



REQUEST FOR PROPOSAL (RFP)

A. RFP no. and Date:	001/2021 – February 22, 2021
B. Subject:	USAID/RDMA Mission-Wide Retreat
C. Issuing Office/Section:	USAID RDMA, Regional Executive Office 25th Fl, Athenee Tower 63 Wireless Road, Bangkok 10330, Thailand
D. Closing date for receipt of proposal:	March 15, 2021 – (5pm, Bangkok Time)
E. Type of Award:	Fixed Price – Purchase Order
F. Basis for Award:	Soliciting competition, evaluation of proposals or offers, award and documentation (FAR Part 13.106)

Description of Requirements

The United States government, represented by the U.S. Agency for International Development (USAID), Regional Development Mission Asia (RDMA) invites qualified companies/individuals to submit proposals of the services specified below. This is to support the operation of USAID/RDMA, Bangkok Thailand.

Proposal submission and questions regarding this Request for Proposal (RFP) shall be ONLY via email to BANGKOKUSAIDPROC@usaid.gov by the time/date specified above.

The award of a contract hereunder is subject to the availability of funds. Issuance of this RFP does not constitute an award or commitment on the part of the U.S. Government, nor does it commit the U.S. Government to pay for costs incurred in the preparation and submission of a quotation. **Please be advised that all interested parties are required to be registered in Dun and Bradstreet and are subject to SAM registration before an award can be made.** Information on obtaining the Data Universal Numbering System (DUNS), can be found at this website: <http://fedgov.dnb.com/webform>. Offerors are also required to register their business on the U.S. Government’s System for Award Management (SAM) at www.sam.gov. Information on this process for foreign vendors is available [here](#). Prospective offerors are encouraged to register in SAM prior to the submittal of proposals.

Federal Acquisition Regulation (FAR): Prohibition on Contracting With Entities Using Certain Telecommunications and Video Surveillance Services or Equipment (Section 889)

Background:

Section 889(a)(1)(B) of the John S. McCain National Defense Authorization Act (NDAA) for Fiscal Year 2019 (Pub. L. 115-232) prohibits executive agencies from entering into, or extending or renewing, a contract with an entity that uses any equipment, system, or service that uses covered telecommunications equipment or services as a substantial or essential component of any system, or as critical technology as part of any system. The provision goes into effect August 13, 2020.

The statute covers certain telecommunications equipment and services produced or provided by Huawei Technologies Company or ZTE Corporation (or any subsidiary or affiliate of those entities) and certain video surveillance products or telecommunications equipment and services produced or provided by Hytera Communications Corporation, Hangzhou Hikvision Digital Technology Company, or Dahua Technology Company (or any subsidiary or affiliate of those entities). The statute is not limited to contracting with entities that use end-products produced by those companies; it also covers the use of any equipment, system, or service that uses covered telecommunications equipment or services as a substantial or essential component of any system, or as critical technology as part of any system.

It requires every offeror to represent prior to award whether or not it will provide covered telecommunications equipment or services and, if so, to furnish additional information about the covered telecommunications equipment or services. (FAR 52.204-24)

It mandates that contractors report (within one business day) any covered telecommunications equipment or services discovered during the course of contract performance. (FAR 52.204-25)

FAR 52.204-24 Representation Regarding Certain Telecommunications and Video Surveillance Services or Equipment (AUG 2020)

The Offeror shall not complete the representation at paragraph (d)(1) of this provision if the Offeror has represented that it “does not provide covered telecommunications equipment or services as a part of its offered products or services to the Government in the performance of any contract, subcontract, or other contractual instrument” in the provision at 52.204-26, Covered Telecommunications Equipment or Services—Representation, or in paragraph (v) of the provision at 52.212-3, Offeror Representations and Certifications—Commercial Items.

(a) *Definitions.* As used in this provision—

Backhaul, covered telecommunications equipment or services, critical technology, interconnection arrangements, reasonable inquiry, roaming, and substantial or essential component have the meanings provided in the clause 52.204-25, Prohibition on Contracting for Certain Telecommunications and Video Surveillance Services or Equipment.

