



*Zambia Development Agency*

**TENDER NO. ZDA/ORD/003/2017**

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**REQUEST FOR PROPOSALS TO CONDUCT  
STAFF TRAINING IN SUPERVISORY  
SKILLS FOR THE ZAMBIA  
DEVELOPMENT AGENCY**

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**Financing Agency: Zambia Development Agency**

**Zambia Development Agency  
Nasser Road  
Privatization House  
P.O. Box 30819  
Lusaka  
Zambia  
Tel No. +260-211-220177**

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*May, 2017*

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## CONTENTS

Section 1: Letter of Invitation.....	3
Section 2. Instructions to Consultants (Data Sheet) .....	5
Section 3. Terms of Reference .....	8
Section 4. Sample Forms.....	12
a. Consultants Experience.....	12
b. Team composition & tasks assignment.....	13
c. Curriculum Vitae.....	14

## Section 1: Letter of Invitation

### **ZDA/ORD/003/2017: REQUEST FOR PROPOSALS TO CONDUCT STAFF TRAINING IN SUPERVISORY SKILLS FOR THE ZAMBIA DEVELOPMENT AGENCY**

The Zambia Development Agency (ZDA) has provided funds for the provision of consultancy services and intends to apply part of the funds to cover eligible payments under the Contract for the provision of staff training in supervisory skills.

The Agency now invites credible consultants to submit proposals to conduct training in supervisory skills for ZDA's Managers and Supervisors.

The overriding objective of Staff training in supervisory skills is to attain the following specific objectives:

1. Understanding the supervisor's job;
2. Creating team synergy for outstanding performance through effective supervisory; and
3. Improving supervisory efficiency and effectiveness.

Qualifications:

The Consulting Firms /Training Institutions legally registered in Zambia are eligible to apply. At least two (2) facilitators shall be provided for the assignment with the following qualifications:

1. Bachelor's degree in Human Resource, Business Administration or related fields. A Post-graduate Degree will be an added advantage;
2. A minimum of five (5) years experience in providing skills training;
3. Demonstrated analytical, communication and report writing skills;
4. Strong training and facilitation experience; and
5. Demonstrable experience in supervisory training will be an added advantage.

The total duration for this assignment is three (3) days.

More details are provided in the Bidding Document. A firm shall be selected under Quality and Cost Based Selection (QCBS) procedures described in the Bidding Document.

Interested eligible bidders may obtain further information and inspect the Bidding Document at the Zambia Development Agency Offices, Privatization House along Nasser Road, Lusaka. The telephone numbers are +260-211-222858 or +260-211-237384. The Bidding Document can also be accessed on the Zambia Development Agency Website; <http://www.zda.org.zm>.

The bids should be appropriately bound: sealed and clearly bold marked "**ZDA/ORD/003/2017 – Request for Proposals to conduct Staff Training in Supervisory Skills for the Zambia Development Agency**" and must be deposited in the Tender Box at the Zambia Development Agency Offices, ground floor, Privatization House, Nasser Road, Lusaka on or before **Wednesday, 7<sup>th</sup> June, 2017 at 10:30 hours local time.**

Bids will be opened soon after closing on **Wednesday, 7<sup>th</sup> June, 2017 at 10:30 hours local time** in the Board Room on the 2<sup>nd</sup> Floor, Privatization House, Nasser Road, Lusaka in the presence of bidders or their representatives who choose to attend. **LATE AND ELECTRONIC BIDS SHALL NOT BE ACCEPTED.**

Head - Procurement and Supplies Unit  
For/ DIRECTOR GENERAL  
**ZAMBIA DEVELOPMENT AGENCY**

<b>Section 2. Instructions to Consultants</b>
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**DATA SHEET**

