

Facilitation Services for Capacity Building and Coaching of Managers

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PUBLIC

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I. General information

Brief information on the project

The Market-Oriented Value Chains for Jobs and Growth in the ECOWAS region (MOVE) project focuses on building resilient cashew and rice value chains to contribute to the creation of jobs and income in West Africa, with ECOWAS as its main political partner. The project is mainly funded by the German Federal Ministry for Economic Cooperation and Development (BM Z), with co-funding from the European Union and the Bill & Melinda Gates Foundation and implemented jointly with numerous private and public partners. MOVE is the successor of the GIZ-ComCashew and CARL projects and intervention countries include Burkina Faso, Côte d'Ivoire, Ghana, Sierra Leone, and Nigeria.

MOVE has five (5) main output areas:

- Output 1: increasing the share of value added in the ECOWAS region.
- Output 2: Enhancing the viability of production systems.
- Output 3: Increasing the demand for regional products.
- Output 4: Scaling good practices in supply chain development.

Output 5: Strengthening policy advice and public private cooperation.

1. Context

GIZ support its managers through targeted coaching, feedback sessions and various capacity development avenues. Various managers and staff through this means are able to get experienced help and guidance. The steering unit for coaching and training measures is the Academy for International Cooperation (AIZ). The basis of coaching sessions for staff is always an agreement between the coachee and his/her manager clearly highlighting the scope and objectives and the assumption of costs. Feedback sessions are a way of appraising management for the work and collaboration of the previous year. This also provides an avenue for growth and setting goals for the next year. The consultant will also facilitate various capacity building workshops stated in the below breakdown.

2. GIZ shall hire the contractor for the anticipated contract term, from 01.02.2026 to 01.03.2027 (one year contract).
3. The contractor shall provide the following services:
 - a. **Coaching:** The coach should be available for a free preliminary consultation with no obligation (max. 20 minutes) to get to know the potential coachee. If the two parties (coach and coachee) agree to engage in coaching, details of the objective(s) and results to be achieved (indicators) (see below) discussed in the consultation are firmed up in the first coaching session.
 - b. **Capacity building of managers and staff**
 - c. **Align leadership skills to a diverse team**
 - d. **Create a team environment where staff are motivated to work.**
 - e. **Facilitate management feedback session.**

The coach will hold the agreed coaching sessions in a professional manner, using the results to be achieved as a guide. Coaching is usually carried out virtually using Microsoft Teams and in person participation. In exceptional cases, individual face-to-face coaching sessions may be arranged if the coach and coachee are in the same place, with no additional costs being incurred.

If the coach realises that the desired results cannot be achieved with the agreed measure, he/she undertakes to explain this to his/her coachee and to AIZ as the steering unit and to end the coaching if appropriate.

In the final discussion, the coach and coachee will jointly analyse the outcomes of the coaching and assess the achievement of objectives in accordance with the indicators agreed. The coach undertakes to keep the content of the coaching confidential. He/she will charge only for the coaching sessions actually held.

The coach will inform AIZ within two weeks that the coaching has finished; he/she will be available for an evaluation talk (that does not relate to confidential content) if required. For its part, AIZ will obtain feedback on the process from the coachee using a questionnaire. The coachee will name the contact person for the final discussion after coaching has finished.

Before coaching starts, the coach and coachee will agree on a procedure for dealing with sessions cancelled/postponed at short notice (cancellation regulation).

The individual appointments will be arranged between the coach and coachee themselves

II. Tender requirements

1. Qualifications of proposed staff

The tenderer is required to propose personnel for the positions specified here and described with respect to the areas of responsibility and qualifications on the basis of relevant CVs.

The below specified qualifications represent the requirements to reach the maximum number of points in the technical assessment.

1.1 Expert:

1.1.1 General qualifications

Education:	University degree(first degree / masters), certified coach/trainer (mentor, coach, facilitator, psychotherapist)
Professional experience:	25 years of professional experience as an advisor/coach

1.1.2 Experience in the region/knowledge of the country

knowledge of GIZ structures and proven training experience with GIZ in Germany or abroad (5 years)
proven experience of working in the regional level.

1.1.3 Language skills:

business fluency in English C1. French is an added advantage.

2. Quantitative requirements

Per-diem allowances are reimbursed as a lump sum up to the maximum amounts permissible under tax law for each.

Overnight accommodation allowances are reimbursed as set out in the specification of inputs below.

Reasonable accommodation costs above the specified amounts can also be reimbursed against evidence where specifically justified.

All travel activities must be agreed in advance with the staff member responsible for the project.

Sustainability aspects for travel

GIZ is required to reduce greenhouse gas emissions (CO₂ emissions) caused by travel. When preparing your tender, please incorporate options for reducing emissions, such as selecting the lowest-emission booking class (economy) and using means of

transport, airlines and flight routes with a higher CO₂ efficiency. For short distances, travel by train (second class) or e-mobility should be the preferred option.

CO₂ emissions caused by air travel must be offset. GIZ specifies a budget for this, through which the carbon offsets are settled against evidence.

The market for carbon credits is made up of a large number of providers, each with different claims as to their climate impact. The [Development and Climate Alliance](#) has published a [list of standards](#). GIZ recommends using the standards specified there.

Fee days	Number of experts	Number of days per expert	Comments
Preparation/debriefing	1	1	The coach and coachees (5 managers) will meet to discuss the shortfalls and areas to focus on.
Implementation	1	27	15 days for coaching and feedback sessions (3 days for 5 managers each) this can be virtual or in-person. 5 days for facilitation of workshops for capacity building. 5 days of facilitating of feedback session for two managers(2.5 days each) 1 day will be assigned as the travel day (0.5 each way). 1day for reporting
Travel expenses	Number of experts	Number of days/nights per experts	Comments
Per-diem allowance in country of assignment	1	11	Per diem will be reimbursed only for days where breakfast, lunch or dinner are not provided. Reimbursement will be made according to internal GIZ rates for travel in the country of assignment
Overnight allowance in country of assignment Note: In the case of an on-site assignment over a weekend, overnight accommodation allowances can be reimbursed on weekends between fee days	1	10	Expected travel to take place in Abidjan and Accra. Expenses will be reimbursed based on the provision of evidence.
Travel costs (train, private vehicle)	1	11	Travel to and fro Abidjan and Accra.
Flights	Number of experts	Number of flights per experts	Comments

International flights	1	1 round trip	1 round trip envisaged for Abidjan
Domestic flights			
CO ₂ compensation for air travel			A budget of EUR 120 is earmarked for settling carbon offsets against evidence.
Other costs	Number of experts	Amount per experts	Comments
Communication and Internet Cost	1	EUR 80.00	
Flexible remuneration	1	EUR 937.00	A budget of EUR 937 is foreseen for flexible remuneration. Please take this budget into account in your price schedule. Use of the flexible remuneration item requires prior written approval from GIZ.

Calculate your financial bid exactly in line with the quantitative requirements of the specification of inputs above. There is no contractual right to use up the full days/travel or workshops or budgets. The number of days/travel/workshops and the budgets will be contractually agreed as **maximum amounts**. The regulations on pricing are contained in the price schedule.

III. Requirements on the format of the tender

The CV submitted for each expert can have a maximum of four pages. The concept (if required) should not exceed five pages. If one of the maximum page lengths is exceeded, the content appearing after the cut-off point will not be included in the assessment. External content (e.g. links to websites) will also not be considered).