(b) *Prohibition.* (1) Section 889(a)(1)(A) of the John S. McCain National Defense Authorization Act for Fiscal Year 2019 (Pub. L. 115-232) prohibits the head of an executive agency on or after August 13, 2019, from procuring or obtaining, or extending or renewing a contract to procure or obtain, any equipment, system, or service that uses covered telecommunications equipment or services as a substantial or essential component of any system, or as critical technology as part of any system. Nothing in the prohibition shall be construed to—

(i) Prohibit the head of an executive agency from procuring with an entity to provide a service that connects to the facilities of a third-party, such as backhaul, roaming, or interconnection arrangements; or

(ii) Cover telecommunications equipment that cannot route or redirect user data traffic or cannot permit visibility into any user data or packets that such equipment transmits or otherwise handles.

(2) Section 889(a)(1)(B) of the John S. McCain National Defense Authorization Act for Fiscal Year 2019 (Pub. L. 115-232) prohibits the head of an executive agency on or after August 13, 2020, from entering into a contract or extending or renewing a contract with an entity that uses any equipment, system, or service that uses covered telecommunications equipment or services as a substantial or essential component of any system, or as critical technology as part of any system. This prohibition applies to the use of covered

telecommunications equipment or services, regardless of whether that use is in performance of work under a Federal contract. Nothing in the prohibition shall be construed to—

(i) Prohibit the head of an executive agency from procuring with an entity to provide a service that connects to the facilities of a third-party, such as backhaul, roaming, or interconnection arrangements; or

(ii) Cover telecommunications equipment that cannot route or redirect user data traffic or cannot permit visibility into any user data or packets that such equipment transmits or otherwise handles.

(c) *Procedures.* The Offeror shall review the list of excluded parties in the System for Award Management (SAM) (<https://www.sam.gov>) for entities excluded from receiving federal awards for “covered telecommunications equipment or services”.

(d) *Representation.* The Offeror represents that—

(1) It ___ will, ___ will not provide covered telecommunications equipment or services to the Government in the performance of any contract, subcontract or other contractual instrument resulting from this solicitation. The Offeror shall provide the additional disclosure information required at paragraph (e)(1) of this section if the Offeror responds “will” in paragraph (d)(1) of this section; and

(2) After conducting a reasonable inquiry, for purposes of this representation, the Offeror represents that—

It ___ does, ___ does not use covered telecommunications equipment or services, or use any equipment, system, or service that uses covered telecommunications equipment or services. The Offeror shall provide the additional disclosure information required at paragraph (e)(2) of this section if the Offeror responds “does” in paragraph (d)(2) of this section.

(e) *Disclosures.* (1) Disclosure for the representation in paragraph (d)(1) of this provision. If the Offeror has responded “will” in the representation in paragraph (d)(1) of this provision, the Offeror shall provide the following information as part of the offer:

(i) For covered equipment—

(A) The entity that produced the covered telecommunications equipment (include entity name, unique entity identifier, CAGE code, and whether the entity was the original equipment manufacturer (OEM) or a distributor, if known);

(B) A description of all covered telecommunications equipment offered (include brand; model number, such as OEM number, manufacturer part number, or wholesaler number; and item description, as applicable); and

(C) Explanation of the proposed use of covered telecommunications equipment and any factors relevant to determining if such use would be permissible under the prohibition in paragraph (b)(1) of this provision.

(ii) For covered services—

(A) If the service is related to item maintenance: A description of all covered telecommunications services offered (include on the item being maintained: Brand; model number, such as OEM number, manufacturer part number, or wholesaler number; and item description, as applicable); or

(B) If not associated with maintenance, the Product Service Code (PSC) of the service being provided; and explanation of the proposed use of covered telecommunications services and any factors relevant to determining if such use would be permissible under the prohibition in paragraph (b)(1) of this provision.

