

REQUEST FOR PROPOSAL

RFP/043/ADMIN-HR/2024

**CONSULTANCY SERVICES FOR PEOPLE MANAGEMENT/LEADERSHIP DEVELOPMENT TRAINING AT
TAX JUSTICE NETWORK AFRICA.**

RFP ISSUE DATE: - 06TH MAY 2024.

Disclaimer: TJNA may at any time terminate the RFP without entering into a contract and reserves the right to accept or reject any or all applications and is not bound to give reasons for its decision. TJNA is also not obligated to award the procurement to the firm that offers the lowest price.

SECTION 1 - INVITATION LETTER FOR REQUEST FOR PROPOSALRFP REF NO.: - **RFP/043/ADMIN-HR/2024**

RFP Reference No.	RFP/043/ADMIN-HR/2024
Title of Tender	CONSULTANCY SERVICES FOR PEOPLE MANAGEMENT/LEADERSHIP DEVELOPMENT TRAINING AT TAX JUSTICE NETWORK AFRICA.
Issuing Office & Address	TAX JUSTICE NETWORK AFRICA Jaflo Limited, Block 3 - 106 Brookside Drive, Westlands Website: - https://taxjusticeafrica.net/
Location of this Assignment	Nairobi-Kenya
Point of contact for clarifications & questions	TJNA Procurement Unit, procurement@taxjusticeafrica.net
Amendment of RFP Documents	At any time before the submission of proposals, the Client, TJNA may for any reason, whether at its own initiative or in response to a clarification requested by an invited firm, amend the RFP. Any amendment shall be issued in writing through addenda. The addenda shall be sent by mail to all invited consultants and will be binding on them. The Client may at his discretion extend the deadline for the submission of proposals, if deemed necessary, to allow bidders reasonable time to take the amendment into account.
Email address for submission of Proposals	TJNA Procurement Unit, procurement@taxjusticeafrica.net
Deadline for submission of questions and clarifications	13th May 2024
Deadline for Answering questions and clarifications	14th May 2024
Deadline for submission of Proposals	Please include the subject line "RFP/043/ADMIN-HR/2024" in the email.
Anticipated Award Type	Consultancy Agreement
PRELIMINARY/MANDATORY EVALUATION CRITERIA	
	<p><u>Preliminary Mandatory Requirements</u> Bidders will be evaluated on the following mandatory requirements and those who fail to submit any of the documents below will not be considered for evaluation in the subsequent steps.</p> <p>Registered Firms/ Individual Entities: -</p> <ol style="list-style-type: none"> 1. Certificate of registration or Incorporation/IDs for individual-based consultant 2. Copy of List of Directors, Shareholders, and beneficial owners (CR12) 3. Tax Compliance 4. Valid business permit from country of jurisdiction 5. Submission Technical Proposal 6. Submission of the financial proposal 7. Previous Experience (Reference letter/LSO/Contract) 8. CVs for the proposed team

SECTION 2: INSTRUCTIONS TO BIDDERS

1. BACKGROUND

Tax Justice Network Africa (TJNA) is a pan-African network established in 2007, with 48 member organizations in 26 African countries. The network envisions a new Africa where tax justice prevails, to contribute to an equitable, inclusive, and sustainable development. TJNA's mission is to spearhead tax justice in Africa's development by enabling citizens and institutions to promote equitable tax systems through policy influencing mobilize African citizens and challenge public institutions to influence and change policy to enable tax justice to prevail in Africa. The coordination of the network's activities is delivered by a secretariat based in Nairobi, Kenya.

TJNA seeks to promote socially just, accountable, and progressive taxation systems in Africa. This is by advocating for tax policies with pro-poor outcomes and tax systems that curb public resource leakages and enhance domestic resource mobilization. It aims to achieve this by challenging harmful tax policies and practices that on one hand facilitate illicit financial outflows of resources and on the other hand favor the wealthy, while aggravating and perpetuating inequality.

