



TERMS OF REFERENCE (TOR)

CONSULTANCY FOR LEADERSHIP SKILLS TRAINING

Background

Zimbabwe Health Interventions (ZHI) is a not-for-profit human development organization which is registered as a Private Voluntary Organization PVO Number 17/22. ZHI is currently implementing the Re-Ignite Innovate Sustain and Empower (RISE) program which is a five-year (October 2021 – September 2026) United States Agency for International Development (USAID) funded program. The RISE Program is one of the President's Emergency Plan for AIDS Relief (PEPFAR) funded programs through USAID that aims to disrupt the main drivers of HIV risk for adolescent girls and young women (AGYW) in Zimbabwe using a proven approach called Determined, Resilient, Empowered, AIDS-free, Mentored, and Safe women (DREAMS).

ZHI is planning to design and deliver a leadership and management training program targeting RISE Program staff at supervisory, middle, and senior management level. The proposed training is aimed at cultivating the right leadership competencies including balanced analytical and interpersonal skills, creative problem solving, conflict management, planning and coordination, judgement and decision making, stakeholder management, emotional intelligence, and savvy negotiation skills required to lead a program of such magnitude to achieve the expected deliverables within the stipulated time-frame.

Purpose and Scope of Delivery

The overall goal of this consultancy is to strengthen staff capacity on leadership skills and ensure the program staff have the requisite leadership skills to effectively manage the program. Specifically, the ZHI-led DREAMS-RISE program seeks the services of a qualified consultant to enhance the existing organizational strengths through training of senior and mid-level managers/coordination team on leadership and management. The overall objective of the training is to enable the program to support organizational growth, and development of staff so that they can perform their leadership, management, supervisory, coordination and stakeholder management functions more effectively and efficiently. The training will be critical for the team in discharging their supervisory roles under new normal-remote working arrangements, including hybrid working arrangements.

Target Participants

The training will target 50 program staff at middle and senior management levels from the district, regional, and national level.

Mode of Delivery

The delivery of this assignment will take the form of participatory methodologies, and experiential learning using adult learning methodologies including role plays, lecture presentations, case studies, discussions, simulations of real-life scenarios, fun outdoor team, and group activities. The consultant(s) may use other additional methodologies to effectively deliver the scope. The consultant(s) must deliver evidence-based Leadership and Management Development activities, knowledge, and skills.

Scope of the Assignment

The consultant(s) is expected to provide a customized onsite evidence-informed training package on leadership and development that will meet the needs of the DREAMS-RISE program to achieve the above-mentioned purpose. The proposed course content should cover the following areas amongst others:

- Self-leadership – focus on individual self-leadership growth, and how it relates to individual's work responsibilities as well as organization's/program's mission, and vision.

- Relationship building – including interpersonal skills, self-awareness (i.e., Myers Briggs Type Indicator), and personal effectiveness.
- Emotional intelligence.
- Effective communication and team leadership skills.
- Effective delegation skills.
- Maintaining committed and motivated teams with high teamwork/team spirit.
- Time management and strategic planning skills.
- Transformational leadership management skills and techniques, including setting excellent standards of performance and results-based leadership.
- Workplace conflict resolution and conflict management skills.
- Stress management, problem solving and critical thinking skills.
- Maintaining positive attitude, dedication, and excellence at work.
- Risk and performance management – managing teams remotely and dealing with underperformance of supervisees.
- How to develop clear vision, communicate the vision to the team, and rally the team towards achievement of the vision.
- How to empower others and hold them accountable.
- Master problem analysis and decision-making.
- Feedback – how to give/receive feedback.
- Ability to clearly understand strengths/weakness of your team members.
- Stakeholder development and management.

Expected Deliverables

The following deliverables are required under this assignment.

- Develop a training program, and modules.
- Conduct and submit pre and post training assessment report.
- Deliver on-site training sessions.
- Provide relevant training materials and resources.
- Provide participants with certificates of participation.
- Post-training report including feedback analysis report on the exercises, recommendations, and next steps. The report should be submitted not more than 5 days after completion of the activity.

