



Call for Proposal (CFP) Consultancy Services for Mid-Level Management Capacity Building Training.

1. Introduction

BRAC International is a leading development organization operating across multiple countries in Africa and Asia, implementing impactful programs in livelihoods, health, education, youth empowerment, financial inclusion, and humanitarian response. Through its mission of empowering people and communities in situations of poverty, illiteracy, disease, and social injustice, BRAC Rwanda recognizes the critical role of strong leadership and management in delivering sustainable development outcomes.

Mid-level managers play a pivotal role in translating organizational strategy into operational excellence, supervising teams, managing performance, and ensuring effective implementation of programs and support functions. As the operating environment becomes increasingly dynamic and complex, BRAC Rwanda seeks to strengthen the leadership and managerial competencies of its mid-level managers.

To support this objective, BRAC Rwanda intends to engage a qualified consultant or training partner to deliver a practical, participatory, and results-oriented management development training program for mid-level managers, including post-training support to reinforce learning and workplace application.

2. The Assignment

2.1 Purpose

The purpose of this consultancy is to strengthen the leadership, supervisory, communication, and people management competencies of mid-level managers within BRAC Rwanda to improve organizational effectiveness, staff engagement, and program delivery.

2.2 Outcome, Objectives and Scope

Expected Outcome

A cohort of mid-level managers who consistently demonstrate stronger leadership capability, accountability, emotional intelligence and communication, resulting in improved team performance and organizational effectiveness.

Objectives

The specific objectives of the training are to:

- Deliver and facilitate the management development programme using BRAC International's internally developed training content, ensuring effective participant engagement, learning transfer, and workplace application.
- Build core management capabilities among mid-level managers to enable them to become effective people leaders.



- Strengthen managers' ability to apply situational leadership approaches by adapting their leadership style based on employee capability, motivation, and contextual needs.
- Enhance emotional intelligence competencies to improve self-awareness, relationship management, empathy, resilience, and team engagement.
- Strengthen accountability and ownership by equipping managers with practical tools to drive results, solve problems proactively, and follow through on commitments.
- Improve communication effectiveness by developing managers' ability to communicate with clarity, align teams, provide feedback, and manage difficult conversations.
- Enable managers to translate learning into workplace behavior change through practical application assignments, reflection sessions, and follow-up support and measure impact through pre and post-training assessments.

Scope of Work

The consultant/training partner will undertake the following tasks:

a) Field Immersion

- Participate in a one-day field immersion at 1–2 nearby branches prior to programme delivery.
- Familiarize with BRAC International's operational context and observe sample participants' day-to-day roles, work processes, communication patterns, and team management practices.

b) Training Needs Alignment

- Review BRAC International's leadership expectations for mid-level managers.
- Align the program with the four identified priority competencies:
 1. Situational Leadership
 2. Emotional Intelligence
 3. Accountability
 4. Communication
- Incorporate BRAC's existing internal content and tools into the training delivery approach.
- The consultant will not be required to design a new curriculum but will facilitate the approved content provided by BRAC International.

c) Baseline Assessment

The consultant/training partner shall:

- Administer a baseline assessment using BRAC's internal survey tools before the training.
- Facilitate pre and post training assessments using BRAC's internal tool.
- Analyze baseline assessment findings and prepare a report containing baseline, pre-training, and post-training assessment results.
- Produce a final impact assessment report after 3 months of the programme delivery by identifying competency strengths and development gaps.



d) Training Delivery.

- The consultant/training partner shall deliver a highly interactive **three-day** intensive management development workshop covering the following competency areas:

Module 1: Situational Leadership

- Explain the core principles and concepts of situational leadership.
- Assess team members' readiness levels based on competence and commitment.
- Apply appropriate leadership styles (Directing, Coaching, Supporting, and Delegating) according to different situations and individual needs.
- Adapt leadership approaches to improve team performance, engagement, and development.

Module 2: Emotional Intelligence for Managers

- Develop self-awareness and strengthen self-regulation.
- Recognize and effectively manage emotional triggers under pressure.
- Build empathy to foster stronger relationships and lead with emotional intelligence.
- Cultivate trust, engagement, and collaboration within teams.