(2) Disclosure for the representation in paragraph (d)(2) of this provision. If the Offeror has responded “does” in the representation in paragraph (d)(2) of this provision, the Offeror shall provide the following information as part of the offer:

(i) For covered equipment—

(A) The entity that produced the covered telecommunications equipment (include entity name, unique entity identifier, CAGE code, and whether the entity was the OEM or a distributor, if known);

(B) A description of all covered telecommunications equipment offered (include brand; model number, such as OEM number, manufacturer part number, or wholesaler number; and item description, as applicable); and

(C) Explanation of the proposed use of covered telecommunications equipment and any factors relevant to determining if such use would be permissible under the prohibition in paragraph (b)(2) of this provision.

(ii) For covered services—

(A) If the service is related to item maintenance: A description of all covered telecommunications services offered (include on the item being maintained: Brand; model number, such as OEM number, manufacturer part number, or wholesaler number; and item description, as applicable); or

(B) If not associated with maintenance, the PSC of the service being provided; and explanation of the proposed use of covered telecommunications services and any factors relevant to determining if such use would be permissible under the prohibition in paragraph (b)(2) of this provision.

FAR 52.204-25 Prohibition on Contracting for Certain Telecommunications and Video Surveillance Services or Equipment (AUG 2020)

(a) *Definitions.* As used in this clause—

Backhaul means intermediate links between the core network, or backbone network, and the small subnetworks at the edge of the network (e.g., connecting cell phones/towers to the core telephone network). Backhaul can be wireless (e.g., microwave) or wired (e.g., fiber optic, coaxial cable, Ethernet).

Covered foreign country means The People's Republic of China.

Covered telecommunications equipment or services means—

(1) Telecommunications equipment produced by Huawei Technologies Company or ZTE Corporation (or any subsidiary or affiliate of such entities);

(2) For the purpose of public safety, security of Government facilities, physical security surveillance of critical infrastructure, and other national security purposes, video surveillance and telecommunications equipment produced by Hytera Communications Corporation, Hangzhou Hikvision Digital Technology Company, or Dahua Technology Company (or any subsidiary or affiliate of such entities);

(3) Telecommunications or video surveillance services provided by such entities or using such equipment; or

(4) Telecommunications or video surveillance equipment or services produced or provided by an entity that the Secretary of Defense, in consultation with the Director of National Intelligence or the Director of the Federal Bureau of Investigation, reasonably believes to be an entity owned or controlled by, or otherwise connected to, the government of a covered foreign country.

Critical technology means—

(1) Defense articles or defense services included on the United States Munitions List set forth in the International Traffic in Arms Regulations under subchapter M of chapter I of title 22, Code of Federal Regulations;

(2) Items included on the Commerce Control List set forth in Supplement No. 1 to part 774 of the Export Administration Regulations under subchapter C of chapter VII of title 15, Code of Federal Regulations, and controlled-

(i) Pursuant to multilateral regimes, including for reasons relating to national security, chemical and biological weapons proliferation, nuclear nonproliferation, or missile technology; or

(ii) For reasons relating to regional stability or surreptitious listening;

(3) Specially designed and prepared nuclear equipment, parts and components, materials, software, and technology covered by part 810 of title 10, Code of Federal Regulations (relating to assistance to foreign atomic energy activities);

(4) Nuclear facilities, equipment, and material covered by part 110 of title 10, Code of Federal Regulations (relating to export and import of nuclear equipment and material);

(5) Select agents and toxins covered by part 331 of title 7, Code of Federal Regulations, part 121 of title 9 of such Code, or part 73 of title 42 of such Code; or

(6) Emerging and foundational technologies controlled pursuant to section 1758 of the Export Control Reform Act of 2018 (50 U.S.C. 4817).

Interconnection arrangements means arrangements governing the physical connection of two or more networks to allow the use of another's network to hand off traffic where it is ultimately delivered (e.g., connection of a customer of telephone provider A to a customer of telephone company B) or sharing data and other information resources.

Reasonable inquiry means an inquiry designed to uncover any information in the entity's possession about the identity of the producer or provider of covered telecommunications equipment or services used by the entity that excludes the need to include an internal or third-party audit.

Roaming means cellular communications services (e.g., voice, video, data) received from a visited network when unable to connect to the facilities of the home network either because signal coverage is too weak or because traffic is too high.

