

TERMS OF REFERENCE

Consultancy Services on Providing Training “Management Fundamentals” and “Manager 2.0” Program: The South East Asia (SEA)

1. CONTEXT

Outraged by the injustice faced by people with disabilities and vulnerable populations, we aspire to a world of solidarity and inclusion, enriched by our differences, where everyone can live in dignity

HI, registered in Sierra Leone as Handicap International - Humanity & Inclusion, is an independent and impartial aid and development organisation with no religious or political affiliations operating in situations of poverty and exclusion, conflict and disaster. We work alongside people with disabilities and vulnerable people to help meet their essential needs, improve their living conditions and promote respect for their dignity and fundamental rights.

Since the organization was first founded in 1982, we have set up development programmes in more than 55 countries and responded to many emergencies. Today we have a budget of around 150 million euros, with 3500 employees worldwide.

For more information, please visit: www.hi.org

HI's program, The South East Asia (SEA) has been working closely with the Government of 6 countries, international and national partners in the country supporting vulnerable groups and people with disabilities. Program areas include inclusive operations in Cambodia, Laos, Vietnam, Philippines, Myanmar and Thailand. The Regional Program Office is based in different countries but mainly in Laos, employing around 300 national employees. HI is implementing a wide range of activities from long-term development projects and recovery to response to emergencies, through five main sectors of intervention: Prevention & Health (Early Child Development, MHPSS), Inclusive Education, Economic Inclusion (Basic Needs Assistance, Economic Recovery), Physical and Functional Rehabilitation, Armed Violence Reduction.

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;

2. NATURE OF THE CONSULTANCY SERVICE

This calls for proposals for consultancy service on providing two types of trainings namely “Management Fundamentals” and “Manager 2.0” **aims to engage with the successful consultant(s) under Framework Agreement (Fixed Price) for the duration of 12 months with possibility to renew twice (total 36 months) if the consultant provide satisfactory services.**

Within the Framework Agreement the terms of the provision (e.g., mythology of the training, content of the training, deliverable, price per training sessions, etc.) shall be agreed. The Framework Agreement does not commit HI to specific number of training sessions. Any training needed will be completed under separate **Purchase Order** which will be governed and linked to the original Framework Agreement

3. DESCRIPTION OF THE EXPECTED SERVICE

2.1- Global Objective

We aim to ensure the compliance of all managers to our global frameworks and what we expect in terms of managerial culture:

- Role model Manager
- Manager as coach for meaning
- Operational Manager
- Manager as 1st HR & Coach

2.2- Scope of Work

The assignment is divided into 2 lots. **Lot 1- Management Fundamentals, Lot 2- Manager 2.0.** Interested professional trainers can submit their proposal for lot 1 or lot 2 or both lots. Note that we expect the consultant to develop learning materials for Lot 1 (Ownership of the training materials is vested in HI) but for Lot 2, all materials are already developed by our organisation so we will expect minor updates (i.e: contextualisation of exercises).

a) Lot 1: Management Fundamentals:

Provide training sessions to HI staff as below:

- 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;

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.

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 behavioral 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**

b) Lot 2: Manager 2.0

Objective

- Learners who complete this module will gain basic skills in (not exhaustive list):
 - A. Knowing the principles of Management at HI
 - B. Integrating the behaviors expected of each manager
 - C. Mastering the associated tools
 - D. Developing a common managerial culture at HI
 - E. Promoting experience sharing and experimentation between peers
- Give support to the participants after the training for a period of 3 months (giving advice, answering some specific questions, etc.)

Content of the training

- The training unit specialist will organize a meeting with the identified trainer to explain the pedagogy to him and define together how to monitor the quality of the services delivered, ...
- Based on our guidelines, we expected the consultant to adapt the material to the constraints of the local culture and to organise the training according to our pedagogical recommendations and key messages.
- The supplier will have to draw up a training course covering all the elements transmitted
We would like to have access to the presentation material based on the information provided.

2.3- Profile of Participants

The training is aimed at new managers or managers of HI who need to acquire the fundamentals of management in HI.

The number of participants in each training course should be **maximum 12 people** (in a virtual class)

Lot 1: Management Fundamentals:

Target population: Operation Manager, Project Managers, Finance Managers, Logistics Managers, HR Managers, IT Manager, MEAL Manager and along with any newly joined HI Managers,

Lot 2: Manager 2.0:

Target population: Operation Manager, Project Managers, Finance Managers, Logistics Managers, HR Managers, IT Manager, MEAL Manager and along with any newly joined HI Managers ,

2.4- Expected results

a) Lot 1: Management Fundamentals:

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.

b) Lot 2: Manager 2.0

By the end of the sessions, HI Middle Managers staff will gain fundamental skills in management and leadership and will be able to apply those skills in their daily professional life.

4. METHODOLOGY

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

Interested consultants 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. DURATION AND PLACE OF PERFORMANCE

a) Lot 1: Management Fundamentals:

- The training will be conducted over a period of two (2) days in a virtual classroom format per session.

b) Lot 2: Manager 2.0:

- The training will be conducted over a period of two (2) days in a virtual classroom format and include feedback per session.