Module 3: Effective Communication

- Communicate with clarity and impact using the PREP framework.
- Communicate to drive alignment, clarity, and shared understanding.
- Strengthen active listening skills to enhance leadership effectiveness.
- Deliver constructive feedback that promotes learning and performance improvement.

Module 4: Driving Accountability

- Define accountability and demonstrate behaviours that promote ownership, follow-through, and reliability.
- Use practical techniques to set clear expectations and hold self and others accountable, without escaping everything upward.
- Foster a culture of accountability to strengthen performance, collaboration, and results.
- Deliver three months of structured follow-up including monthly virtual reflection sessions, peer learning, workplace application reviews and progress tracking.

2.3 Proposed Methodology

The consultant will apply practical adult-learning methodologies including experiential learning, facilitated discussions, simulations, role plays, case studies, group exercises, coaching conversations, workplace action plans, reflective learning, pre- and post-assessments and virtual reinforcement sessions. Learning should focus on practical workplace application rather than theory.

2.4 Deliverables

The consultant shall deliver:



- Inception meeting and agreed implementation workplan.
- Baseline diagnostic report.
- Three-day classroom training.
- Training materials and facilitation.
- pre-and post-training assessment report.
- Three monthly virtual reinforcement sessions.
- Consolidated impact assessment report comparing baseline and end-line findings.
- Recommendations for future leadership development interventions.

2.5 Desired Skills and Competence

2.5.1 The consultant/training firm should demonstrate:

- Minimum five years' experience delivering leadership and management development programmes.
- Experience working with NGOs/INGOs or development organizations.
- Strong expertise in leadership, organizational development or human resource management.
- Excellent facilitation, coaching and adult-learning skills.
- Strong analytical and report writing capability.
- Advanced qualification Masters or above in HR, Psychology, Leadership, Organizational Development, Business Administration or related field preferred.

2.5.2 Administrative requirements.

- Submit at least 3 CVs of qualified trainers in capacity building training.
- The consultant or training Partner must be legally registered in Rwanda with proof of the **Business registration certificate**.
- A valid tax clearance.
- Provide documented evidence of previous similar assignments, including:
 - Proof of providing capacity building training with at least 3 certificates of completion of similar trainings conducted preferably with international organizations.
 - Detailed curricula or course outlines previously delivered.
 - Demonstrate strong facilitation and adult learning skills.
 - Experience in NGO/humanitarian or development contexts is highly preferred.

2.6 Duration of the Assignment and Location of the training

The assignment will comprise:

- **One-day field immersion.**
- Baseline assessment.
- **Three (3) consecutive classroom training days.**
- Three monthly virtual reinforcement sessions.
- Final impact assessment and reporting over a three-month post-training period.
- Number of Participants: Between 30 and 34
- Lieu of Training: **Muhanga or Nyanza District**, Rwanda,



Note: The venue and other participant' logistics will be covered by BRAC Rwanda.

3. Submission Procedure

Interested consultants or training firms should submit separate **Technical and Financial Proposals** (in **one email but send two attachments**) via email to: sbirwa.procurement@brac.net

3.1 Technical Proposal not exceeding 15 pages, containing:

- Understanding and interpretation of the Terms of Reference.
- Proposed methodology and approach to delivering the assignment.
- Detailed work plan and implementation schedule.
- Relevant experience in similar leadership and management development programmes.
- Company profile (where applicable).
- CVs of the lead facilitator(s) and key personnel.
- At least three references from similar assignments completed within the last five years.

3.2 Financial Proposal not exceeding 2 pages, including:

The financial proposal should clearly itemize professional fees and all associated assignment costs, including facilitation, travel (where applicable), accommodation, virtual sessions, assessments, reporting, materials and applicable taxes.

Note: Please note that you **should not** submit the technical and financial proposals as one attachment rather send two **attachments in one email**). Failure to separate the two proposals may be a reason for not honoring your submission.

