

Request for proposal

Strategic Training Program

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1. Context and purpose

1.1. DNDi Overview

Drugs for Neglected Diseases initiative (DNDi) is a collaborative, patients' needs-driven, non-profit drug research and development (R&D) organization that is developing new treatments for Neglected patients (www.dndi.org).

To achieve its mission, DNDi initiates and coordinates drug R&D projects in collaboration with the international research community, the public sector, the pharmaceutical industry and other relevant partners. DNDi works as a virtual organization, with a constant increase of projects and budget. DNDi has seen its team growing significantly over the last years, particularly in its Regional offices, as one of DNDi's mission is to support capacity strengthening in disease-endemic-countries.

DNDi Key figures:

- 250+ staff, Board members & close consultants
- 800+ FTEs working for DNDi (from partners and suppliers)
- 130+ contracts signed with partners/suppliers every year
- 7 Regional Offices (USA, Brazil, India, Kenya, DRC, Japan, Malaysia)
- Overall presence in more than 40 countries (e.g. to conduct clinical trials)

DNDi Human Resources department

The Human Resources and Organization department is responsible for DNDi employees' and talent management. The Director of this department reports to the Operations Director. The HR Team of DNDi is composed of the followings:

- 5 staff in Geneva: Director of HR & Organization, Head of HR & Administration, Payroll & Administration manager, HR Officer, HR assistant and consultants
- 1 Manager/Officer in each Regional office (he/she also play additional roles in Operations and Finance) + 1 HR staff in Brazil, Kenya, DRC (usually, HR Officer): these staff members will be able to coordinate regional trainings when deemed necessary

The overall headcount of DNDi are the following:

- Switzerland (Geneva): 110 employees and close consultants
- Brazil (Rio De Janeiro): 27
- India (Delhi): 15
- Kenya (Nairobi): 22
- Democratic Republic of Congo (Kinshasa): 14
- Japan (Tokyo): 6
- Malaysia (Kuala Lumpur): 2
- USA (New York): 7
- 35 nationalities and 3 third of professional background (NGO, Public, Private)

DNDi Training policy overview

To achieve its mission, DNDi needs to ensure it is resourced, at all times, with employees who have the appropriate skills, knowledge and experience. Therefore, DNDi is fully committed to promote an environment of structured and systematic learning and continuous professional development of all its employees to enable them performing their duties effectively and efficiently.

Opportunities for staff development and training are a response to a specific need either in terms of developing new skills, contributing to improved performance, or assisting in the acquisition of knowledge to enhance existing professionalism.

On a nutshell, DNDi Training policy acknowledge the fact that professional skills, competencies and expertise can be developed through different mechanisms: continuous learning through specific project exposure, short-term trainings, and more consistent long-term trainings such as MBA, PhD, etc.

Several types of training are being considered to develop technical skills, soft skills, and behavioral competencies.

For further details, kindly refer to Annex 3, DNDi Training policy.

1.2. Objective of the request

DNDi is seeking an organization that could support the growth of DNDi staff and activities, with a consolidated and similar approach across our several regional offices, with the aim to establish a long-term relationship.

The scope of services to be provided will focus on management skills trainings: managing people, effective communication, team building, managing stakeholders, contextualized management, and negotiations.

2. Scope of work

2.1. Activities

The Management skills training to be proposed shall cover the following themes:

- Effective Communication
- Building Teamwork
- Stakeholder Management
- Inter-cultural Negotiation
- Managing People Performance
- Evolving and managing in a matrix environment / Managing by influence

The activities to be covered by the Trainings Service Provider are the following:

- Trainings' preparation with DNDi HR central team (Geneva-based): courses shall be tailored to DNDi requirements and, for the same topic, information, approach and materials shall be equivalent from one DNDi office to another
- Training sessions shall be of duration of 2 to 5 days' maximum
- Trainings shall be given exclusively to DNDi staff, and delivered in Geneva and in some DNDi Regional Offices (see estimated volume and target schedule below)
- Trainings shall be held at an external training venue: those can be delivered at the Training Services Provider premises or in other appropriate places (hotels, conference centers, etc.). It is however mandatory to propose trainings venue close to DNDi offices, to avoid staff traveling costs
- Trainings shall be delivered in English, with appropriate support and documentation (pre-registration or preparation of trainings, materials, etc.)
- Number of participants per training shall be flexible (probably between 15 to 20, but could be less in some offices)

The following elements will also be taken into consideration in the selection of the Training Service Provider:

- Similar experience with not-for-profit or international organizations, with the ability to share credentials
- Ability to provide certificate of completion or attendance at the end of each session
- Ability to provide preparation work to attendees, as well as ability to follow-up and conduct satisfaction survey after training
- Ability to provide key metrics to HR central team: number of trainee, satisfaction-level per trainer or topic, progression of trainee on specific topics if follow-up is available
- Ability to provide eLearning tools for trainee to prepare training session, follow-up progress, etc.

