



Scope of Work Managerial Skills Training

SW #	SOW- 031-2008
RFP #	RFP -14-2008
Potential candidates:	
Local / International:	Local
Maximum Level of Effort:	
Contract Name:	Aqaba Community and Economic Development Program
Contract Number:	
Period of Performance:	Three months

1. Aqaba Community and Economic Development (ACED) Program Background

ACED is a five-year program funded by the United States Agency for International Development, benefiting the people and businesses of the Aqaba Special Economic Zone (ASEZ). The program is based in Aqaba city.

ACED is comprised of activities under three major areas:

- Component 1 will work to strengthen the government institutions and will be working directly with Aqaba Special Economic Zone Authority (ASEZA) and Aqaba Development Corporation (ADC);
- Component 2 will strengthen private sector to become more competitive, through enhancing the capabilities of Micro, Small and Medium Enterprises (MSMEs), and supporting training; and
- Component 3 will be working closely with the local community to develop its capacities and empower NGOs and Community-Based Organizations (CBOs).

2. Summary and Objectives of Required Services

ASEZA is statutory institution empowered with regulatory, administrative, fiscal and economic responsibilities within The Aqaba Special Economic Zone (ASEZ), and is the financially and administratively autonomous institution responsible for the management, and regulation of the ASEZ. Five ministerial – level commissioners, each responsible for a major area of regulatory or operational activity, govern the ASEZ. ASEZA employs about 1500 persons, and has a central Human Resource Management Directorate.

The Managerial Skills training program will develop the ASEZA's Directors and Managers skills of where they are more efficient in practicing the three functions (HR, QM and FM) activities through their day-to-day responsibilities, such as employee performance appraisal, prepare budget, etc. They will also be more responsive, pro-active and more adaptive to change in a dynamic environment such as ASEZA.



3. Scope of Work

The context of this project is to develop training program, create professional training materials, and deliver training workshops covering the following topics:

- HRM for non HR Managers
- Quality Management for non QM specialists
- Financial Management for non Finance managers

TARGETED PARTICIPANTS

This course is targeted to Directors and Supervisors at ASEZA, the total expected number of participants is 40 personnel divided to two training groups. These participants should have a documented written job responsibility in HR, QM, and/or FM in order to participate in the module training of that particular function.

TRAINING HOURS AND TIME FRAME

The suggested training hours for this training assignment will be 54 hours, 18 for each module; to be completed within 3 months from the contracted start-up time.

4. Tasks, Terms and Conditions

1. The training provider should conduct pre training assessment for ASEZA's Function Area Directors (HR, QM and FM) to verify the proposed topics that will be covered under this training.
2. The training material should be customized to fit ASEZA's needs. Examples, tools, and role playing exercises, if any, are preferably be based on ASEZA current practice.
3. The following is a list of the ASEZA "required managerial competencies"; the training provider shall focus on the contents of these managerial competencies for consideration in its proposed training program.

Required Managerial Competencies	
ASEZA Supervisor or Division Head	ASEZA Director
Strategic Orientation	Strategic Orientation
Budgeting	Budgeting
People Management	Leadership
How to identify Priorities	People Management
Attention to Detail	How to identify Priorities
Time Management	Time Management
Coordination skills	Coordination skills
Reports Writing	Negotiation Skills
English Language	English Language
Computer Skills	Computer Skills



4. Before any individual module is confirmed as part of the training program, ASEZA HR unit shall have received written requests and conditions from responsible supervisors or managers of the participants who shall:
 - a. provide written memoranda to demonstrate the training module's relevance to all candidate participants' job performance and competency, and
 - b. Be responsible for making work assignments to the participant which take full advantage of the skills taught in the training session.
5. All Training documents & materials should be reviewed and approved by ASEZA counterparts and ACED Program advisors before commencing any work.
6. Training language and all Training documents & materials should be in Arabic.

