



**United States Energy Association  
Power Africa: A U.S. Government-Led Partnership to Increase Sub-Saharan Africa's Access to Energy  
Request for Proposal: Senegal Project Management Training Series**

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**REQUEST FOR PROPOSAL – Senegal Project Management Training Series**

<b>Issue date of RFP:</b>	<b>October 15, 2021</b>
<b>Last date for Questions:</b>	<b>November 3, 2021 (17:00 ET)</b>
<b>Response to Questions:</b>	<b>November 5, 2021 (17:00 ET)</b>
<b>Closing date of RFP:</b>	<b>November 19, 2021 (17:00 ET)</b>
<b>Implementing Agency:</b>	<b>United States Energy Association (USEA)</b>
<b>Funding Agency:</b>	<b>United States Agency for International Development (USAID)</b>
<b>Award Ceiling:</b>	<b>\$45,000 (Forty-five thousand US Dollars)</b>

The United States Energy Association is inviting prospective organizations or individuals through this Request for Proposal (RFP) to submit proposals for providing training on the Project Management and Portfolio Management for Senegal's utility, Senelec. **Training is anticipated to be in-person and must be provided in French.**

This is an activity implemented by USEA under the United States Agency for International Development (USAID) Power Africa Initiative.

Proposals are due by 17:00 hours EST of the closing date. Please submit all proposals with a read receipt to Ms. Elise Voorhis, Senior Program Coordinator, at [evoorhis@usea.org](mailto:evoorhis@usea.org). Proposals must be in digital format (PDF).

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

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## **I. INTRODUCTION**

This activity is funded by the United States Agency for International Development (USAID) [Power Africa Initiative](#) which is implemented through a cooperative agreement between USAID's Bureau for Development, Democracy, and Innovation (DDI) and the [U.S. Energy Association \(USEA\)](#). USEA, headquartered in Washington, DC, is an association of public and private energy-related organizations, corporations, and government agencies. USEA is the implementing partner of USAID's Energy Utility Partnership Program (EUPP). EUPP, which is available to all USAID-assisted countries, works with developing countries to increase environmentally sustainable energy production and use and improve the operational efficiency and increased financial viability of their utilities and related institutions. The goal of the EUPP is to increase access in USAID-assisted countries to environmentally sound energy services.

USEA conducts a number of activities under the EUPP mechanism for the Power Africa Initiative to increase Sub-Saharan Africa's access to energy. Power Africa uses a wide range of U.S. government tools to support investment in Africa's energy sector. From policy and regulatory best practices, to pre-feasibility studies and capacity building, to long-term financing, insurance, guarantees, credit enhancements and technical assistance, Power Africa provides coordinated support to help African partners expand their generation capacity and access.

## II. BACKGROUND

Senegal is a rapidly developing country in West Africa with substantial renewable energy resources and a growing economy. The Government of Senegal has made power sector development a key priority in its Plan Sénégal Emergent (PSE) – a five-year plan that aims to achieve universal electricity access by 2025.

The Société Nationale d'Électricité du Sénégal (Senelec) is the incumbent operator and concessionaire of electricity in Senegal. This public limited company was established by Law 83-72 on July 5, 1983, with the mission of producing, transporting and distributing electricity across the country. Since 2017, Senelec has dramatically grown its project portfolio to an estimated \$432 billion in 2019. In order to successfully implement these projects and meet the objectives of Senelec's strategic plans, Senelec established a Project Management Office (PMO).

The newly hired staff of the PMO office and the project managers of various departments need to gain a mastery of portfolio management to ensure the alignment of investments with the strategic objectives of the company. To this end, USEA seeks to provide capacity building training in project management (PMP) and portfolio management, to help Senelec staff acquire the knowledge necessary for the standardization of project management in accordance with the Project Management Body of Knowledge (PMBOK) repository, and to improve the capacity of Senelec's project managers and the PMO team in project and portfolio management.

