

**HI BGD- TERMS of REFERENCE**  
**Ref: PD-DHAK-00523**

**HANDICAP INTERNATIONAL- Humanity & Inclusion (HI)**  
**BANGLADESH SOUTH ASIA PROGRAMME**

**Title of work: Fundamentals Management Training**

**Proposals Submission Lat date : 16 December, 2024 (on or before  
11.59 PM)**

**Handicap International - Humanity & Inclusion**  
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## 1. CONTEXT

Handicap International is an independent and impartial international aid and development organisation working in situations of poverty and exclusion, conflict and disaster. Working alongside people with disabilities and vulnerable groups, it takes action and provides testimony in order to meet their basic needs, improve their living conditions and promote respect for their dignity and their fundamental rights. Handicap International is a non-profit organisation with no religious or political affiliation. It operates as a federation made up of a network of associations which provide human and financial resources, manage projects and implement its actions and campaigns. Handicap International is present in Bangladesh since 1997.

Guided by the desire to promote and defend human dignity, we recognize the ethical principles to which our approach to disability gives particular meaning.

- **Humanity:** the value of humanity is the foundation of our solidarity action. We consider each person without discrimination and recognize the dignity of each person. Our action is marked by respect, benevolence and humility.
- **Inclusion:** we promote the inclusion of everyone in society and the participation of all, while respecting diversity, equity and the choices of each individual. We recognize difference as an asset;
- **Commitment:** We commit ourselves with determination and boldness to develop adapted, pragmatic and innovative responses. We act and mobilise around us to fight injustice.
- **Integrity:** We act in an independent, professional, disinterested and transparent manner.

In order to adapt the management style of HI Managers to the values that underpin all our actions and to ensure an increase in managerial skills for its Managers, the Nepal programme is launching the present terms of reference with the aim to recruit a training firm or individual to run a tailor-made training course for HI Managers on **the Management fundamentals at HI**.

At HI, we have specific expectations of our managers, broadly classified into four missions:

- Role model Manager
- Manager as coach for meaning
- Operational Manager
- Manager as 1<sup>st</sup> HR & Coach

## 2. OBJECTIVES

### i. General Objectives

- To develop a homogeneous managerial culture among HI managers, a common management reference system for all managers.
- To enable employees to find the same management principles regardless of the manager with whom they work.

### ii. Specific Objectives

More specifically, the aim is to equip participants to acquire the fundamentals of management:

- Distinguish and understand the different types of communication available to the manager.
- Know how to formulate constructive feedback according to the Facts/Impacts/Recommendations method.
- Understand the different management styles.

- Understand the different stages of development of an employee (wheel of autonomy), and how to support them (situational management);
- Know how to organize and lead team meetings.
- Know how to set SMART objectives.
- Understand delegation and how to implement it.

### 3. DESCRIPTION OF THE EXPECTED SERVICE

The training is targeted to all managers who need to acquire the fundamentals of management in HI. At the end of this training, Managers have a better understanding of their role as managers, they have understood these different elements and know how to implement them.

#### Content of the training

- **How to develop your credibility as a manager?**
  - Be able to meet the fundamental expectations of your team members / Respect and consideration / Fairness and equity / Information / Competent authority.
  - Complementing "technical" expertise with managerial and behavioural skills.
  - Making the difference between authority and authoritarianism.
- **Having the ability to communicate in a constructive and positive manner**
  - Understanding the fundamentals of communication and assertiveness; Distinguish between facts/opinions/feelings.
  - Practice active listening.
  - Understanding active listening.
  - Help the person to find his/her own answers by asking questions.
  - Knowing how to say no.
- **Knowing how to distinguish between two communication postures and knowing when to use them**
  - The "low posture" which is the ability to practice active listening, support and inclusion
  - The "high posture" which is the ability to decide, inspire, reframe
- **Communicating well, relaying effectively the messages of your hierarchy**
  - The manager's role with regard to information: the difference between a "factor" manager and a "translator" manager
  - Knowing how to pass on a difficult message, with which you are not totally in agreement
  - Adopting a positive, energising and motivating communication for your team
  - Communicating difficult or unpopular information,
  - Relaying an ambitious objective
  - Knowing how to respond to and deal with your team members' objections
- **Know how to formulate constructive feedback** according to the Facts/Impacts/Recommendations method
- **Understand and practicing the different styles of management** (direct/persuasive/participative and delegative) and the possible drifts (the laxist, the "little boss", the demagogue, the "dictator",...)
- **Understand the different stages of development of a team member** (wheel of autonomy: dependence/counter-dependence/independence/interdependence), and know how to support them (situational management - the Skill Will Matrix style)
- **Knowing how to organize and lead team meetings**
- **Knowing how to set SMART objectives**
- **Understanding delegation** and how to implement it

#### 4. METHODOLOGY

ToR will be launched in regional level.