4. Mode of submission of proposals:

4.1 Technical proposal

Complete Technical proposals should be submitted in pdf format strictly through the following email address: sbirwa.procurement@brac.net, with the title "**Consultancy Services for middle level managers training**". For more inquiries drop email to: sbirwa.procurement@brac.net

4.2 Financial Proposal

The Financial proposal shall be assessed after evaluation of the technical proposals and only if the score from the technical proposal evaluation is equal to or above 60 marks, as detailed in the evaluation criteria (Clause 4.0) below.

5. Evaluation and Award of Contract

- Eligible proposals will be evaluated using the Quality and Cost-Based Selection (QCBS) methodology. Technical quality will account for 80% of the total score, while the Financial Proposal will account for 20%.

Stage	Evaluation Criteria	Score
Technical Evaluation Stage	Understanding and interpretation of the Terms of Reference.	15
	Proposed methodology, training approach and implementation plan.	25
	Relevant experience delivering leadership and management development programmes (particularly NGOs/INGOs)	20
	Qualifications and experience of the lead facilitator(s) and key personnel	15
	References from similar assignments	5
	Total Technical Score	80
Financial Evaluation Stage	Financial Proposal	20
	Grand Total	100

Notes of Evaluation

- Only proposals that achieve a minimum technical score of 60 out of 80 points (75%) will proceed to the Financial Evaluation Stage. Financial proposals of consultants who do not attain the minimum technical score will not be opened or evaluated.
- The Financial Score shall be calculated using the formula:

$$P = 20 \times (U \div Z)$$

Where:
P = Financial Score
U = Lowest evaluated compliant financial proposal.
Z = Financial proposal being evaluated.

The contract shall be awarded to the consultant whose proposal achieves the highest combined Technical and Financial Score, subject to successful contract negotiations and approval by BRAC International.

5.1. Special Conditions.

- BRAC International reserves the right to request clarification on any technical or financial proposal during the evaluation process.
- BRAC International reserves the right to verify references and previous assignments submitted by bidders.
- BRAC International may invite shortlisted consultants to make presentations or participate in interviews where necessary.
- BRAC International reserves the right to negotiate technical and/or financial aspects of the proposal with the preferred bidder before contract award.
- BRAC International reserves the right to reject any or all proposals without incurring any liability to bidders.



6. Clarifications

Requests for clarification should be submitted in writing to the designated BRAC International contact person before the proposal submission deadline. Responses will be shared with prospective bidders where appropriate.

7. Submission Deadline

Complete proposals should be submitted electronically to the email address specified in the Request for Proposal (RFP) no later than **Thursday August 20, 2026 at 4:00pm**. Late submissions may not be considered.

8. Payment Schedule

The payment schedule is subject to negotiation with the consultant and is to be detailed in the contract to be signed with the consultant. Consultants must, however, indicate a proposed payment schedule in their submission.

BRAC may not accept to make advance payments but rather consider output-based payments in phases.

9. Feedback

Feedback shall only be issued to the successful bidder only. If you don't receive any feedback from us within six (6) weeks from the deadline of submission, please consider your proposal/application unsuccessful. No separate feedback shall be given.

10. Disclaimer

This is a call for proposals only and BRAC may cancel the process with or without notice and shall accept no liability whatsoever arising out of such action. BRAC is also under no obligation whatsoever to award the contract to the lowest or any bidder; the decision of the Procurement Committee shall be final. The bidder is wholly liable for the cost of submitting the proposal and BRAC promises no refund whatsoever for all costs related to this process. BRAC shall accept no liability whatsoever, for any unsuccessful submission; the responsibility to ensure that the email submission is successful wholly rests with the prospecting bidder. By participating in this bidding process, the bidder implicitly accepts to abide by all terms and conditions contained in this section and in the entire document.

Done at Kigali

On behalf of,

Stichting BRAC International, Rwanda,
Operations and Procurement Department.

A handwritten signature in blue ink, appearing to read "W. MUKUNDO", written over a faint blue circular stamp.