The entire work portfolio of TJNA is structured and implemented within the confines of four strategic thematic areas that structurally keep the network mission alive. These are:

1. Tax and the International Financial Architecture,
2. Tax and Investments,
3. Tax and Natural Resources Governance, and
4. Tax and Equity.

2. PROPOSAL SUBMISSION

Interested and Eligible consultants/consortiums are required to submit their application in the English language with the following specific information: -

- Experience in similar assignments.
- Availability of appropriate key staff to be involved in the assignment.
- A brief profile of the firm including a description of the firm.
- Proposed work plan and approach/methodology/concept.

Interested consultants may obtain further information from our website: <https://taxjusticeafrica.net/>.

2.1 The Technical and Financial Proposals must be submitted separately to **(procurement@taxjusticeafrica.net)** by **24th May 2024 @ 5:00 PM**.

2.2 Association

Consultants may associate with other firms in the form of a Joint venture or a sub-consultancy to enhance their qualifications (provide group agreement to the effect) Shortlisted consultants may associate with non-shortlisted consultants ONLY after seeking written approval from TJNA.

2.3 Grounds for Exclusion

Organizations or Individuals are to be excluded from participating in this RFP if: -

- a) They are declared prohibited by TJNA because of their involvement in corrupt or Fraudulent practices in Procurement.
- b) TJNA staff or management involved in the procurement process have a financial interest.
in, or close relatives working with, the organization or individual.

- c) they are bankrupt or are being wound up, whose affairs are being administered by a court, who have entered an arrangement with creditors, who have suspended business activities or who are subject to an injunction against running the business by the court.
- d) they are the subject of proceedings for a declaration of bankruptcy, for an order for compulsory winding up or administration by the court, or for an arrangement with creditors or of any other similar proceedings.
- e) They have been convicted of an offense concerning their professional conduct by a court.
- f) they have been found guilty of grave professional misconduct; or
- g) They have not fulfilled obligations relating to payments of taxes or social security contributions.

2.5 Validity of Proposal

Proposals must remain valid for **90 calendar days** after the proposal submission deadline.

2.6 Communication

Communication between bidders or their agents and any official of TJNA is strictly forbidden except as provided for in the relevant sections of this RFP. Infringement of this clause may lead to automatic disqualification from the bid process.

2.7 Taxes

The financial proposals shall include all applicable taxes quoted separately. If taxes are not mentioned in the financial proposal, TJNA shall consider that they are included in the prices provided.

2.8 Currency

The financial proposal shall be in **Kenya Shillings (KES)** or **US Dollars (USD)**.

2.9 TJNA Policy and Standard Terms and Conditions

a) TJNA Employees

All proposals must indicate any/all known TJNA employees and/or near relatives who hold a position in your organization or have been engaged as a consultant for your organization within the last two years. Also indicate any known TJNA employees or near relatives that own or control more than a ten percent (10%) interest in your organization; If There are none, state so.

b) Conflict of Interest

The Consultant shall not hire any officer or employee of TJNA to perform any service covered by this agreement. The Consultant should ascertain that to the best of their knowledge, there exists no actual or potential conflict between the Consultant's family, business, or financial interest and the service provided under this agreement, and in the event of a change in either private interests or service under this agreement, any question regarding possible conflict of interest which may arise because of such change will be raised with TJNA.

The Consultant shall not be in a reporting relationship with a TJNA employee who is a near relative, nor shall the near relative be in a decision-making position with respect to the Consultant.

c) Ethics

The Consultant will exercise extreme care and due diligence to prevent any action or conditions that could result in conflict with the best interest of TJNA.

Throughout the term of any agreement resulting from the RFP, the consultant will not accept any employment or engage in any work that creates a conflict of interest with

TJNA or in any way compromises the work to be performed under this RFP or any agreement resulting from this RFP. The Consultant and its employees will not offer gifts, entertainment, payment, loans, or other gratuities or consideration to TJNA employees, their families, other Consultants, subcontractors, or other third (3rd) parties for the purpose of influencing such persons to act contrary to TJNA's interest or for personal gain. The Consultant will immediately notify TJNA of all such violations of this clause upon becoming aware of such violations.

d) TJNA's Right to Reject or Modify

The selection of a proposal does not mean that all aspects of the proposal(s) are acceptable to TJNA. TJNA reserves the right to negotiate the modification of the proposal terms and conditions prior to the execution of a contract, to ensure a satisfactory procurement.

e) Supplemental Terms and Conditions/Modifications

Any supplemental terms or conditions, or modification or waiver of these terms and conditions must be in writing and signed by a Consultant and TJNA.