The training will be based exclusively on the principles of andragogy, the use of practical work and a situation based on real cases.

The firm/individual may propose to carry out an evaluation of the participants' practices and level of knowledge before the training course via a questionnaire in order to calibrate its final methodological proposal and the content of the training course.

#### 5. DELIVERABLES

The expected deliverables are as follows

- A detailed methodological note.
- A training evaluation questionnaire.
- A detailed programme including the schedule of the training days, the different presentations, the subjects and modalities of the practical cases and simulations, the times and subjects of exchanges, etc...
- A training report including, but not limited to
  - A reminder of the methodology used.
  - The various worksheets and case studies.
  - The various presentation materials (PowerPoint or other);
  - An assessment of the participants' practices and the difficulties they encounter.
  - An assessment of the participants' initial level and progress.
  - Recommendations for the participants themselves.
  - Recommendations in terms of capacity building needs of HI Managers.
  - Evaluation questionnaires completed by the participants.
- Customized Training completion certificate to the participants

#### 6. CONSULTANT'S MANDATE

The implementation of the training courses will be entrusted to a firm/individual which will propose one or two experts to provide the training.

The later will propose:

- The content of the training in accordance with HI's manager 2.0 reference framework.
- The operational methodological approaches.
- The tools and the detailed timetable for conducting the training.

A framework contract will be proposed to the selected firm/individual. Each training course will be the subject of an order form.

HI will provide all relevant documentation to the selected firm/individual. The provider will produce a module adapted to the participants. The methodology, modules and tools proposed will be discussed between the selected firm/individual and the team in order to have a common understanding of the expectations and approaches to be put in place.

In its proposal, the firm/individual must clearly explain its understanding of the ToR, which will form an integral part of its technical proposal.

## 7. CONSULTANT'S PROFILE

- ❖ The profile sought is that of a management training firm or individual with proven knowledge of the subject and good experience of working with international NGOs.
- ❖ The expert trainers must have a minimum of 5 years' higher education in social sciences, management or any other equivalent degree, and at least 5 years' professional experience in coaching and/or training in leadership, management, change management, personal development or any related field. In addition, expert trainers are required to have a good knowledge of the functioning of international NGOs.

## 8. Timeline and training duration

**December 26-28, 2024 (Tentative Date)**

## 9. Quantity of Total HI staff Participant

**Approximate 30 person will join this training**

**(\*\* Some of the HI staff can be join by online)**

HI has developed the following list of key events related to this RFP. All dates are subject to change at the discretion of HI. Bidders will propose in house extensive training plan as per the need, but the training schedule is not less than of 3 days intensive training, at least 6 hours per day with 3 times break for lunch and snacks.

Event	Date
<b>ToR issued</b>	December 05, 2024
<b>Deadline for queries</b>	December 10, 2024
<b>Last date of submission</b>	December 16, 2024
<b>Evaluation of proposals including interview (estimate only)</b>	December 21, 2024
<b>Notice of Intent to Award (estimate only)</b>	December 23, 2024
<b>Training Period (estimate only)</b>	December 24, 2024

## 10. Training Mode \*\*

Physically presence at the venue, through-

- Lecture
- Presentation and discussion
- Hands on exercise/ Role play
- Group work
- Assessment (Pre & Post)
- Question and answer

## 11. Location

Dhaka and Cox's Bazar **(Please share separate financial proposals for each location)**

## 12. Responsibility of cost

- Venue, Food, accommodation, and transport will be under responsibility of HI for HI participants.
- For facilitator/consultant/consultancy firm the fees/remuneration, cost of accommodation, travel/transport, or any other logistics arrangement must be carried out by own. Only food at the training venue during the session will be provided by HI.

### 13. Training material:

- The training materials, modules and handouts must be printed and soft copy to be shared to the participants.
- The materials development and delivery to the participants must be set of each individual and cost will be under consultant responsibility.
- HI management will review the materials (Brief presentation of the training module including agenda) after first sorting the list of selection through the procurement process.