## 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.

### Award Ceiling

USEA is constrained by a \$45,000 budget for this project. This budget does **not** include travel and logistical expenses that USEA will be responsible for (see Section on USEA Responsibilities). *There is potential that some of these activities may be conducted remotely/virtually depending on the travel restrictions posed by COVID19. Travel will be determined by USEA staff following U.S. Government regulations and advisories.*

### USEA Responsibilities

USEA will be responsible for all logistical arrangements for the participants and consultants. USEA staff will be attending each trip to facilitate the logistics and trainings. This includes arrangement and costs for the following (for each of the three trainings and one technical meeting):

- Economy-class roundtrip international flights to Dakar, Senegal;
- Per diem (meals and lodging) for all travel and training days and maximum of 1 full day of rest prior to start of activity (Note: Lodging to be provided according to U.S. government regulations);
- Reimbursement of visa fees;
- Reimbursement of vaccinations (if needed) and travel medication costs;
- International health insurance for the duration of the travel to Senegal;
- Ground transportation to/from the airport and any required transportation to site visits/meeting venue;
- Meeting space, conference room, and AV;

## Subcontract Agreement Management and Oversight

The purpose of this RFP is to solicit proposals from interested organizations or individuals (private/government/non-governmental/institutes/not-for-profit/civil societies) deemed most suitable to undertake the project. The bidder can propose an association/consortium/partnership of maximum two organizations, however, one organization must be identified as the lead organization. An agreement between USEA and the selected bidder shall be subject to all USEA/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>
- USAID Mandatory Standard Provisions that are mentioned in USEA's cooperative agreement (Annexure-E)

Subcontract agreement management, oversight of contractual obligations, and payment will be carried out by USEA. USEA will be responsible for any communication with USAID regarding the subcontract.

### IV. SCOPE OF WORK

**Purpose:** The purpose of this program is to enhance the capacity of Senegal and its utility, Senelec, for the development of energy projects through the standardized practice of project and portfolio management.

**Objectives:** The objectives of this program shall include the following:

- Conduct a training series of three (3) training sessions, each one-week long, that build on each other and advance Senelec's project management capacity. All trainings and materials must be provided in French.
- Provide a generalized PMP training in accordance with the Project Management Institute (PMI) standards;
- Address issues associated with implementation of project management standardization across the whole Senelec organization, including change management;
- Aid Senelec in the development of a *Roadmap for the Standardization of Project Management in Senelec*;
- Train Senelec Project Managers and the PMO team on project and portfolio management in accordance with the PMBOK Guide;
- Ensure knowledge of the tools and methods to use project and portfolio management, including the use of software programs;
- Tailor case studies to using project and portfolio management within the context of an electric utility.

USEA recommends three training sessions covering the following:

1. **Training #1 on Project Management Foundations and Risk Management:** Conduct a 5-day training session on Project Management Foundations to introduce a standardized process of project management to Senelec staff with an additional focus on risk management for electric utilities. This training shall review all areas of PMBOK Guide (such as integration, scope, costs, schedule, stakeholders, communication, and risks). Plan to train around thirty project managers on this module.
2. **Training #2 on Portfolio Management:** Conduct a 5-day training session on Portfolio Management to support Senelec's Project Management Office (PMO) team in implementing a portfolio management system that streamlines previous project management processes and aligns with the PMBOK Guide. Training focused on Portfolio Management according to the PMI framework for consistency of the entire training program. This will involve reviewing the entire portfolio management cycle as well as the methods and tools. Plan to train around ten to twenty people on this module.

3. **Training #3 on Standardized Project Management in an Organization and Change Management:** Conduct a 5-day training session on developing an organization-wide standardized project management process for Senelec with a focus on change management for Senelec’s PMO team. It is recommended to approach this module as a practical case with a PMO/PMI certified trainer in a similar company (i.e., electric utility). This will involve addressing all aspects of standardization with the PMBOK repository, including change management which is necessary for the success of project management standardization across the entire organization. Plan to train around ten to twenty people on this module.

**Tasks:** The tasks to be performed within this Scope of Work shall include:

Task 1: Conducting a virtual Kick-Off meeting to assess the maturity of Senelec’s project and portfolio management practices and review Senelec’s current project management system. This meeting will be virtual and arranged by USEA and conducted in French.

- Senelec will provide a presentation of organization structure and current project management practices as well as areas of weakness.
- Senelec will offer current project samples to use as a case study for trainer during the course.
- The trainer will present a tentative course agenda for the three training sessions with the flexibility to focus on topics of interest.