3.0 Form of Agreement

The contents of this RFP and the proposal document of the successful Consultant shall become contractual obligations as part of the Contract if acquisition action ensues. Failure of a successful Consultant to accept these obligations in a contractual agreement shall result in the cancellation of the award. TJNA reserves the right to negotiate provisions in addition to those stipulated in this RFP or proposed by a consultant to obtain the best possible contract.

Marketing References

The successful Consultant shall be prohibited from making any reference to TJNA, in any literature, promotional material, brochures, or sales presentations without the express written consent of TJNA.

3. OBJECTIVE AND SCOPE OF WORK

The overall objective of this consultancy is to design and facilitate people management/leadership development training and coaching for the Senior Management Team (SMT) and staff with supervisory roles.

Specific objectives of this assignment are:

1. Assess the nuances and dynamics of the leadership culture prevalent within TJNA.
2. Design and facilitate a joint leadership training program for the SMT and staff with supervisory roles to create a shared understanding of principles of leadership and effective people management.
3. Design and facilitate individual leadership coaching for the senior management team and staff with supervisory roles.
4. Equip SMT and staff with supervisory roles with coaching techniques to support the development of their team members.
5. Establish a mentorship and succession planning framework within the organization to facilitate knowledge transfer and skill development.

4. SCOPE OF WORK:

The training program will cover the following key areas:

1. **Emotional Intelligence:** Cultivating self-awareness, self-regulation, empathy, and relationship management in leaders.
2. **Effective people management:** Understanding the role of TJNA managers in effectively leading and motivating teams, managing performance, and fostering a positive work environment.
3. **Leadership development:** Exploring different leadership styles, communication techniques, decision-making processes, and strategies for building high-performing teams.
4. **Coaching skills:** Developing the ability to provide constructive feedback, set goals, create development plans, and support the growth and development of team members.
5. **Mentorship framework:** Establishing guidelines and best practices for mentorship relationships and departmental succession planning, including identifying mentors and mentees, setting objectives, and measuring progress.

5. METHODOLOGY:

The training program will utilize a combination of interactive workshops, case studies, role-plays, group discussions, one-on-one sessions, and experiential learning activities to engage participants and reinforce key concepts. External facilitators with expertise in people management, leadership development, coaching, and mentorship will be engaged to deliver the training sessions.

6. EXPECTED OUTPUTS

1. Needs assessment to determine the training needs of the trainees/type of leadership skills required for TJNA to thrive, including personality tests. Staff.
2. Leadership training and people management programme (including joint training for the selected staff and individual coaching).
3. Guidance and a strategic framework for strengthening people management and leadership skills.
4. Initiate and facilitate a 360-degree feedback process for participants.
5. Feedback report on training/coaching program and recommendations for future leadership programs.
6. Personal workbook for the participants with practical takeaway exercises for continuous reference.

7. EXPECTED DELIVERABLES AND TIMELINES:

DELIVERABLES	PROPOSED TIMELINES
Inception Report	By 10th June
Inception Meeting with the TJNA team	By 10th June
Needs Assessment Report	By 25th June
Draft Training and Coaching Programme	By 01st July
Final Training and Coaching Programme Approved	By 15th July
Training and Coaching Programme Delivered	July 2024- May 2025
Mentorship and Succession Plan Framework Submitted	By May 2025
Training and Coaching Closeout and Feedback Report	13th June 2025

8. CONSULTANCY SUPERVISION

TJNA will provide support and supervision, including induction to the work, relevant background documents, and links to internal and external stakeholders. The Senior Management Team at TJNA will provide general guidance and advice.