### 14. Required Qualifications for individuals/ firm.

The consultant should have:

- In depth understanding of Proven experience in **developing and leading training programs** focused on team dynamics, conflict resolution, communication, and collaboration.
- **Experience in team coaching**, guiding teams through performance improvement or team-building process.
- **Expertise in Team Development Theories and Methodologies** (Knowledge of **team development models**, understand the team dynamics, Evaluation and Measurement Skills)
- Knowledge of **leadership theories** (transformational, situational leadership, etc.) and how these can be applied in team management training.
- Should have min 5 years' experience training design and organization.
- Should have Master's degree in management or relevant field
- Should have company profile with CV of key person of company.
- A team of qualified trainers with diverse expertise in team management, leadership development, coaching, and organizational behaviour.
- A proven methodology for training, with a structured approach that includes assessments, action plans, and follow-up support to ensure lasting impact on team dynamics and performance.
- Proven experience in conducting similar training in for non-governmental organization employees.
- Share a sample of materials from last experience.
- Excellent proficiency in English, oral and written.
- Good facilitation skill and able to accommodate different views of participants, understanding and experience.

### 15. Eligibility Requirements

- Interested Individuals/ Firm must submit their profile(s).
- Three references (organization, contact details, referees) INGO, NGO any renown corporate or Group of Company.
- Firm/ organization must submit the documentation of legal status, and registration as a Company (Trade License, E-TIN, VAT Registration, last years' tax clearance certificate and Bank Account Information).

- Bank Solvency Certificate (optional for both individuals and companies)
- Insurance certificate (optional for both individuals and companies)
- Technical proposal (maximum 10 pages) including the proposed methodologies and proposed schedule.
- Financial Proposal (all included) VAT & AIT as per Bangladesh Government applicable rules, field visits, and any other logistical cost (Training materials/module printing and any other relevant cost) in BDT.

#### 16. Selection Criteria

The purchase committee of HI will select the most favourable trainer considering the below criteria:

Criterion	Maximum Number of Points
<b>Financial proposal</b>	20 Points
<b>Detail Technical Proposal &amp; Quality of work plan submitted</b>	30 Points
<b>Sample of previous Training Module</b>	20 Points
<b>Previous/recent training experience in INGO, NGO, renown corporate and Group of Company.</b>	10 Points
<b>Team Leader Qualification and Team Composition (Background, Profile etc. and can be remarked during interview)</b>	20 Points
<b>Total</b>	<b>100 Points</b>

#### 17. Interviews

HI may conduct interviews with Proposers to clarify aspects set forth in their proposals or to assist in finalizing the ranking of top-ranked proposals. The interviews may be conducted in person or online. If conducted in person, interviews will likely be held at HI Bangladesh Dhaka Country office. HI will not reimburse Proposers for any costs incurred in traveling to or from the interview location. HI will notify eligible Proposers regarding interview arrangements.

#### 18. Cancellation of Solicitation

HI may cancel this solicitation for any or no reason. Bids may be rejected if HI determines that:

- The Bids received do not reflect effective competition.
- The cost is not reasonable.
- The cost exceeds the amount expected; or
- Awarding the contract is not in the best interest of HI.

#### 19. Terms of Payment

- HI shall not accept any advance payment against this work.
- Payment will be made through Bank Transfer or AC Payee Cheque in favor of individual/ firm according to the given Bank Details within 15 (fifteen) working days after deducting government applicable VAT & TAX, after successfully completion of the work along with the submission of Invoice and all other relevant documents.

#### 20. Submissions of Proposals

##### **Online Bid Submission:**

Interested and qualified individual trainers or firms are requested to submit Technical and Financial Proposals by e-mail to: [logistics@bangladesh.hi.org](mailto:logistics@bangladesh.hi.org) mentioning the subject **“Fundamentals Management Training- Ref: PD-DHAK-00523” on or before December 16, 2024 (11:59 PM).**

\*If the file is too big to fit into 1 email (limit 15MB per email), bidder should split the submission into multiple emails, mentioning chronological order.

**Or,**

##### **Physical Bid Submission addresses:**

Proposals to be submitted to Handicap International Dhaka office: House 3/A, Road 36, Gulshan-2, Dhaka-1212. The envelope should clearly indicate the Invitation to tender reference as per below:

**“Fundamentals Management Training- Ref: PD-DHAK-00523” on or before December 16, 2024 (11:59 PM)”**

\*All documentation submitted should be done in their own clearly labelled envelopes (e.g., technical proposal, financial proposal, Legal Documents etc.), which are submitted in one single envelope as detailed above.