Task 2: Conducting a 5-day training program (Training 1), on Project Management Foundations to introduce a standardized process of project management to approximately 30 Senelec staff with an additional focus on risk management for electric utilities. The training will be organized in Dakar, Senegal and conducted in French.

Task 3: Conducting a second 5-day training program (Training 2) on Portfolio Management to support Senelec’s Project Management Office (PMO) team (approximately 10-20 staff) in implementing a portfolio management system that streamlines previous project management processes and aligns with the PMBOK Guide. The training will be organized in Dakar, Senegal and conducted in French.

Task 4: Conducting a third 5-day training program (Training 3) on developing an organization-wide standardized project management process for Senelec with a focus on change management for Senelec’s PMO team (approximately 10-20 staff). It is the goal of the trainer to help Senelec develop a *Roadmap for the Standardization of Project Management in Senelec*. The training will be organized in Dakar, Senegal and conducted in French.

**Deliverables:** Based on the Scope of Work, the following deliverables and products shall be submitted:

Deliverable 1: For the kick-off virtual meeting: Two digital copies – in English and in French – of a brief report on summarizing meeting notes and a workplan for topics to cover during each training.

Deliverable 2: For the first 5-day training program (Training 1) on Project Management Foundations: Two digital copies – in English and in French – of the full workshop curriculum, including manuals, presentations and all other training materials developed for Senelec and distributed to the participants. The curriculum and other training materials shall be digitally sent to USEA at least 1 week prior to the training.

Deliverable 3: Two digital copies – in English and in French – of the 1<sup>st</sup> Training Report on approach, accomplishments and recommendations of the first 5-day training program. See “Reporting” section below for the requirements of the technical report.

Deliverable 4: For the second 5-day training program (Training 2) on Portfolio Management: Two digital copies – in English and in French – of the full workshop curriculum, including manuals, presentations and all other training

materials developed for Senelec and distributed to the participants. The curriculum and other training materials shall be digitally sent to USEA at least 1 week prior to the training.

Deliverable 5: Two digital copies – in English and in French – of the 2<sup>nd</sup> Training Report on approach, accomplishments and recommendations from Training #2. See “Reporting” section below for the requirements of the technical report.

Deliverable 6: For the third 5-day training program (Training 3) on developing an organization-wide standardized project management process for Senelec: Two digital copies – in English and in French – of the full workshop curriculum, including manuals, presentations and all other training materials developed for Senelec and distributed to the participants. The curriculum and other training materials shall be digitally sent to USEA at least 1 week prior to the training.

Deliverable 7: Two digital copies – in English and in French – of the 3<sup>rd</sup> Training Report. The Report will include an Executive Summary, findings, recommendations, and annexes; including helping Senelec develop a *Roadmap for the Standardization of Project Management in Senelec*. See “Reporting” section below for the requirements of the technical report.

### Reporting

The consultants will report to USEA. All communication and deliverables will be submitted to USEA for review.

The subcontractor shall submit a technical report to USEA at the end of each training (USEA will provide a template):

Technical Report to include:

- Executive Summary and overview of training;
- Statement of consultants’ background and key qualifications;
- Summary of knowledge/skills acquired by the participants, including pre- and post-training assessment data;
- Recommendations for developing *Roadmap for the Standardization of Project Management in Senelec*;
- Recommendations for further technical assistance and training

### Schedule

The project is expected to begin in December 2021/January 2022 and take approximately 6 months to complete. These target completion dates are provided solely for information purposes and the benefit of bidders. Modification of these assignment dates will not constitute a change in scope.

Task(s)	Activities	Deliverables	Target Completion Date
1. Virtual Kick-off Meeting	Conduct a virtual kick-off meeting	(Deliverable 1) Training agenda/workplan; summary report of meeting	December 2021/January 2022
2. Training 1	Conduct 5-day training on Project Management Foundations	(Deliverables 2 and 3) Training materials; Training report	January 2022
3. Training 2	Conduct 5-day training on Portfolio Management	(Deliverables 4 and 5) Training materials; Training report	February/March 2022
5. Training 3	Conduct 5-day training on Standardized PM for an Organization/Change Management	(Deliverables 6 and 7) Training materials; Training report – Help Senelec develop a <i>Roadmap for the Standardization of Project Management in Senelec</i>	April/May 2022

## V. PROPOSAL CONTENT

The proposal **must** follow the structure outlined below, contain the following components, and be within the page limitations specified below. Failure to follow the outline and page limits prescribed or exclusion of any of the required items will impact the proposal's scoring and may even lead to disqualification.

