detailed justification of all costs associated with the project, including labor, direct and indirect costs (printing, administrative supplies, etc.)	<p>Must be in USD</p> <p>Must be inclusive of taxes (if applicable)</p>	2 pages
Labor fees	Anticipated labor costs, broken down by the number of man-hours and fully loaded daily rate for each individual proposed for this project	<p>Must include names and titles of the individuals</p> <p>Must be in USD</p> <p>Must be inclusive of taxes (if applicable)</p> <p>All salary information will be kept confidential.</p>	2 pages

Annex			
	Description	Notes	Maximum page limit
Annex 1	Proof of System of Award Management (SAM) registration	<p>Please note that SAM registration is a 10-step process and can take several weeks to complete. Please refer to this guide for more information.</p> <p>If a bidder has not completed the SAM registration process by the proposal submission due date, USEA will accept a proposal if it includes a PDF copy of an email from “notification@sam.gov” to the bidder stating that the bidder “<i>successfully submitted the entity registration for NAME OF COMPANY in the U.S. Government’s System for Award Management (SAM)</i>”.</p>	

		Proposals without proof of SAM registration or an email from notification@sam.gov stating acceptance of SAM application, will not be considered and need not apply.	
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Annex 2	Curricula Vitae	Summary of relevant experience of each proposed team member for (not beyond) the past 10 years. Relevant experience should be listed chronologically (starting with the most recent).	2 pages per person
Annex 3	USAID Contractor Employee Biographical Data Sheet	Completed USAID Contractor Employee Biographical Data Sheet forms for each employee proposed for this project https://www.usaid.gov/sites/default/files/AID1420-17.doc	1 page per person
Annex 4	Organization experience	Summary of the company's or companies' background and experience with relevant projects	5 pages

V. EVALUATION CRITERIA

Selection of an offer for a subcontract award will be based on an evaluation of proposals against qualifications, subject matter expertise, technical approach, and budget justification. Proposals shall first be evaluated from a technical standpoint (qualifications, subject matter expertise and technical approach) without regard to proposed budget justification. For those proposals determined to be technically acceptable, budget justification will be evaluated.

Evaluation Criteria:

- 20%: Experience with similar projects (for each individual on the team & the organization in general)
- 25%: Subject matter expertise (education and professional experience)
- 30%: Technical approach
- 25%: Cost

VI. QUESTIONS AND PROPOSAL TIMEFRAME

All questions related to this RFP should be submitted via email with a read-receipt to Marjorie Jean-Pierre at mjean-pierre@usea.org no later than 5:00 pm EDT on **June 4, 2021**. All questions and answers will be posted on USEA's website.

Interested parties are requested to submit final proposals no later than **June 22, 2021** by 5:00 pm EDT. Proposals should be sent via email with a read receipt to Marjorie Jean-Pierre at mjean-pierre@usea.org.

END OF RFP