**Request for Proposal**

**Consultancy Firm to undertake Coaching in the ‘Leadership Excellence in Africa’s Public Sector’ (LEAPS) Program.**

Enhancing Leadership and Governance in Public Financial Management (ELG-PFM) Program

ACBF/RFP/004/24/ELG-PFM/BMGF



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1. Background

The African Capacity Building Foundation (ACBF or the Foundation) is Africa’s premier institution in capacity building. Established in February 1991, ACBF builds human and institutional capacity for good governance and economic development in Africa. The Foundation has empowered governments, parliaments, civil society, private sector, and higher education institutions in more than 45 countries and six regional economic communities over the past three decades. It supports capacity development through grants, technical assistance, and knowledge generation by implementing projects and programmes in these areas across the continent.

Since its inception, ACBF has made a major contribution to the strengthening of government and policy capabilities of African countries. In this vein, ACBF is implementing the Enhancing Leadership and Governance in Public Financial Management (ELG-PFM) program in partnership with the Bill and Melinda Gates Foundation (BMGF) targeting the following five countries: Nigeria, Senegal, Ghana, Kenya, Cote d’Ivoire and Zimbabwe. The ELG-PFM program will be a distinct complement to support traditional partners like African Ministries of Finance and other Public Finance related Departments and Agencies. Unlike traditional PFM training programs which focus on transactional competency issues such as budgeting and debt management, the program will mainly address leadership and governance issues that are relevant for todays and future organizations. The aim is to enhance public finance performance and accountability through African Ministries of Finance driven by transformative leaders to effectively respond to crises, make sound decisions, evaluate, and formulate policies and, hence, gain more leverage when engaging with the international system.

The ELG-PFM Program will contribute to the goals of the new ACBF Strategy (2023-27), particularly the Economic and Social Governance Key Impact Area which emphasizes Domestic resource mobilization, Public Finance Management, and evidence-based Economic Policy Formulation and Implementation.

ACBF is dedicated to enhancing professional skills and promoting excellence in Africa's public sector and recognizes the critical role of effective leadership in driving positive change and innovation within government organizations across the continent.

1. Justification

The African Capacity Building Foundation (ACBF), under the Economic and Social Governance key impact area of ACBF’s Strategic Plan 2023-2027, is working towards achieving its Strategic Objective 3: Improve Public Finance Management performance through soft skills development. This is done through the implementation of the ‘Enhancing Leadership and Governance in Public Financial Management’ (ELG-PFM) program, that seeks to improve the performance of the public financial management systems through enhanced leadership and governance skills development.

To develop the leadership and governance skills identified under the ELG-PFM program, has launched the ‘Leadership Excellence in Africa’s Public Sector Program’ (LEAPS Program) with a focus on leaders in the Public Financial Management sector.

The LEAPS Program aims to address specific challenges and opportunities faced by public sector leaders in Africa. By equipping them with tailored leadership skills and strategies based on the country needs assessment, ACBF aims to enhance governance, service delivery, and sustainable development in Africa.

The development of a new leadership program aligns with ACBF’s mission to develop the human capital and institutions required to enable Africa’s inclusive and sustainable development. ACBF plans to achieve this by equipping senior leadership in African public institutions with essential skills and knowledge on leadership and governance. This program aims to address the evolving demands of leadership roles, emphasizing change management, collaboration, strategic thinking, emotional intelligence, negotiation and adaptability, among other themes.

The LEAPS Program will consist of the following modules; Module 1: Introduction to Leadership, Leadership Challenges in Africa and New Paradigms of Leadership, Module 2: Leading Self, Module 3: Leading the Team, Module 4: Leading the Organization, Module 5: Leading the Ecosystem. The Enhancing Leadership and Governance in Public Financial Management (ELG-PFM) program will also integrate a coaching component in the LEAPS program. ACBF is hereby looking for a qualified consultancy firm to oversee and coordinate coaching for the senior public officials in this program.

1. Objectives of the Assignment

The objective of this assignment is to engage a qualified consultancy firm to oversee and coordinate the coaching component of the ELG-PFM program. The coaching will focus on:

* Supporting the cohort with the design and implementation of their personal development plan.
* Enhancing the leadership and governance skills of senior public officials in the PFM sector.
* Provide personalized support to address individual leadership challenges faced by public sector leaders.
* Promoting strategic thinking, emotional intelligence, and adaptability among senior leaders.
* Foster a culture of continuous learning and self-improvement.
* Promote accountability and performance excellence in the public sector.
* Facilitating peer to peer learning among the participants
1. Scope of work:

The consultancy firm will be responsible for the following:

1. **Design of a personal development plan template** to be used by the participants, under the guidance of the coaches and based upon a self-assessment of leadership strengths and weaknesses in relation to a capabilities framework structured around the four spheres of leading self, leading teams, leading organizations and leading the ecosytsem. The plans themselves would involve a mix of self-study – supported by e-learning materials, and behavioural adaptations introduced on a personal basis and tracked for effectiveness and impact with the support of the coach. At the close of the 6-month period of the program, each participant will prepare and share with their coaches a personal assessment of their leadership learning journey, assessing where progress had been made and where further personal development would be needed and identifying specific commitments and measures through which to continue the personal leadership development process.
2. **Designing a comprehensive and tailored one-on-one coaching program** that addresses the identified needs of senior public officials in the PFM sector and aligns with the ELG-PFM program objectives. The one-on-one coaching sessions will occur on a monthly basis, either in-person or virtually.
3. **Designing a comprehensive and tailored group coaching program** to each address one key challenge identified and coordinate the team to work together to diagnose the reasons for the persistence and severity of these challenges, identifying specific actions which could be taken within their own PFM systems to address these challenges and thus convert these ‘problem areas’ into areas of strength (good communication, strong collaboration, targeted application of digitalisation/ AI, green PFM, PFM in crisis time etc.) These responses or ‘solutions’ to each challenge would be shared and discussed at an international in-person seminar, which would bring together cohorts from other countries participating in the ELG-PFM Program. They would then be updated and improved on the basis of the feedback from international peers and documented as projects to be subsequently tested, adapted and operationalised in each country. In addition to peer-to-peer exchanges from other national cohort members and international peers, the project teams would also benefit from ongoing support from a project coach. The group coaching sessions will occur on a bi-monthly basis, either in-person or virtually.
4. **Coordinate technical seminars and leadership case studies** to be delivered as short virtual events (2 hours) during the 6-month program in order to provide inspiration, ideas and technical information which might help to inform the planned project work. In the first instance, two technical seminars are planned and focused respectively upon Digitalisation/ AI, PFM in crisis time, and Climate Change mitigation and adaptation, while three leadership case studies would be presented sharing real-world examples of leaders undertaking initiatives to improve change management, cross-institutional collaboration, and communication.
5. Selecting and training a pool of qualified coaches with expertise in leadership and governance in PFM.
6. Training of Strategic Advisory Panel (SAP) members of the Enhancing Leadership and Governance in PFM program.
7. Creating a monitoring and evaluation framework to measure the effectiveness of the coaching program and make recommendations for future initiatives using the feedback from the personal leadership development plan.
8. Providing regular progress reports to ACBF, on coaching outcomes and recommendations for further development and ongoing support and follow-up to track progress and provide feedback.
9. Methodology

The consultancy firm will carry out the following activities:

* **Initial Assessment:** Conduct comprehensive assessments using tools such as 360-degree feedback, personality assessments, and leadership questionnaires, to identify the specific leadership and governance challenges faced by senior public officials.
* **Coaching Plan Development:** Collaborate with participants to develop customized one-on-one and group coaching plans with clear goals and milestones, based on the needs assessments.
* **Coaching Sessions:** Structured one-on-one bi-monthly focusing on specific leadership challenges and development areas, as well as monthly group sessions to address common themes and encourage peer support.
* **Mid-Program Review:** Assessment of progress and adjustment of plans if necessary.
* **Final Evaluation:** Conduct a final assessment to measure the impact of coaching and identify areas for further growth.
* **Progress Monitoring:** Regularly review participants' progress against their coaching plans, providing feedback and adjusting strategies as needed.

To guide the process, the ACBF team under the coordination of the Head of Economic and Social Governance will facilitate the activities of the consultancy firm.

1. Expected Outputs and Deliverables

The consultancy firm will produce the following deliverables:

* Inception Report that highlights the consultancy firm’s understanding of the assignment, proposed methodology and detailed work plan.
* Personal Leadership assessment framework and Personal development plan template.
* Detailed one-on-one and group coaching program framework.
* A pool of trained and certified coaches with experience in PFM and public sector coaching and ready to deliver the coaching program.
* Monitoring and evaluation framework for assessing the Detailed one-on-one and group coaching program framework.
* The coaching program.
* A mid-term evaluation of progress made by the program participants.
* A final report summarizing the outcomes and impact of the coaching program, as well as the recommendations for the effective implementation of the coaching program.
1. Assignment duration and schedule

The assignment will be implemented over the 6-month duration of the program including the following schedule breakdown:

**Delivery Schedule and Timelines**

|  |  |  |
| --- | --- | --- |
| Description | Duration (days) | Deadline |
| 1. Inception report submission
 | 5 days | 20th September 2024 |
| 1. Personal Leadership Assessment and Development Plan template (based on the capacity improvement plan)
 | 5 days | 27th September 2024 |
| 1. One-on-one and group coaching framework
 | 5 days | 4th October 2024 |
| 1. Coach roaster/pool
 | 5 days | 4th October 2024 |
| 1. One-on-one coaching sessions (Three 1-hour sessions per participant for 90 participants for the entire program)
2. Group coaching sessions (Two 2-hour sessions per month for three regions (Anglophone & Francophone) for six months
 |  | Full program timeline (up to 31st March 2025) |
| 1. Training of Coaches and SAP Members
 | 3 days | 11th October 2024 |
| 1. Monitoring and evaluation framework
 | 5 days | 18th October 2024 |
| 1. Mid-term evaluation
 | 5 days | 31st January 2025 |
| 1. Final report
 | 5 days | 20th April 2025 |

1. Qualifications

The consultancy firm should have:

* Minimum of 15 (fifteen) years of proven experience in designing and implementing leadership coaching programs;
* A coach roaster of certified coaches with a minimum of 15 (fifteen) years of experience in leadership and governance;
* Relevant globally recognized certifications in coaching, is an added advantage;
* A pool of qualified coaches with experience in the African public sector;
* Working knowledge of English and French.
* Strong monitoring and evaluation capabilities in coaching management;
* Experience in working with senior officials within ministries in Kenya, Senegal, Ghana, Nigeria, Cote d’Voire, and Zimbabwe. Continental experience is an added advantage;

Submissions must cover all six countries with the possibility of having a Team leader.

1. Consultant’s Input and Reporting Requirements

The selected Consultant will work closely with staff of ACBF and will report to the Director of Programs and Impact Department or his designated person.

10. Evaluation of the proposals will be evaluated based on quality and cost-based criteria.

The evaluation committee shall evaluate the technical Proposals based on their responsiveness to the Terms of Reference, applying the evaluation criteria, and point system specified below.  A technical proposal shall be rejected at this stage if it does not respond to key aspects of the Terms of Reference or if it fails to achieve the minimum technical score indicated.

The minimum technical score required to pass is: 70 Points.

The financial proposal will be evaluated at 30%.

|  |  |  |
| --- | --- | --- |
|  | Criteria    | Max Points (100)  |
| 1 | Minimum of 15 (fifteen) years of proven experience in designing and implementing leadership coaching programs. | 10 |
| 2 | A coach roaster of coaches with a minimum of 15 (fifteen) years of experience in leadership and governance. | 20 |
| 3 | Relevant globally recognized certifications in coaching | 15 |
| 4 | A pool of qualified coaches with experience in the African public sector | 10 |
| 5 | In-depth knowledge of leadership and governance issues in Africa with a focus on PFM; | 15 |
| 6 | Working knowledge of English and French is a must. | 15 |
| 7 | Experience in working with senior officials within ministries in Kenya, Nigeria, Senegal, Ghana, Cote d’Ivoire and Zimbabwe OR general African continental experience. | 15 |
|  | Total |  100 |

* 1. Location and Working Arrangements

This assignment is both a field and home-based consultancy. The consulting firm will be given access to ACBF relevant information such as project information and reports as well as online research resources. The consulting firm will be responsible for providing their own workstations (i.e., laptop, internet, phone, scanner/printer, etc.) and access to reliable internet connection. The assignment will cover the 6 selected countries. For travel to the 6 countries, ACBF will be responsible for all related costs.

* 1. Duration of the Assignment and Remuneration

The provisional start of this assignment is **15th September** **2024**, with the expected end date being the **30th April 2025**. ACBF will pay all travel expenses in accordance with ACBF’s Travel Policy. **Additionally, ACBF will take care of the logistical costs associated with workshops relevant to programme as approved by Head of Economic and Social Governance.**

* 1. Submission Process

Consultancy firms that are interested in applying for the consultancy must submit the following documents/information to demonstrate their qualifications:

* A technical proposal includes a brief methodology on how they will approach and conduct the assignment concerning the specifications in the TOR.
* A financial Proposal which aligns with the delivery schedule ***encrypted with a password.***
* Rationale for their suitability for the role, including their experience in similar jobs  and evidence of similar work.
* Curriculum vitae of proposed consultants for the assignment, as per the criteria outlined in the TOR.
* The name and contact information of three referees for contact regarding relevant experience of the consultancy firm.

14 Language

All reports should be written in English, single spacing font size 12, Times New Roman and submitted as both word and pdf versions.

Consultancy firms are being requested to submit their technical & Financial proposals with the subject clearly marked, RFP Process No.: **ACBF/RFP/004/24/ELG-PFM/BMGF** Consultancy Services to undertake Coaching in the ‘Leadership Excellence in Africa’s Public Sector’ (LEAPS) Program ” to email **address:** **submission@acbf-pact.org** on or before 17.00 hours (local Harare time), **on 30th August 2024.**