



**Terms of Reference**

**RECRUITMENT OF CONSULTANCY FIRM(S) TO PROVIDE EXECUTIVE LEADERSHIP TRAININGS**

|                       |   |
|-----------------------|---|
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| <b>Contact</b>        | <p>For any questions or enquiries, please write to: <a href="mailto:tenderenquiries@smartafrica.org">tenderenquiries@smartafrica.org</a><br/>         For Submissions: <a href="mailto:procurement@smartafrica.org">procurement@smartafrica.org</a></p>   |

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## 1. ORGANIZATION BACKGROUND

Smart Africa is a bold and innovative commitment from African Heads of State and Government to accelerate sustainable socio-economic development on the continent, ushering Africa into a knowledge economy through affordable access to Broadband and usage of Information and Communications Technologies.

The Transform Africa Summit held in Kigali, Rwanda on 28th-31st October 2013 culminated in the adoption of the Smart Africa Manifesto document by seven (7) African Heads of States (Rwanda, Kenya, Uganda, South Sudan, Mali, Gabon, Burkina Faso) in which they committed to providing leadership in accelerating socio-economic development through ICT's.

On 30th -31st January 2014, The Smart Africa Manifesto was endorsed by all Heads of State and Government of the African Union at the 22nd Ordinary Session of the Assembly of the African Union in Addis Ababa. This development places the Manifesto at the heart of the ICT agenda in Africa beyond just the 7 original signatories at the Summit to all the 54 African countries. The Smart Africa Alliance has since grown to include 30 African countries that represent 750+ million people.

The Smart Africa Manifesto aims to put ICT at the center of national socio-economic development agenda of member countries; improve access to ICT especially Broadband; to improve accountability, efficiency, and openness through ICT promoting the introduction of advanced technologies in telecommunication; to put Private Sector first, and to leverage ICT to promote sustainable development.

## 2. PROJECT BACKGROUND

Smart Secretariat is working or serving 32 member states within the ICT Sector with the mandate to digitalize the market. In the last two years, Smart Africa phased tremendous growth both in the organization size and project size. To achieve the desired goals and drive the results, the leadership has to be empowered and strengthened to support them in building an empowering and results driven environment.

In this regard, the secretariat is recruiting a consulting firm to re-enforce the Leadership Skills through training of the senior management Staff in their current leadership roles. The Smart Africa Secretariat recognizes that effective management and focused leadership are essential to addressing organizational and systemic challenges. This training should blend management and leadership theory and practical experience, thereby equipping participants with the skills required to effectively lead and manage teams as well as work successfully with member states and partners.

## 3. OBJECTIVES FOR THE CONSULTANCY

The overall objective of the consultancy is to deliver a leadership training for senior management of Smart Africa Secretariat to develop leadership skills and tools to accelerate growth, increase the ability of influence, build high performing, self-driven teams, effectively lead in a fast-growing environment and disruptive industry.

### Its specific objectives include:

- Acquire the leadership framework for leading others and effectively lead teams
- Increase management effectiveness through the development of adequate and strong leadership skills.
- Acquire the leadership skills to accelerate growth and drive results in the different teams and organization.
- Enabling senior managers to approach managerial and leadership roles and tasks strategically and effectively.
- Enabling senior managers to create an empowering and motivating work environment

- Exploring the different ways of growing oneself as a leader.
- Learn the art of navigating the burdens of leadership.

#### **4. TASKS AND SCOPE OF WORK**

The tasks and scope of the consultancy will be to prepare and conduct a training on the following subtopics under Leadership and Governance:

- Become a self-aware leader: Through a psychometric assessment, help delegates understand themselves better, recognize and appreciate others, and learn how to adapt themselves to connect with anyone even those who might be difficult to deal with.
- Mastermind study sessions: Take the leadership team through the 21 irrefutable laws of leadership by John Maxwell. Helping delegates tap into the collective intelligence of the like-minded people.
- Organize one on one coaching sessions.
- Transformational and effective leadership
- Leadership values: ethical/moral leadership
- Building trust and social capital, Mobilizing communities and public participation
- Developing communities of learning / practice
- Organizational Management touching on Human Resource Management and Financial Accountability in Leadership
- Ethics and Accountability in Leadership
- Introduction to Strategic Management
- Conflict Management and Negotiation