Substantial or essential component means any component necessary for the proper function or performance of a piece of equipment, system, or service.

(b) *Prohibition.* (1) Section 889(a)(1)(A) of the John S. McCain National Defense Authorization Act for Fiscal Year 2019 (Pub. L. 115-232) prohibits the head of an executive agency on or after August 13, 2019, from procuring or obtaining, or extending or renewing a contract to procure or obtain, any equipment, system, or service that uses covered telecommunications equipment or services as a substantial or essential component of any system, or as critical technology as part of any system. The Contractor is prohibited from providing to the Government any equipment, system, or service that uses covered telecommunications equipment or services as a substantial or essential component of any system, or as critical technology as part of any system, unless an exception at paragraph (c) of this clause applies or the covered telecommunication equipment or services are covered by a waiver described in FAR 4.2104.

(2) Section 889(a)(1)(B) of the John S. McCain National Defense Authorization Act for Fiscal Year 2019 (Pub. L. 115-232) prohibits the head of an executive agency on or after August 13, 2020, from entering into a contract, or extending or renewing a contract, with an entity that uses any equipment, system, or service that uses covered telecommunications equipment or services as a substantial or essential component of any system, or as critical technology as part of any system, unless an exception at paragraph (c) of this clause applies or the covered telecommunication equipment or services are covered by a waiver described in FAR 4.2104. This prohibition applies to the use of covered telecommunications equipment or services, regardless of whether that use is in performance of work under a Federal contract.

(c) *Exceptions.* This clause does not prohibit contractors from providing—

(1) A service that connects to the facilities of a third-party, such as backhaul, roaming, or interconnection arrangements; or

(2) Telecommunications equipment that cannot route or redirect user data traffic or permit visibility into any user data or packets that such equipment transmits or otherwise handles.

(d) *Reporting requirement.* (1) In the event the Contractor identifies covered telecommunications equipment or services used as a substantial or essential component of any system, or as critical technology as part of any system, during contract performance, or the Contractor is notified of such by a subcontractor at any tier or by any other source, the Contractor shall report the information in paragraph (d)(2) of this clause to the Contracting Officer, unless elsewhere in this contract are established procedures for reporting the information; in the case of the Department of Defense, the Contractor shall report to the website at <https://dibnet.dod.mil>. For indefinite delivery contracts, the Contractor shall report to the Contracting Officer for the indefinite delivery contract and the Contracting Officer(s) for any affected order or, in the case of the Department of Defense, identify both the indefinite delivery contract and any affected orders in the report provided at <https://dibnet.dod.mil>.

(2) The Contractor shall report the following information pursuant to paragraph (d)(1) of this clause

(i) Within one business day from the date of such identification or notification: the contract number; the order number(s), if applicable; supplier name; supplier unique entity identifier (if known); supplier Commercial and Government Entity (CAGE) code (if known); brand; model number (original equipment manufacturer number, manufacturer part number, or wholesaler number); item description; and any readily available information about mitigation actions undertaken or recommended.

(ii) Within 10 business days of submitting the information in paragraph (d)(2)(i) of this clause: any further available information about mitigation actions undertaken or recommended. In addition, the Contractor shall describe the efforts it undertook to prevent use or submission of covered telecommunications equipment or services, and any additional efforts that will be incorporated to prevent future use or submission of covered telecommunications equipment or services.

(e) *Subcontracts.* The Contractor shall insert the substance of this clause, including this paragraph (e) and excluding paragraph (b)(2), in all subcontracts and other contractual instruments, including subcontracts for the acquisition of commercial items.

FAR 52.204-26 Covered Telecommunications Equipment or Services-Representation.
(DEC 2019)

(a) *Definitions.* As used in this provision, “covered telecommunications equipment or services” has the meaning provided in the clause 52.204-25, Prohibition on Contracting for Certain Telecommunications and Video Surveillance Services or Equipment.

(b) *Procedures.* The Offeror shall review the list of excluded parties in the System for Award Management (SAM) (<https://www.sam.gov>) for entities excluded from receiving federal awards for “covered telecommunications equipment or services”.