Desired Outcomes

By the end of the training, it is expected that the participants will be able to achieve results through engaging their supervisees by focusing on developing teams that are empowered, confident, enthusiastic, and inspired. The participants will be able to identify their most powerful skills and maximize their effectiveness in their portfolios. They will also be able to develop and nurture a productive, cohesive, and resilient team with the right attitude to work; as well as provide effective leadership role in their respective areas of work.

Expectations from ZHI

The ZHI led-DREAMS RISE program will:

- Provide the venue for the training, accommodation, and meals for the participants and trainers.
- Provide flipcharts, projector, and stationery (writing materials for the participants).
- Provide transport for the consultant to access program sites, and trainings venues to deliver the assignment.

Duration of the Assignment

This consultancy is expected to take approximately 14 working days, effective 9th April 2024. This is inclusive of a **3-days on-site** staff training (venue to be advised).

Qualifications

- The lead experts must have a master's degree with specialization in leadership, strategic management, project management, Psychology, development studies, or any related social sciences.
- The service provider must have expertise in the areas of leadership and performance management.
- The service provider must have at least 10 years of hands-on experience in handling similar projects/assignments with the international not-for-profit sector.
- The lead expert must have practical and hands-on track record in leadership and management. S/he must have been a manager or leader for not less than 10 years.
- Demonstrated and proven track record of delivering similar assignments.
- Excellent oral and written communication and presentation skills. Spoken and written fluency is required in English.

Application Procedure

Interested candidates/companies are requested to submit the following:

- Technical and financial proposals (as a single document) of not more than 10 pages, detailing the following:
 - Clear understanding of the terms of reference.
 - Capacity statement including ability to handle the assignment.
 - Clear description of the proposed methodologies, and training plan. The training plan should be as practical as possible.
 - Budget breakdown detailing consultancy and any other related costs i.e., daily rate.
- Brochures/company profiles (for those submitting as a company or partnership), CVs for key consultants, and other supplementary materials which will not be accounted for as part of the 10-page limit.
- Additional requirements for company applications include:
 - Certificate of incorporation
 - NSSA and Tax Clearance Certificate
 - CR14 and CR6
- A letter of interest indicating significant work experience relevant to the assignment.
- Two reference letters related to the execution of similar assignments from recent clients.

Terms and Conditions

- ZHI reserves the right to eliminate bids deemed not to be in the best interest of ZHI and award the contract to the bidder whose submission is in the best interest of the organization.
- ZHI reserves the right to accept or reject any proposals received at any time, without thereby incurring any liability to the affected bidder(s) or any obligation to provide information on the grounds for the action.
- ZHI reserves the right to enter into agreements not specified herein. All responses must be received on or before the deadline of submission date.
- Incomplete proposal submissions that do not comply with all specifications will be rejected.

Evaluation and Selection

Proposals will be evaluated and ranked according to the conditions described in the evaluation criteria below, with a total overall maximum point value of 100:

Criteria	Score
Capacity statement and relevant experience that shows an understanding of terms of reference and demonstrated ability to handle the assignment. It should include descriptions of similar work and solid references.	30%
A clear description of the proposed methodology and timeline for consultancy deliverables.	30%
A list of three recent organizations where similar services of the consultant have been utilized including contact details and title of the assignment.	15%
Cost-effectiveness of financial proposal	25%
Total	100%

Selection will be based on “Best Value.” Applications will first be evaluated and scored from a technical standpoint. Applications that are technically acceptable shall then be evaluated in terms of cost. The award shall be issued to the offeror with the highest combined technical and cost score.

Payment conditions

The consultant should detail how their payments are structured and any related terms thereof. Payments shall be made directly to the vendors’ Nostro bank accounts, subject to applicable taxes, after approval by Executive Director or his/her designate.

Submission deadlines

The submission of a proposal and the attendant documents for the proposed assignment must be done through the tendersrise@zhi.org.zw, clearly stated on the subject line: “**Consultancy: Leadership Skills Training**”. The deadline for submission of proposals is on or before **23:59pm on Tuesday, March 26, 2024.**