Name of the Client: <b>Zambia Development Agency</b>
Method of selection: <b>Quality and Cost Based Selection (QCBS)</b>
Financial Proposal to be submitted together with Technical Proposal: <b>Yes</b>
Name of the assignment is: <b>Staff training in supervisory skills for the Zambia Development Agency</b>
A pre-proposal conference will be held: <b>No</b>
The Client's representative is: <b>Director – Corporate Support Services, Zambia Development Agency, Privatisation House., Nasser Road, and P.O. Box 30819, Lusaka.</b>
Proposals must remain valid <b>90 days</b> after the submission date.
Submit : <b>Certification of Incorporation and valid Tax Clearance Certificate</b>
Clarifications may be requested not later than <b>5 days</b> before the submission date.
The address for requesting clarifications is: <b>Head – Procurement &amp; Supplies Unit- Secretary Procurement Committee, Zambia Development Agency, P.O. Box 30819, Lusaka</b>
Proposals shall be submitted in the following language: <b>English</b>
The format of the Technical Proposal to be submitted is: <b>Full Technical Proposal (FTP)</b>
Training is a specific component of this assignment: <b>Yes</b>
1. Amounts payable by the Client to the Consultant under the contract to be subject to local taxation: <b>Yes</b>
2. If affirmative, the Client will reimburse the Consultant for any such taxes paid by the Consultant.
Consultant to state local cost in the national currency: <b>Yes</b>

Consultant must submit a total of <b>five (6)</b> copies of each proposal, 1 original and 5 copies and sealed in an outer envelope containing separately sealed <b>Technical</b> and <b>Financial</b> Proposals clearly marked “ <b>TECHNICAL PROPOSAL</b> ” and “ <b>FINANCIAL PROPOSAL</b> ” respectively.	
The Proposal submission address is: The Director General, Zambia Development Agency, Privatisation House, Nasser Road, P. O Box 30819, Lusaka.	
Proposals must be submitted no later than the following date and time: <b>Wednesday, 7<sup>th</sup> June, 2017 at 10:30 hours local time</b>	
Criteria, sub-criteria, and point system for the evaluation of Full Technical Proposals are:	
	<u>Points</u>
(i) Experience of the Consulting Firm relevant to the assignment ( <i>Some indication of the magnitude of assignments undertaken in the recent past</i> ):	[15]
(ii) Adequacy of the proposed methodology in responding to the Terms of Reference: Technical approach and methodology	[50]
(iii) Personnel/staffing assigned to the assignment	[10]
(iv) Key professional staff qualifications assigned to the assignment (provide curriculum vitae using the attached template)	
a) Team Leader	[15]
b) Other Consultant	[10]
Total points for criterion (iv):	[25]
Total points for the four (4) criteria:	<b>100</b>
The minimum technical score St required to pass is:	<u>80</u> Points
The single currency for price conversions is: <b>official exchange rate at time of tender opening</b>	
The source of official selling rates is: <b>Bank of Zambia</b>	
The date of exchange rates is: <b>Tender opening date Wednesday, 7<sup>th</sup> June, 2017</b>	

The formula for determining the financial scores is the following:  
 $S_f = 100 \times F_m / F$ , in which  $S_f$  is the financial score,  $F_m$  is the lowest price and  $F$  the price of the proposal under consideration.

The weights given to the Technical and Financial Proposals are:  
 $T = 0.8$ , and  
 $P = 0.2$

Expected date and address for contract negotiations: **TBA**

Expected date for commencement of consulting services: **TBA**

## **Section 3. Terms of Reference**

### **1. BACKGROUND**

The Zambia Development Agency was established by the ZDA Act No 11 of 2006. Its mandate is to foster economic growth and development through facilitation of trade and investment in Zambia.

The need to conduct effective supervisory skills training program emanated from staff appraisals, management and staff meetings among others through which a capacity gap has been identified. Further, it must be noted that poor supervision breeds poor performance and it is therefore imperative that people given the responsibility of managing others should be prepared for the task. In this regard, an effective supervisory skills training program is being organized for Managers and Supervisors.

Through the proposed training, it is expected that the target group will gain a deeper understanding of their respective roles and responsibilities as regards performance management and supervision of subordinates. ZDA staff will also improve communication between and among supervisors and their subordinates to effectively set expectations across the organization. The target group will also adapt good effective supervisory styles to meet the needs of individual team members and manage performance effectively.

### **2. DESCRIPTION OF THE ASSIGNMENT**

#### **2.1 Overall Objectives**

The program is aimed at equipping Managers and Supervisors with essential knowledge, skills, and attitudes to be able to lead others effectively, inspire and motivate, build and sustain high performing teams.