#### **5. DELIVERABLES**

- Training materials including PowerPoint Presentation, handouts, pre/post-tests, feedback/evaluation forms, etc. as well as a list of the training materials' sources.
- A high quality and comprehensive training content and lifetime access of course content

#### **6. DURATION OF THE COURSES AND TRAINING METHOD**

The present consultancy will be established within a two-year framework agreement with Smart Africa to train leadership skills, The courses execution must be between four (04) weeks to six (06) weeks.

As the courses require precise and quality instructions lead, the training method must be hybrid.

#### **7. FIRMS' PROFILE AND EXPERIENCE**

In addition to the human resources required to assemble its team, as described below, the firm must meet the following requirements:

- Demonstratable prior experience of the firm in conducting trainings on Leadership and Governance in the.
- At least five years' firm experience in Leadership and Governance.
- Firm's training accreditation of a recognized leadership certification center/institute

#### **8. TRAINERS' ROLE AND PROFILE**

The following table presents the trainers' requirement for the present consultancy:

**Lead Trainer:** The lead trainer's role might include coordinating, monitoring and reviewing the work of the team; preparing training programs, deliver the trainings; adjusting the training to the participants' needs, overseeing the actual training delivery; prepare required progress reports, and supervising trainers' work.

**Trainer:** The trainer conducts the training and support participants' revision questions, under the supervision of the lead trainer.

The mission will be carried out by highly qualified consultants/experts in the requested specialties, namely:

| Lead Consultant Trainer (Engagement Lead)  | Trainer   |
|--|---|
| <ul style="list-style-type: none"> <li>○ A minimum of a master's degree in Leadership, Management, Business Administration, or related fields</li> <li>○ Having at least 10 years of experience leading capacity building and corporate training in the field Leadership.</li> <li>○ Hold certification in Leadership.</li> <li>○ Having participated in at least five (05) similar training projects</li> </ul> | <ul style="list-style-type: none"> <li>○ A minimum of a bachelor's degree in business management, business administration, project management or related fields</li> <li>○ Having at least 5 years of experience in capacity building and corporate training in the field Leadership.</li> <li>○ Hold a <b>valid</b> r leadership certification .</li> <li>○ Having participated in at least five (03) similar training projects .</li> </ul> |

## 9. EVALUATION CRITERIA

All bidders should note that the evaluation method is Quality Cost based selection (QCBS) for consultants. The technical and financial scores are 0.8 and 0.2 respectively (0.8 + 0.2=1).

The following model will be used to evaluate all respondents and proposals submitted:

### a) Technical Criteria

| Items  | Point Range |
|--|-------------|
| <b>Approach, Methodology and Work Plan</b>   |             |
| i. Training Approach in conformity with Industry authority requirements                      | 10          |
| ii. Training Catalogue   | 10          |
| iii. Training Plan and Delivery (comprehensive scheduling, assessment methods for selection) | 10          |
| <b>Firm Accreditation</b>  |             |
| ● Accreditation  | /20         |
| i. Leadership training Accreditation Partner   | 20          |
| ii. None   | 0           |
| <b>Staff Experience</b>  |             |
| ● <b>Lead Trainer(Engagement Lead) experience in Leadership training:</b>                    | /15         |
| i. 10 years and above  | 15          |
| ii. Between 8 and 10 years   | 10          |
| iii. Between 5 and 7 years   | 5           |
| iv. Less than 5 years  | 0           |
| ● <b>Trainer experience in Leadership training:</b>  | /10         |
| i. 5 years and above   | 10          |
| ii. Between 3 and 5 years  | 6           |
| iii. 2 years   | 4           |
| iv. Less than 2 years  | 0           |
| ● <b>Trainers Recognized Certification in Leadership:</b>                                    | /10         |
| i. Lead Trainer recognized certification in Leadership                                       | 5           |
| ii. Trainer recognized certification in Leadership   | 5           |
| <b>Firms References</b>  |             |
| ● Three certificates of similar assignments signed and stamped with details:                 | /15         |

|      |                       |    |  |
|------|-----------------------|----|--|
| i.   | 3 similar assignments | 15 |  |
| ii.  | 2 similar assignments | 10 |  |
| iii. | 1 similar assignments | 5  |  |
| iv.  | 0 similar assignment  | 0  |  |

The financial proposal of only those firms will be opened which secure a minimum score of 70/100 in the technical evaluation.