<b>Minimum Eligibility</b>			
<b>Subject heading</b>	<b>Description</b>	<b>Additional Notes</b>	<b>Maximum page limit</b>
<b>DUNS and SAM</b>	<p>Must include bidder's current Data Universal Numbering System (DUNS) number.</p> <p>Give status of System of Award Management (SAM) registration.</p>	<p>DUN and SAM registration are only required for proposals over \$25,000 USD. If the offer is below \$25,000, then the bidder must include exchange rate proof to substantiate that the bid is under the \$25,000 threshold.</p> <p><i>Proposals in value of \$25,000 or greater <b>without</b> a DUNS number will not be considered and need not apply.</i></p>	2 pages
<b>Eligibility Requirements</b>	<p>Bidders must demonstrate the following experience in the recent 5 years.</p> <ul style="list-style-type: none"> <li>• Prior experience of providing training and institutional capacity building on project management, portfolio management, change management, risk management, and standardized PM systems for organizations.</li> <li>• Prior experience of providing capacity building assistance to national governments or sub-national governments or electric utilities.</li> <li>• Must be certified PMP / PMO trainer by the Project Management Institute (PMI)</li> </ul>	<p>Bidder to provide information to demonstrate past experience relevant to the eligibility requirements. The information must include client name, year of training, number of participants trained, topics covered. If the bidder was a lead consultant or an associate, activities delivered by the bidder, key team members involved.</p>	2 pages
<b>Technical Proposal</b>			
<b>Subject heading</b>	<b>Description</b>	<b>Additional Notes</b>	<b>Maximum page limit</b>
<b>Understanding of requirements</b>	<p>Bidder's understanding of the scope of work based on the knowledge and experience.</p>	<p>Bidder to avoid repeating the information already provided in the RFP.</p>	3 pages

<b>Approach &amp; Methodology</b>	Bidder’s approach and methodology to complete the scope of work and fulfill deliverables	<p>Include details about training approach and methodology, course content, roster of trainers, duration and schedule. Bidders should provide a detailed agenda/ curriculum in their technical proposal that allows for sufficient coverage of the scope of work.</p> <p>Bidder should also include case studies, mock/practice exercise for hands-on training for the participants, wherever useful and appropriate.</p>	6 pages
<b>Schedule of Tasks</b>	Timeline for activities and deliverables in accordance with the scope of work.	Include tasks related to discussion with USEA, draft deliverables submission, and expected time for feedback from USEA	2 pages
<b>Team members, key responsibilities, and bio note</b>	<p>Bidder shall propose a team of people with the minimum requirements.</p> <ul style="list-style-type: none"> <li>• Lead Expert/ Project Manager should have a minimum 10 years professional and a minimum of 7 years’ experience in providing training on project management, portfolio management, change management. Must be certified by the Project Management Institute (PMI).</li> <li>• Additional Training Experts should have a minimum of 5 years professional experience each and a minimum of 3 years’ experience each providing training on project management.</li> <li>• All experts must be fluent in French and at least intermediate in English.</li> <li>• Experience in Senegal or West Africa preferred.</li> <li>• Experience providing training in the electricity sector preferred.</li> </ul>	<p>Bidder to present the key responsibilities and subject areas assigned for conducting the training, to each team member.</p> <p>Related to the responsibilities and subject areas assigned, bidder to present a brief bio note for each team member showcasing suitability of each team member to conduct training on the assigned subject area.</p>	<p>1 page to demonstrate the fulfillment of the minimum eligibility requirements.</p> <p>1 page to describe the responsibilities and subject areas assigned to the proposed team members.</p> <p>1 page each for the bio note of every team member describing the current role in the bidder’s organization, education, and relevant experience aligned to the proposed role in this project.</p>