(c) *Representation.* The Offeror represents that it does, does not provide covered telecommunications equipment or services as a part of its offered products or services to the Government in the performance of any contract, subcontract, or other contractual instrument.

STATEMENT OF WORK - USAID/RDMA Mission-Wide Retreat

Introduction

USAID Regional Development Mission for Asia (RDMA) is in a time of staff, structural and strategic transition. In order to effectively foster this transition, the Mission seeks to engage in a series of targeted organizational development interventions with all staff in Bangkok, Thailand, to achieve the following objectives:

- Build consensus around RDMA's evolving mission and consolidate understanding of organizational vision, identity and core values.
- Create and promote a Mission culture of belonging, inclusion and diversity.
- Forge a common understanding on how to improve mission, team and individual capacity to advance collaboration, improve emotional intelligence and foster a positive work-place environment through the application of the Insights Discovery tool.
- Increase staff effectiveness through deeper awareness of individual personal behaviors, and shared understanding of interpersonal and team dynamics.
- Create an opportunity for mission-wide fun, team-building and increased staff morale.
- Highlight new Administration priorities, policies, and initiatives to RDMA staff.

Background

USAID/RDMA consists of more than 200 positions, with approximately 160 staff on-board. The Mission is composed of a diverse workforce, to include American Foreign Service Officers (aka 'direct hires'), Cooperating Country Nationals (CCNPSCs aka FSNs), U.S. Personal Services Contractors (USPSCs - both local and international hires) and Eligible Family Members (EFMs), introducing a complex organizational culture with mixed incentives and performance metrics. The Mission's ten offices (including the Bureau for Humanitarian Assistance (BHA) and the Office of Transition Initiatives (OTI)) report directly to the Front Office in a relatively flat organizational structure that relies on institutional checks and balances to ensure compliance. These offices include technical, support and oversight functions, and in order to achieve the organization's goals, must operate in a highly collaborative, fast-paced environment with a high degree of change. Additional challenges include the Foreign Service tours of duty (which translate to predictable but constant staff changes in leadership positions), inter-Agency dynamics (USAID's interaction with State department, and other U.S. Government representatives), RDMA's evolving role as a regional service provider to 14 USAID bilateral Missions, and the complexity of the international development and foreign policy context in Asia. This operational context is critical background to devise a successful workshop given the complexities and challenges within which RDMA operates.

Services Required

The following defines the services required under this Purchase Order.

Approach

Part of the work being solicited is to assist the Mission in identifying the right approach to elicit participant involvement and ownership and, as such, Mission leadership is open to suggestions from the applicant on how to best achieve this in meeting the ambitious objectives.

The applicant is invited to suggest the appropriate pacing, sequencing, and platform (virtual and in-person) required to achieve overall objectives. RDMA visualizes virtual pre-retreat actions and deliverables, as well as an in-person mission-wide (or some variation thereof) retreat, if feasible (given COVID-19 health guidelines). Applicants are encouraged to propose alternate approaches to achieve the overall objectives within the estimated time frame.

USAID/RDMA suggests the following:

- A baseline survey of staff to measure perceptions on how RDMA is doing in key areas widely understood as necessary for effective organizations.
- Pre-event consultations, and diagnostics (via survey, focus group or key informant interviews) as incorporated into the workshop preparation and planning process.
- Application of the Insights Discovery® Model for all RDMA staff, with the aim to use this tool to enhance trust and dialogue through improved self-awareness, mutual understanding and a new mental framework to better shape team dynamics.
- A particular focus on inclusion, ensuring all voices are heard.
- Facilitating a frank but positive/constructive dialogue among staff, with an emphasis on problem-solving, individual responsibility and empowerment.
- Demonstrating a deliberate connection between the retreat activities related to organizational development and effectiveness, and the achievement of USAID's development objectives.
- Design a methodology for a deliberate outcome of the retreat which could be a mission leadership profile philosophy and/or office-level plans which could tackle one or a number of (but not limited to) organizational effectiveness, communication, morale, leadership, etc.