St= Score for the Technical Evaluation

### b) Financial Criteria

Once the technical criteria have been evaluated, the costs of all bids will be listed from low to high. Computing the cost criteria score will be accomplished by use of the following formula:

$$\frac{\text{Lowest Cost of All Proposals}}{\text{Cost of Bid for Respective Firm}} \times 100 = \text{Financial Score} = sf$$

The Applicant getting maximum marks on 80-20 weightage (80% for technical and 20% for financial) will be selected as Consultants for the Client. The weights given to the Technical (T) and Financial Proposals (F) are: T = 0.80 and F = 0.20

The Final Score (S) is calculated as follows: S = St\*T + Sf\*F

## 10. SUBMISSION REQUIREMENTS FOR TECHNICAL AND FINANCIAL PROPOSALS

All technical and financial proposals must be submitted in French and English.

1) **Administrative documents** (Company registration certificates, Tax clearance certificates and Social Security clearance).

### 2) Technical Requirements

- Duly signed and stamped submission Letter;
- Firms corporate profile/Executive summary;
- Demonstration of Industry accreditation
- Detailed description of Training Approach, plan and relevant Infrastructure description for performing this assignment;
- Team composition and specific responsibilities per staff;
- Training schedule
- Consultancy references with contacts, relevant to this assignment;
- Detailed Curriculum Vitae for the proposed staffs with valid Industry certifications;
- Firms Recommendation letters signed and stamped

### 3) Financial Requirements

- Summary of Costs;
- Break down of training fees per trainee on daily rate;
- Break down of remuneration per trainee on daily rate;
- Reimbursable expenses per activity;
- Miscellaneous Expenses.

**Notes:**

1. *All Financial Proposals/offers should be **password protected** and Smart Africa will request for it for bidders who have been qualified in the technical evaluation.*
2. *Only consulting companies are eligible to apply to this assignment, no individuals will be accepted.*
3. *Indicate your preferred payment terms under financial proposal.*

## **11. SUBMISSION PROCESS**

Soft copies of both Technical and financial proposals must be sent to: [procurement@smartafrica.org](mailto:procurement@smartafrica.org) showing each the nature of the offer concerned (technical or financial offer), the firm's name not later than **22<sup>nd</sup>/10/2022 at, 05:00 pm local time (Kigali)** prompt to the Procurement Unit of Smart Africa Secretariat on previous email address.

**Late proposals shall be rejected.**

## **12. VALIDITY:**

Proposals and quotes must remain valid for 180 days after the date of closing noted above. After, the closing date and time, all proposals received by the Smart Africa Secretariat become its property.

## **13. ANTI-CORRUPTION:**

Smart Africa is committed to preventing and not tolerating any act of corruption and other malpractices and expects that all bidders will adhere to the same ethical principles.

## **14. ENQUIRES:**

Any enquires will be received and addressed **5 days or mor** before the closing date for the submission of any proposal through [tenderenquiries@smartafrica.org](mailto:tenderenquiries@smartafrica.org) .

## **15. RIGHTS RESERVED:**

- a) This RFP does not obligate the Smart Africa Secretariat (SAS) to complete the RFP process. SAS reserves the right to amend any segment of the RFP prior to the announcement of a selected firm.
- b) SAS also reserves the right to remove one or more of the services from consideration for this contract should the evaluation show that it is in SAS's best interest to do so.
- c) SAS also may, at its discretion, issue a separate contract for any service or groups of services included in this RFP. SAS may negotiate a compensation package and additional provisions to the contract awarded under this RFP.
- d) The Smart Africa reserves the right to debrief the applicants after the completion of the process due to expected high volume of applications and avoiding the compromise of the process.