2.2. Estimated volumes for 2017-2019

The below table depicts the training plan to be delivered by the Training Service Provider over the next 3 years:

| | 2017 (from Q2) | 2018 | 2019/2020 |
|---------------------------------|---|--|---|
| Estimated # of trainees | Geneva: 90 Nairobi: 20 Rio de Janeiro: 20 | Geneva: 45 Nairobi: 15 Delhi: 15 | Geneva: 45 New York: 5 Rio de Janeiro: 20 |
| Estimated # of training session | Geneva: 6 Nairobi: 1 Rio de Janeiro: 1 | Geneva: 3 Nairobi: 1 Delhi: 1 | Geneva: 3 New York: 1 Rio de Janeiro: 1 |

These estimates will be fine tune for years 2018 and 2019, according to 2017 experience, and to DNDi needs.

2.3. Project Timelines

The activity is expected to start in April 2017. The agreement to be concluded will be of a duration of three years. Yearly statement of work will be formalized to determine the exact number of training sessions, locations and content of trainings.

3. RFP instructions

3.1. General information

DNDi invites you, as a service provider, to submit a proposal for its Strategic Training Program, to support DNDi Training policy implementation and the activities described above.

This entire RFP and all the related discussions, meetings, information exchanges and subsequent negotiations that may occur are subject to the confidentiality terms and conditions of the Intent to Participate attached as Annex 1. All bidders are required to complete and send return the Intent to Participate letter.

The issuance of this current Request for Proposal in no way commits DNDi to make an award. DNDi is under no obligation to justify the reasons of its service provider's choice following the competitive bidding. DNDi could choose not to justify its business decision to the participants of the RFP.

DNDi reserves the right to:

- Reject any proposal without any obligation or liability to the potential service provider.
- Withdraw this RFP at any time before or after the submission of bids without any advance notice, explanation or reasons.
- Modify the evaluation procedure described in this RFP
- Accept other proposal than the lowest one
- Award a contract on the basis of initial proposals received without discussions for best and final offers
- Award all services to only one supplier or allocate them to different suppliers according to what DNDi will consider necessary
- Request additional data, information, discussions or presentations to support their proposal. All bidders must be available to discuss about details of their proposal during the RFP process.

Late submission proposals are subject to rejection. All offers should be submitted in an electronic format.

3.2. Confirmation of Intent

Please transmit your intent to participate by using and signing the document attached in Annex 1. Each bidder is required to provide DNDi with a written confirmation of intent to participate by the date as indicated in the section 3.5.

Confirmations of intent should be sent by email to **Mr. Guillaume Drapeau** (contact details below).

3.3. Conflict of Interest

The Company shall disclose any actual or potential conflicts of interest in the Intent to Participate letter.

3.4. Questions

All bidders may request further clarifications in regards of this current RFP, by addressing its questions in writing, to: **Guillaume Drapeau, Operations Manager (gdrapeau@dndi.org)**

To submit your questions, please use the form attached as Annex 2.

3.5. RFP Timelines

| Process steps | Responsible party | Timelines |
|--|-------------------------|----------------------------|
| RFP launch | DNDi | 1 December 2016 |
| Intent to participate + Questions sent to DNDi | Service Provider | 15 December 2016 |
| DNDi responses to Q&A | DNDi | 20 December 2016 |
| Reception of proposals | Service Provider | 11 January 2017 |
| Notification to Pre-selected Bidders | DNDi | 20 January 2017 |
| Bid Defense Meetings | DNDi / Service Provider | Week starting 23 Jan. 2017 |
| Bidder selection | DNDi | 10 February 2017 |
| Contract signature | DNDi / Service Provider | 10 March 2017 |

The timelines proposed above indicate the process DNDi intends to follow. If there are changes to this timelines, DNDi will notify you in writing.

3.6. Format and content of the proposal

Given DNDi's requirements, describe how your approach and staff will enable your team to meet timelines, insure quality results, and minimize expenses.

Responses to this RFP must be in English and should contain the following information:

- A cover letter including:
 - Name and address of the service provider
 - Name, title, phone number and email address of the person authorized to legally bind the service provider
 - Name, title, phone number and email address of the person to be contacted in regards of the content of the proposal, if different from above
 - Signature of this letter done by a duly authorized representative of the company
 - Acceptance of the consultation principles
- Company profile
 - Management team, history, key contacts and figures (revenue and headcounts over the past 3 years)
 - Locations in Switzerland and countries where DNDi has offices
 - General training provided and specific expertise
 - Customer's reference in related area
 - Specific business approach with NGOs and/or organizations with such a diversity of profiles

- Technical proposal
 - Proposed Trainers (CVs), approach and organization for tailor-made trainings
 - Proposed tools (eLearning platform, satisfaction survey, KPIs or reports for HR team, etc.)
 - Proposed deliverables (samples of training slide deck and materials delivered to trainee, certificate, etc.)
 - List of trainings proposed for “management skills” development
 - Any other relevant information
- Financial proposal
 - Price list for all training session offered in Geneva and Regional offices
 - Comprehensive financial proposal detailing activities, estimated workload and associated costs
 - Estimated pass-through costs if any
 - Any other relevant information

Bidders are invited to disclose any activities to be performed by subcontractors. Bidders should clearly state the name of those sub-contractors and the valuable advantage for DNDi.

4. Appendices

Appendix 1: Intent to participate letter

Appendix 2: Q&A Form

Appendix 3: DNDi’s Training and Development Global Guidelines (to be circulated after Intent to participate is confirmed)