#### **2.2 Specific Objectives:**

The program seeks to attain the following specific objectives:

- i) Understanding the supervisor's job:
  - Supervisor's roles, accountabilities and responsibilities;
  - Applying supervisory authority and power assertively and astutely;
  - Supervisor's key performance areas;
  - Setting performance objectives and targets;
  - Performance tracking, reporting and appraisal;
  - Work planning, organising and scheduling for results; and
  - Effective communication skills.
- ii) Creating team synergy for outstanding performance through effective supervisory:
  - Identifying and blending a team's strength for synergy;
  - Leading and empowering through situational supervisory;



- Motivating a team intrinsically – boosting real enthusiasm and commitment to achieving goals;
  - Developing the team to maturity level to eliminate over dependence on supervisor;
  - Dealing with team conflict, mediation and arbitration; and
  - Improving team coordination, corroboration and communication
- iii) Improving supervisory efficiency and effectiveness
- Cost control and reduction for bottom-line improvement;
  - Problem solving and decision making;
  - Training and coaching team members to excel;
  - Turning difficulty employees around; and
  - Grievance and disciplinary procedures.

### **2.3 Participants**

This program is intended for middle management and supervisors with supervisory roles.

### **2.4 Methodology**

Consultants/facilitators should outline the approaches and methodology for undertaking the assignment. The following should be distinct in the methodology:

- Application of approaches to engage participants in a constructive dialogue using interactive tools and applying the principles of supervision and professionalism to stimulate team effort;
- Provision of supervisory technical service to ZDA team that would result into high performance and sustainability of the Agency's achievements with time;
- Usage of practical scenarios to share best practices; and
- Recommendation of tools and/or other sources of information to augment participants understanding during the training.

### **2.5 Specific Scope of Work**

- Analyse the outcomes as they relate to inadequate training in supervisory skills and other issues as a basis to the training;
- Conduct partner meetings with ZDA managers and supervisors to review current practices;
- Design and develop training materials, including handouts, visual aid or any other illustrative content for participants;
- Develop a training program;
- Support ZDA to develop a capacity building road map to help them to improve supervisory skills that would enhance performance and service delivery;

- Conduct an evaluation of the training and document lessons learnt to inform future programming;
- Prepare training reports including meeting notes for each of the steps in the process; and
- Develop a tool that will help in the monitoring of the capacity building road map on supervisory skills in the Agency.

## **2.6 Reporting structure**

For the purposes of this assignment, the link person shall be the Director Corporate Support Services.

## **3. PROFILE OF THE CONSULTANTS**

### **3.1 Qualifications**

Consultants/Training firms legally registered in Zambia are eligible to apply. At least two (2) facilitators shall be provided for the assignment with the following qualifications:

- Bachelor's Degree in Human Resource, Business Administration or related fields. A Post-graduate Degree will be an added advantage;
- A minimum 5 years' experience in providing supervisory skills training;
- Demonstrated analytical, communication and report writing skills;
- Strong training and facilitation experience; and
- Demonstrable experience in supervisory training will be an added advantage.

## **4. PROGRAM TIMELINE, LOCATION AND DELIVERABLES**

### **4.1 Timeframe**

The total duration for this assignment is (3) three days

### **4.2 Location of Training**

To be determined but within Lusaka

### **4.3 Deliverables**

- Training report and meeting notes with ZDA highlighting the processes and training outcome within two (2) weeks after the program;
- Training Materials to be provided during the program; and
- Tool/s to help monitoring for capacity building.

## 5.0 EVALUATION CRITERIA

5.1 Please note that the following criteria will be used to evaluate bids submitted therefore, ensure that all the required information is submitted accordingly. Bids will be evaluated on Point Merit System. The weights apportioned to the Technical Proposal (TP) and Financial Proposal (FP) are indicated in the Table below.