The retreat(s)/interventions would result in the following immediate outcomes:

- Individual awareness and understanding of one's own Insights Discovery Profile within the context of their immediate team, across offices, and within the mission such that each person is able to more effectively act as a productive and positive member of the RDMA community.
- A better understanding, at an office and mission level, of team communication profiles and dynamics in order to improve effectiveness, collaboration and morale.
- Improved communication between supervisors and subordinates as each comes to understand the Insights Profile of the other and how to effectively engage.
- High-level office action plans highlighting an overall goal and clear objectives/aspirations for the team to pursue, as well as a plan for regular progress review.

Scope of work to be performed (Illustrative)

1. Analyze organizational diagnostic of Mission staff: In designing the retreat, facilitators should propose a process by which key data related to organizational dynamics, team and Mission-wide issues are identified for prioritization in the agenda. This will include review of existing documentation such as Federal Employee Viewpoint Survey (FEVS) data, focus groups and/or key informant interviews that will further define the retreat agenda, and a survey to identify the current viewpoints on areas of strengths and weaknesses of RDMA in key areas of effective organizational operations.
2. Provision, application and analysis of the Insights model: As part of pre-event planning, provide all RDMA staff with Insights Discovery assessments to complete profiles that will be used during the mission-wide retreat and follow-on activities.
3. Retreat Planning: Work with Mission leaders to convert diagnostic information into an agenda that meets the stated objectives, as outlined above. Compile appropriate tools, resources, methodologies for all sessions, building on the Insights Discovery profiles (mission-wide and for individual teams). These tools should be discussed and finalized with designated Mission and Office leaders for maximum buy-in and tailoring to emerging needs.
4. Logistics management: Work with the RDMA Executive Office (EXO) to coordinate all workshop logistics and preparation.
5. Conduct and manage all sessions of the retreat(s) and make recommendations about how to maintain positive momentum at a Mission level following the retreat.
6. Retreat evaluation(s): Develop, implement and analyze the results of a post-retreat evaluation. The aim of this evaluation will be to capture staff impressions and experiences to inform future events, but also inform Mission leadership as to priorities of the key issues identified during the workshop sessions.
7. Retreat report and debrief: Produce a brief report that summarizes the major outcomes and recommendations with attachments to include 1) a summary of pre-event diagnostics and their analysis, 2) a copy of all materials used for the retreat, and 3) recommendations for actions to be taken as a result of the retreat. Participate in a debrief, including discussion of the retreat results and recommended next steps, with USAID/RDMA leadership.

Schedule

RDMA anticipates that administration and analysis of the Insights Discovery tool and pre-retreat activities/surveys will occur before the in-person retreat. The in-person mission-wide retreat will take place on or about August/September 2021. In the event that the dates change, USAID/RDMA and the successful bidder will negotiate in good faith to amend this Purchase Order accordingly.

Anticipated LOE

Activity	Estimated Days
Preparation	10
Mission-wide retreat	2
Follow on interventions as proposed by applicant to further overall objectives	5
Report: writing and follow-up discussion with Mission leadership	2
TOTAL	19

Deliverables

Organizational Development Sessions

1) Pre-Organizational Development Sessions (pre-retreat, virtual):

- a. Draft assessment design, including plan for surveys, focus groups, interviews, and/or other diagnostic methodologies, as well as accompanying tools.
- b. Procure and administer Insights Discovery assessments for all staff.
- c. Complete Insights Discovery® analysis and reports for all staff members.
- d. Draft evaluation survey/methodology for review, comment and approval.
- e. Draft retreat agenda based on insights assessment and survey results, for review, comment and approval by Mission Director and Oversight Committee.

2) Organizational Development Sessions: Facilitation and Session Coordination (retreat, in person):

- a. In-briefing with Mission Director and Oversight Committee.
- b. Site and materials preparation
- c. Facilitation of retreat sessions

3) Post-Organizational Development Sessions (post-retreat, in person and virtual):

- a. Out-briefing with Mission Director and Oversight Committee.
- b. A draft report providing a record of proceedings, evaluation results and recommendations for follow-up actions/activities by Mission leadership, teams, and staff in response to retreat recommendations.