9. EXPERIENCE AND SKILLS REQUIRED:

Interested individual(s) or consultancy firm (s) should possess the following minimum qualifications:

1. Minimum of 10 years' experience in human resource practice or equivalent and managing/offering related advisory services to NGOs/ related institutions/programs. This includes the development of leaders and training expertise.
2. Educational Qualifications: A master's degree in a relevant field such as business administration, human resources, organizational psychology, or leadership studies is often required. Some positions may prefer candidates with a master's degree or higher education in leadership or a related field.
3. Professional Experience: Should have a proven track record of leading teams, managing projects, and implementing successful leadership development programs.
4. Training and Certification: Certification in leadership training or coaching.
5. Knowledge of Leadership Theories and Practices: A deep understanding of various leadership theories, models, and frameworks is crucial. This includes transformational leadership, situational leadership, servant leadership, etc. Stay updated with the latest trends and research in leadership development.
6. Communication Skills: Strong verbal and written communication skills are essential for conveying complex concepts effectively. Leadership training leads should be able to articulate ideas clearly, facilitate discussions, and deliver engaging presentations.
7. Interpersonal Skills: Building rapport with diverse audiences is critical. Leadership training leads should be empathetic, approachable, and able to connect with individuals at all levels within an organization.
8. Analytical Skills: The ability to assess organizational needs, identify gaps in leadership capabilities, and develop tailored training programs is essential. Analytical skills also help in evaluating the effectiveness of training initiatives through metrics and feedback mechanisms.
9. Project Management Skills: Leadership training often involves coordinating multiple activities, resources, and stakeholders. Proficiency in project management ensures that training programs are delivered on time, within budget, and meet quality standards.
10. Cultural Sensitivity: Embrace the Pan- African diversity and cultural sensitivity. Leadership training leads should be respectful of different cultural norms, values, and practices while designing and delivering programs.
11. Adaptability and Innovation: The ability to adapt to changing circumstances and innovate new training approaches is crucial. Effective leadership training leads are open to feedback, continuously seek improvement, and embrace emerging technologies and methodologies.
12. Networking Abilities: Building and maintaining relationships with key stakeholders, including business leaders, HR professionals, and training providers, is important for staying connected to industry trends and opportunities.
13. Passion for Development: Finally, a genuine passion for developing others and fostering leadership excellence is fundamental. Leadership training leads should be committed to making a positive impact on individuals and organizations, driving growth and sustainability.

10. APPLICATION PROCESS:

Interested individuals who wish to apply for this consultancy must submit a technical proposal as a single attachment, not exceeding 10 pages. The concept note should include the following information:

1. A description of the company/organization/personal profile.
2. Previous relevant experience, including a proven track record of leading teams, managing projects, and implementing successful leadership development programs.
3. CVs of the person(s) who will be carrying out the assignment, along with their contact details. The staff should be members of relevant professional bodies.
4. Reference letters from past clients who can attest to previous experience in managing projects and implementing successful leadership development programs.
5. Proposed methodology and consultancy work plans.
6. The proposed cumulative consultancy fee.

HOW TO APPLY:

Please submit the following by 17:00hr East African time on **24th May 2024** to procurement@taxjusticeafrica.net with the email subject: **RFP/043/ADMIN-HR/2024:- CONSULTANCY SERVICE TO ESTABLISH AN ORGANISATIONAL LEARNING MANAGEMENT SYSTEM (LMS) FOR THE INTERNATIONAL TAX JUSTICE ACADEMY.**

The service provider will be selected based on:

1. Relevance and specific experiences in relation to the TOR.
2. Availability, efficiency, and experience to deliver the assignment.
3. A technical proposal, outlining the consultant's understanding of the TOR, proposed methodology, timelines, and similar assignments conducted in the past.
4. Proof/Evidence of similar assignments conducted in the past (Previous experience).
5. A financial proposal including all fees in **(KES or USD)**
6. Key personnel criteria CVs and cover letter outlining one's competence in the design, development, use, and maintenance, and induction of a Learning Management System, and the suitability to undertake this consultancy service.