<b>(i)</b>	<b>Experience of Firm relevant to the assignment</b> ( <i>Some indication of the magnitude of assignments undertaken in the recent past</i> ) <b>[15]</b>
<b>(ii)</b>	<b>Adequacy of the proposed methodology in responding to the scope of the assignment</b> [50]
<b>(iii)</b>	<b>Nos. of Resource Personnel/Staff assigned to the Assignment</b> [10]
<b>(iv)</b>	<b>Key professional staff qualifications assigned to the Assignment</b> ( <i>provide curriculum vitae using the attached template</i> ) <ul style="list-style-type: none"> <li>• Team Leader [15]</li> <li>• Other Consultant [10]</li> </ul> Total points for criteria (iv) is <b>[25]</b>
Total points for the four (4) criteria 100	
The minimum technical score $S_t$ required to pass is 80 points	
The formula for determining the financial scores is the following: $S_f = 100 \times F_m / F$ , in which $S_f$ is the financial score, $F_m$ is the lowest price and $F$ the price of the proposal under consideration.  The weights given to the Technical and Financial Proposals are: $T = 0.8$ , and $P = 0.2$	

## Section 4. Sample Forms

### A - Consultant's Experience

*[Using the format below, provide information on each assignment for which your firm, and each associate for this assignment, was legally contracted either individually as a corporate entity or as one of the major companies within an association, for carrying out consulting services similar to the ones requested under this assignment.]*

Assignment name:	Approx. value of the contract (in current US\$ or Euro):
Country: Location within country:	Duration of assignment (months):
Name of Client:	Total N <sup>o</sup> of staff-months of the assignment:
Address:	Approx. value of the services provided by your firm under the contract (in current US\$ or Euro):
Start date (month/year): Completion date (month/year):	N <sup>o</sup> of professional staff-months provided by associated Consultants:
Name of associated Consultants, if any:	Name of senior professional staff of your firm involved and functions performed (indicate most significant profiles such as Project Director/Coordinator, Team Leader):
Narrative description of Project:	
Description of actual services provided by your staff within the assignment:	



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Format of curriculum vitae (CV) for a proposed professional member of staff

Proposed position: \_\_\_

Name of firm: \_\_\_\_\_

Name of staff: \_\_\_\_\_

Profession: \_\_\_

Date of birth: .

Years with firm/entity: \_\_\_\_\_ Nationality: \_\_

Membership in Professional Societies: \_\_\_\_\_

Detailed tasks assigned: \_\_\_\_\_

**Key Qualifications:**

*[Give an outline of staff member's experience and training most pertinent to tasks on assignment. Describe degree of responsibility held by staff member on relevant previous assignments and give dates and locations. Use about half a page.]*

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**Education:**

*[Summarize college/university and other specialized education of staff member, giving names of schools, dates attended, and degrees obtained. Use about one quarter of a page.]*

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**Employment Record:**

*[Starting with the present position, list in reverse order every employment held. List all positions held by staff member since graduation, providing dates, names of employing organizations, titles of positions held, and locations of assignments. For experience over the last ten years, also provide types of activities performed and Purchasers' references, where appropriate. Use about two pages.]*

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**Languages:**

*[For each language indicate proficiency: excellent, good, fair, or poor in speaking, reading, and writing.]*

**Certification:**

I, the undersigned, certify that to the best of my knowledge and belief, this data correctly describes my qualifications, my experience, and myself.

\_\_\_\_\_ Date: \_

*[Signature of staff member and authorized representative of the firm]      Day/Month/Year*

Full name of staff member: \_\_\_\_\_

Full name of authorized representative: \_\_\_\_\_

<p><b>11. Detailed Tasks Assigned</b></p> <p><i>[List all tasks to be performed under this assignment]</i></p>	<p><b>12. Work Undertaken that Best Illustrates Capability to Handle the Tasks Assigned</b></p> <p><i>[Among the assignments in which the staff has been involved, indicate the following information for those assignments that best illustrate staff capability to handle the tasks listed under point 11.]</i></p> <p>Name of assignment or project: _____</p> <p>Year: _____</p> <p>Location: _____</p> <p>Client: _____</p> <p>Main project features: _____</p> <p>Positions held: _____</p> <p>Activities performed: _____</p>
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**12. Certification:**

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience. I understand that any wilful misstatement described herein may lead to my disqualification or dismissal, if engaged.

\_\_\_\_\_  
*[Signature of staff member or authorized representative of the staff]* Date: \_\_\_\_\_  
*Day/Month/Year*

Full name of authorized representative: \_\_\_\_\_