- c. A final report incorporating any Mission edits or suggestions, due two days after receiving Mission comments.
- d. A summary report appropriate for distribution to all staff.

Roles and Coordination

Given the nature of these services, it is anticipated that the consultants will work in a highly collaborative manner with the following parties:

Mission leadership – Validate and clarify all workshop objectives, as well as propose activities and interventions for the workshop that align with overall Mission vision.

RDMA EXO office – Work in close coordination with the successful bidder to ensure successful application of the tool as it relates to the retreat objectives. Ensure clear communications and logistics support, as needed.

Required Qualifications

The successful proposal must demonstrate the best effort at the most reasonable cost emphasizing the following qualities:

- A. Past experience with and use of the InSights Discovery® Model is required.
- B. Substantial experience facilitating organizational development sessions for both large and small groups, experience with organizational development through promoting leadership behavioral change, promoting leadership development, as well as demonstrated experience in organizational process design and improvement, strategic planning, communications, team building, change management, organizational design, and leadership development.
- C. Demonstrated experience working with international development donor organizations employing multi-ethnic staff in multi-cultural work environments.
- D. Experience in Southeast Asia; Thailand-specific experience is beneficial.
- E. Use of the services of a Thai multi-cultural expert on the team.

Evaluation Criteria

1. Technical approach (40 points):

- Demonstrated experience facilitating discussions across multi-cultural and multi-national lines with large international development donor organizations.
- Demonstrated knowledge of organizational structures and challenges, and methodologies for managing them.
- Demonstrated ability to design effective and engaging retreats/workshops based on the organization's survey results.

2. Key personnel (20 points):

- Extent to which the proposed key personnel meet the required qualifications demonstrating the Offeror's ability to effectively conduct the review.
- Use of the services of a Thai multi-cultural expert on the team.

3. Past Performance (40 points):

- The breadth, relevance and quality of prior experience of the organization or consultant(s).
- Experience administering and analyzing the Insights Discovery® model.

Submission Requirements

1. Technical Proposal

Technical portion of the proposal shall include:

- The illustrative approaches and activities;
- Description of expertise of proposed lead facilitator and key team members for the retreat. Resumes of the proposed lead facilitator and key team members;
- Sample survey questionnaires and mission retreat agendas;
- References for at least three contacts where similar services have been provided.

2. Cost Proposal

Cost proposal shall include:

- The daily rate for the facilitator team members; the level of effort in days (8 hours equivalent) for preparation prior to the retreat, retreat delivery, out-briefing and for preparation of retreat evaluation and the Retreat Report;
- Cost of procuring and administering Insights Discovery assessments;
- The transportation to/from the venue;
- Lodging cost, if any;
- Cost for site and materials preparation; and
- Breakdown of other miscellaneous costs, if any.

3. Representation/certification regarding Section 889 as follows;

(d) *Representation.* The Offeror represents that—

(1) It ___ will, ___ will not provide covered telecommunications equipment or services to the Government in the performance of any contract, subcontract or other contractual instrument resulting from this solicitation. The Offeror shall provide the additional disclosure information required at paragraph (e)(1) of this section if the Offeror responds “will” in paragraph (d)(1) of this section; and

(2) After conducting a reasonable inquiry, for purposes of this representation, the Offeror represents that—

It ___ does, ___ does not use covered telecommunications equipment or services, or use any equipment, system, or service that uses covered telecommunications equipment or services. The Offeror shall provide the additional disclosure information required at paragraph (e)(2) of this section if the Offeror responds “does” in paragraph (d)(2) of this section.

USAID intends to make a contract award that represents the best value to the U.S. Government. “Best value” is defined as the offer that results in the most advantageous solution for the U.S. Government, in consideration of technical, cost/price, and other factors. All evaluation factors other than cost or price, when combined, are significantly more important than cost or price. When the Contracting Officer determines that competing technical proposals are essentially equal, cost/price factors may become the determining factor in source selection. Upon successful negotiations with the offeror, a fixed-price Purchase Order will be issued to procure the services.