TRAINING VENUE

ASEZA will be responsible for providing all required training venues through coordination with the ACED Program and the Training Provider. The training provider will be responsible for all travel arrangements for their trainers in terms of travel itinerary, flight reservations, per diem, accommodation, shipping, transportation, and meals and incidentals expenses.

7. Deliverables:

- Pre-Training Assessment Report for each trainee. The trainer will review the proposed training session attendees. Based on the profile of these attendees, the trainer will refer to the above-listed competencies requirements to assure that the training materials and topics to be covered will help to develop skills according to the matrix in Section IV, No. 3.
- Deliver three training workshop sessions for each group covering the following topics :
 - HRM for non HR Managers.
 - Quality Management for non QM Managers
 - Financial Management for non Finance Managers
- Deliverables including:
 1. Summary of observations about relevancy of candidate participants' work to proposed training module(s)
 2. Participant's manual including Case studies and exercises. Two additional copies should be delivered to the ACED Program.
 3. Daily attendance records signed on a daily basis and submitted weekly to the ACED Program;



4. Results of training evaluations of trainees
 5. Trainers evaluation by trainees (using ASEZA form)
- End of project report with recommendations.

8. Coordination:

The consultant expert shall report to the ACED Program Chief-of-Party or his designee.

9. Proposal Technical Approach and Guidance on Contents

Training should be based on best practices in class training. The ACED Program prefers to have it conducted in an active learning training setup with focus on exercises, case studies, and examples that will enrich the learning experience of participants and help them relate more to how to implement what they learn on their actual work place.

10. INSTRUCTIONS TO OFFERORS

8.1 General

8.1.1. The technical proposals should include :

8.1.1.1. CV of Qualified trainers to complete the work

8.1.1.2. Two pages (maximum) of recommendations regarding how ASEZA should guarantee implementation of the training program's objectives and utilize the skills realized through performance of the scope of work

NB : Offers should be supplied separately for each topic :

- HRM for non HR Managers
- QM for non QM specialists
- Financial Management for non Finance managers

8.1.1.3. Curriculum outlines to be used in the training.

8.1.2. Offerors are encouraged to submit best offer proposals.

8.1.3. The Aqaba Community and Economic Development Program reserves the right to conduct negotiations once a successful proposal is identified, or to make an award without conducting negotiations based solely on the written proposals if it decides it is in its best interest to do so.

8.1.4. The Aqaba Community and Economic Development Program reserves the right not to make any award. These Instructions to Offerors will not form part of the



offer or of the Contract. They are intended solely to aid Offerors in the preparation of their proposals.

8.2 RFP Delivery Schedule

RFP Released September 14, 2008
Proposals Due September 23, 2008 , 2:00 pm
Evaluation October 8, 2008
Final Award Contingent upon USAID approval October 13, 2008

*SHOULD ANY CHANGES IN THIS SCHEDULE OCCUR, ALL OFFERORS WILL BE NOTIFIED.

8.3 Submission Requirements

8.3.1 Language: The proposal and all associated correspondence must be in English. Any award document resulting from this request will be in English.

8.3.2 Currency: The cost proposal shall be presented in Jordanian Dinars.

8.3.3 Method:

Electronic: Two separate email submissions: one for Technical; one for Cost showing the daily rate

Hard Copy to be submitted upon acceptance of proposal

8.3.4 Marking:

Technical: [Firm Name] Technical Response to RFP No. 14-2008 (SOW-31-2008)

Cost: [Firm Name] Cost Response to RFP No. 14-2008 (SOW-31-2008)

8.3.5 Authorized Signer: Offers must be signed by a person duly authorized to submit an Offer on behalf of the Offeror and bind the Offeror to the Offer. An offer submitted by a corporation must bear the seal of the corporation.

8.3.6 Acceptance Period: The Offeror must state in its Proposal the validity period of its offer. The minimum offer acceptance period for this procurement is 120 days after the last date for receipt of proposals. Offers with a shorter acceptance period will be rejected.