Financial proposal			
Subject heading	Description	Additional Notes	Maximum page limit
Summary of Fees	<p>Break down of the proposed fee associated with the project such as fee towards labor, direct and indirect costs* (printing, administrative supplies, etc.), applicable fees and taxes.</p> <p>*Do <b>not</b> include costs related to travel logistics: such as per diem, hotel, flights, transportation, conference space, etc.</p>	<p>Must be in U.S. Dollar (USD). Must include all applicable taxes to be shown separately and included in the final fees.</p> <p><b>Please note, as referred in Section 3 “USEA Responsibilities”, USEA will arrange and pay for all travel costs. These costs do not need to be included in the financial proposal.</b></p> <p>The quoted price will be firm and no price variation due to escalation, inflation, fluctuation in exchange rates, taxes, or any other market factors shall be accepted after the proposal submission.</p>	1 page

Annex			
No.	Description	Notes	Requirement
Annex 1	USAID Contractor Employee Biographical Data Sheet	<p>Completed USAID Contractor Employee Biographical Data Sheet forms for each employee proposed for this project</p> <p><a href="https://www.usaid.gov/sites/default/files/documents/1868/AID-1420-17-6-13-19FINAL.doc">https://www.usaid.gov/sites/default/files/documents/1868/AID-1420-17-6-13-19FINAL.doc</a></p>	Required
Annex 2	Organization experience	Summary of the company’s or companies’ background and experience with relevant projects.	Required (2 pages)
Annex 3	Proof of System of Award Management (SAM) registration	<p>Please note that <a href="#">SAM registration</a> is a 10-step process and can take weeks to complete. Please refer the <a href="#">SAM website</a> for more information.</p> <p>If a bidder has not completed the SAM registration process by the proposal submission due date, SAREH will accept a proposal if it includes a PDF copy of an email from “<a href="mailto:notification@sam.gov">notification@sam.gov</a>” 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>”. Proposals without proof of SAM registration or an email from <a href="mailto:notification@sam.gov">notification@sam.gov</a> stating acceptance of SAM application, will not be considered and need not apply.</p> <p>SAM registration is mandatory for signing of the contract. The selected bidder should submit proof of SAM registration completion within seven business days of USEA's notice regarding their selection. Failing which, it will be USEA’s sole discretion to either extend the timeline for submission of these documents, or make an offer to another bidder.</p>	Required



## **I. EVALUATION CRITERIA**

Selection of an offer for 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 to arrive at the best value for money.

Evaluation Scores:      20%:    Experience with similar projects (for each consultant and the organization in general)  
                                 30%:    Subject matter expertise (education and other relevant experience)  
                                 25%    Technical approach  
                                 25%:    Cost

## **II. PAYMENT SCHEDULE**

- Submission of draft training material; completion of virtual kick-off meeting – 30%
- Completion of Training 1 and 2 and submission of deliverables – 50%
- Completion of Training 3 and submission of deliverables – 20%

## **III. QUESTIONS AND PROPOSAL TIMEFRAME**

All questions related to this RFP should be submitted via email with a read-receipt to Elise Voorhis at [evoorhis@usea.org](mailto:evoorhis@usea.org) no later than 17:00 EST, **November 3, 2021**. All questions and answers will be posted on the USEA website at [www.usea.org](http://www.usea.org) by **November 5, 2021**.

Interested parties are requested to submit final proposals no later than 17:00 EST, **November 19, 2021**. Proposals should be sent via email with a read receipt to Elise Voorhis at [evoorhis@usea.org](mailto:evoorhis@usea.org).

## **IV. PROPOSAL VALIDITY**

The bidder shall submit the response to this RFP document which shall remain valid up to sixty days from the RFP closing date ("Bid Validity"). USEA reserves the right to reject the proposal which does not meet the aforementioned validity requirement.

## **V. ERRORS & OMISSIONS**

Prospective bidders shall not take advantage of any apparent errors or omissions in the RFP document. In the event that any errors or omissions are discovered by the bidder, it is requested to inform Elise Voorhis at [evoorhis@usea.org](mailto:evoorhis@usea.org) immediately.

**END OF RFP**