6. DELIVERABLE:

a) Lot 1: Management Fundamentals:

- 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;
- Ownership of the training materials is vested in HI,

b) Lot 2: Manager 2.0:

Based on our guidelines, we expected the consultant to adapt the material to the constraints of the local culture and to organise the training according to our pedagogical recommendations and key messages.

The supplier will have to draw up a training course covering all the elements transmitted

We would like to have access to the presentation material based on the information provided.

7. WORK PLAN

- Based on the proposed schedule included in these Terms of Reference, the consultant should establish a work plan for the completion of the service
- The work plan should give a clear description of how the consultant intends to approach the activities necessary to the service's completion
The plan needs to outline the response time, specifying the number of days it will take for the consultant to begin training after a request is received. It should also indicate the rate of progress and/or level of completion for the service, including criteria and indicators to ensure it's proceeding as planned.

8. CONSULTANT'S PROFILE

- Qualified and recognized training firm or individual in the field of Management;
- At least 5 years of relevant and proven experience working in the field of adults' coaching and training, experience working with large audience;
- The expert trainers must have a minimum of 5 years' higher education in social sciences, management or any other equivalent degree;
- At least 5 years' professional experience in coaching and/or training in leadership, management, change management, personal development or any related field;
- Must have a good knowledge of the functioning of international NGOs with proven work experience with humanitarian NGOs or INGOs staff or with INGOs;
- English proficiency
- Excellent communication skills;
- Cross-cultural working experience;
- Proven reliability in the delivery of timely and quality services;
- Positive, creative, innovative and problem-solving attitude;

9. RESOURCES FROM HI

Mrs. Phimmasone BOUNNALAD, the Regional HR Manager, will be the focal person to provide necessary information and documents.

If you are selected the Training Unit Specialist from our head quarter will organize a meeting to explain the pedagogy and define together how to monitor the quality of the services delivered.

10. BUDGET

The consultant should submit HI the financial proposal including every cost to produce the identified deliverable services (personnel, translation, specific tools/software, office materials...) and any applicable tax in the country (VAT or withholding tax).

Please note that the final payment is conditional on the validation of the final delivery and not solely on its submission report. Validation means ensuring that the delivery tasks meet the expected service that were stated in the ToR and the signed contract.

11. WORKING LANGUAGES

This assignment should be executed in English, which will be the working language. All documents, correspondence, reports, technical data, exchanged between parties should be in English.

12. REQUIRED DOCUMENTS FOR PROPOSAL

- 1- An Expression of Interest/cover letter, including how the skills and competencies described in the Terms of Reference are met;
- 2- A technical proposal outlining the proposed methodology, a draft of the module content, and a tentative work plan;
- 3- A financial proposal in USD that includes the consultancy fee and associated costs
- 4- A Curriculum Vitae detailing the consultant's experience and qualifications to undertake the assignment;
- 5- An example of previous works produced by the consultant;

- 6- Consultant's registration certificate / Documents proving the consultant's registration and any other documents certifying to the regularity of his/her activity
- 7- Tax registration certificate + Proof of Tax Payment
- 8- Identification documents (Passport/ID)

13. EVALUATION PROCEDURE

Evaluation of proposals will be made by a Selection Committee in two phases:

- 1- **Administrative selection:** The committee will first check for completeness of the application and verify that all compulsory items listed above are included. Incomplete applications will not be considered for technical selection.
- 2- **Technical and commercial selection:** The best applicant will be selected based on the quality of the technical proposal, the competitiveness of the financial proposal, the skills and previous experiences of the consultant, the delivery lead time, the payment terms, and the demonstrated expertise of the applicant to successfully undertake the assignment.

14. SUBMISSION OF THE PROPOSAL

Tenders should be sent to electronically to procurement@laos.hi.org with the subject mentioning the lot that you apply (e.g: "Consultancy Service lot 1- Management Fundamentals" and Lot 2- Manager 2.0).

Proposals must be submitted no later than the 11 September 2025. Proposals received after the submission deadline will not be considered.

Any request for clarification should be sent by e-mail to the above e-mail addresses before the 5 September 2025.

Only candidates who pass the administrative selection will be considered for the technical assessment. Shortlisted applicants may be invited for an online interview (or offline interview).


Only shortlisted applicants will be contacted. Shortlisted applicants may be invited for an online interview (or offline interview).

HI reserves the right to contact the applicants for additional information or clarification before the final selection by the selection committee. After the interview only selected candidate will be contacted.

HI is an organization that takes a Zero Tolerance stance on sexual exploitation, abuse, harassment and intimidation, fraud and corruption. The selected contractor will be required to commit to and adhere to these policies which are available at this link: <https://hi.org/fr/politiques-institutionnelles>.

HI has also put in place a rigorous, transparent and inclusive complaints reporting and management mechanism. All reports can be sent in complete confidentiality and security to this webpage hi.ethicspoint.com

Validation

Responsible by	Approve by
Phimmasone BOUNNALAD Regional HRM Manager 	Gilles NOUZIES Regional Programme Director 