8.3.7 Authorized Negotiator(s). Provide name, title, email, and telephone number of the person or persons in the firm who are authorized to negotiate and execute a contract, if awarded.

8.4 Eligibility

The Officers must demonstrate that they:

- Have a satisfactory performance record;
- Have a satisfactory record of integrity and business ethics;



- Have the necessary organization, experience, accounting and operational controls, and technical skills, or the ability to obtain them; under this category the Offeror must provide a description of its legal status, including details such as date and place of incorporation, relationship to parent companies or subsidiaries, etc;
- Have the necessary technical capacity, equipment and facilities, or the ability to obtain them; and
- Are otherwise qualified and eligible to receive an award under applicable laws and regulations.

II. EVALUATION

The Aqaba Community and Economic Development Program intends to award a contract resulting from this solicitation. The evaluation criteria will be used as a guide in determining which proposals will present the best value to the Aqaba Community and Economic Development Program and USAID. All Offerors will be notified in writing of the results of the evaluation within fifteen working days after the close of the bid.

The Aqaba Community and Economic Development Program will evaluate each technical proposal quantitatively based upon the technical evaluation factors set forth below:

1) Past Experience	20% (20 total points)
2) Technical Approach	30% (30 total points)
3) Personnel Capabilities	30% (30 total points)
4) Financial proposal	20% (20 total points)
Total	100%

A technical proposal can be categorized as unacceptable when it has many deficiencies or gross omissions or both and thereby: (1) demonstrates a failure to understand much of the scope of work necessary to perform the required tasks; (2) fails to provide a reasonable, logical approach to fulfilling much of the requirements; or (3) fails to meet the personnel requirements. A finding of unacceptable in one technical evaluation factor may result in the entire technical proposal being found to be unacceptable.

Award may be made based on initial proposal submission without discussions or negotiations. Therefore, the Offeror's initial proposal should contain the Offeror's best terms from a cost/price and technical standpoint. The Aqaba Community and Economic Development Program reserve the right to conduct negotiations if it later determines them to be necessary.

12. TERMS AND CONDITIONS

The following terms and conditions are not negotiable and shall be complied with by all Offerors.

- 10.1 This is a Request for Proposal only, and in no way obligates AECOM International Development or the Aqaba Community and Economic Development Program to award



a contract. This solicitation is subject to the Terms of Contract attached hereto. The resultant award will be governed by these Terms of Contract.

- 10.2 “Supplier” means the firm supplying the services under this RFP.
- 10.3 “Agent” means the AECOM International Development, on behalf of the Aqaba Community and Economic Development Program, under this RFP.
- 10.4 This RFP is being placed on behalf of the Aqaba Community and Economic Development Program, an official project of the Government of the United States, and as such, it is free and exempt from any consular or legalization fees, inspection or validation charges, and any taxes, tariffs, duties or other levies imposed by laws in effect in Jordan. No such fees, charges, tariffs, duties or levies will be paid under any award(s) as a result of this RFP.
- 10.5 The Supplier must be a citizen or legal resident of, or a legal business organized under the laws of, the United States or Jordan. The Offeror should submit its certified registration form or copy of Jordanian ID.
- 10.6 The Agent may, by written notice of default sent to the Supplier by registered mail, terminate in whole or part of this RFP, if the Supplier fails to perform any of the other provisions of this RFP, or so fails to make progress as to endanger performance of this RFP in accordance with its terms, and in either of these two circumstances, does not cure such failure within a period of ten (10) days (or such longer period as the Agent may authorize in writing) after receipt of notice from the Agent specifying such failure.
- 10.7 In the event of disputes arising in connection with this RFP, the parties shall make reasonable attempts to reach amicable settlement among themselves. In the event that the parties shall fail to reach an amicable settlement within thirty (30) days, the dispute shall be decided under the Contracts Disputes Act of 1978 (41 U.S.C. 601-613). A claim by the Supplier shall be in writing and submitted to the Aqaba Community and Economic Development Program Contracting Officer for a written decision.