

TERMS OF REFERENCE

TRAINING ON FUNDAMENTALS OF MANAGEMENT FOR MANAGERS

1. CONTEXT

Federation Handicap International which implements under the name of Humanity & inclusion (HI) is an independent and impartial international aid organization working in situations of poverty and exclusion, conflict and disaster. Working alongside persons with disabilities and other vulnerable groups, our action and testimony are focused on responding to their essential needs, improving their living conditions and promoting respect for their dignity and their fundamental rights.

Managers play a key role in motivating their teams and individual employees to accomplish the organization's goals and achieve outcomes. However, managers often receive little or no formal training in management, and may struggle to motivate their staff in an effective way while dealing with pressure to meet targets. Job experience may help them gain leadership and management skill sets; however, this is not enough to efficiently and effectively carry out their roles.

Within the Federation Handicap International - Rwanda program, we have staff who are first time managers as well as those who have been in their roles for years. There is therefore a need to build their skills in management to set them up for success which will positively impact them, the team and the organization.

2. DESCRIPTION OF THE EXPECTED SERVICE

The contracted firm shall be expected to build the staff skills and understanding in the following topics:

1. What is the role of a manager?
2. How to develop your credibility as a manager
3. Having the ability to communicate in a constructive and positive
4. Knowing how to distinguish between two communication postures and knowing when to use them
5. Communicating well, relaying messages effectively from your hierarchy
6. Knowing how to formulate feedback according to the Facts/Impacts/Recommendations method
7. Understanding the different management styles, the different stages of development of a team member
8. Knowing how to organise and lead team meetings

9. Knowing how to set SMART goals
10. Understanding delegation and how to implement it

3. SCOPE AND TARGET

The consultancy will be conducted through desk review to enable the consultant gain better understanding of HI 's requirements of a manager.

The trainees approximately 12(twelve) in number shall include both first time and experienced managers in various managerial levels.

4. CONSULTANT'S PROFILE

- Experience in adult education;
- At least 5 years proven experience in conducting similar training for non-governmental organization employees;
- Excellent proficiency in French, oral and written; English is an added advantage
- Good facilitation skill and able to accommodate different view of participants, understanding and experience.

5. DURATION AND PLACE OF PERFORMANCE OF THE SERVICE

The maximum time frame for this assignment will be three days in week from 05th July to 08th July, 2022.

The training shall be conducted in a venue at Kigali.

6. WORK PLAN

- Based on the proposed assignment time line, the consultant shall provide a comprehensive training schedule. The allocation of the training days will be agreed upon on the basis of the agreed training plan and shall include the following:
 - **Teaching methods:**
Active teaching methods will be used including role-plays, demonstrations, games, questioning, etc. in combination with presentations and written exercises.
 - **Learning materials:**
Handouts will be provided to the trainees as well as materials needed for learning activities.
 - **Workshop assessment methods:**
Trainees will be asked to evaluate the training by filling a questionnaire before and after the training.
- The work plan should also provide a clear schedule including execution: time necessary to achieve the training objective and how the consultant intends to approach the activities listed above to the service's completion

- The plan should also indicate the level of completion of the service, including criteria and indicators for checking that it is proceeding as planned.

7. REPORT

A preliminary report is to be submitted for review and a final draft report incorporating all comments. A hard and soft copy of the final report are to be submitted to HI.

The report will be in French and consist of the following:

- Introduction
- Findings and recommendations
- Annexes of materials developed

The final training report should be completed by 29th July, 2022.

8. CONTACT PERSON

- During the performance of the service, the consultant will be required to work in liaison with Handicap International Federation team, and notably with Josephine MUNGWARAKARAMA – Program HR Manager

9. BUDGET CODES

H41_001/TZ01/KIGA/FH41_094/2.2.4

H41_001/TZ01/KIGA/FH41_091/1.3

10. APPENDICES

Willingness to adhere to Handicap International's Federation institutional policies (Prevention and fight against corruption, Code of Conduct: Integrity, Prevention of Abuse and Safeguarding, Child Protection, Protection of Beneficiaries against sexual abuse and harassment). Available on the website : <https://hi.org/en/institutional-policies>

11. EVALUATION

Application documents submitted will be evaluated in three (stages);

1. General Mandatory Evaluation Criteria

Interested companies are invited to submit their technical and financial proposal for this assignment.

Consultancy Fundamentals of Management for Managers	
1	Certificate of Registration (RDB)
2	VAT Registration Certificate
3	Valid Tax Compliance Certificates (RRA &RSSB)
4	Evidence for using EBM

5	Good completion certificates (3) for similar training
6	The CV for the trainers
7	Details of approaches, methodology and tools

For Individuals

Consultancy Fundamentals of Management for Managers	
1	National ID
2	Relevant certifications, at least master's degree in Strategic Management or education
3	/TIN Registration Certificate
4	CV for the trainer
5	Valid Tax Compliance Certificate
6	Details of approaches, methodology and tools

2. Technical Capacity Evaluation)

a) Profile and experience of the company:

- i. The firm should have proven expertise and experience in undertaking the service delivery. Attach three reference letters
- ii. Provide list of assignments undertaken similar scope of work within the last 5 years along with names of clients (including contact person, email contacts, Postal address and telephone numbers – this must include the three referees provided above)

b) Professional/technical capacity/ capability

The proposed staff should have relevant experience and professional qualifications in the relevant field,

3. Financial Evaluation

At the Financial stage, the Lowest Competitive Evaluated bidder and within budget estimates will be considered for the award of the contract.

12: HOW TO APPLY

Potential service providers who meet these requirements and are available within the time period indicated should submit an application letter and curriculum vitae indicating their relevant qualifications, skills and experience, their understanding of the TOR, detailed budget as well as three recommendation letters by the current and previous institutions where similar services are/were provided.

The deadline for submission of expression of interest (technical and financial budget proposal) is 29th May, 2022 at midnight.

Interested and eligible bidders are requested to send soft copies of application and company profile documents listed below to the following email address:

dao@rwanda.hi.org with subject: **Consultancy - Training on Fundamentals of Management for Managers**

Kigali, 19th May, 2022

Mélanie GEISER
Country manager

