

Terms of Reference for services of Leadership Education Professionals on Framework Agreement

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Information in brief	
Document	Terms of Reference
Assignment	Leadership Education Professionals on Framework Agreements
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Last date for submission of bids	2 September 2024
Period of validity of bids	90 days

Acronyms:

IDI: INTOSAI Development Initiative

INTOSAI: International Organisation of Supreme Audit Institutions

SAI: Supreme Audit Institutions

1. Introduction:

INTOSAI Development Initiative (IDI) is a not-for-profit firm (Stiftelsen) operating from Oslo, Norway. It is an autonomous International Organisation of Supreme Audit Institutions (INTOSAI) body mandated to support Supreme Audit Institutions (SAIs) in developing countries to sustainably

enhance their performance and capacity. IDI has been established as an integral part of the INTOSAI community.

Our work is based on the needs and challenges SAI's experience. Our support focuses on a sustainable and needs-based approach. We seek to empower SAI's by promoting gender-responsiveness and peer-to-peer cooperation as essential elements of long-term capacity development.

Each country has an SAI whose job is to audit public funds as an effective, accountable and inclusive institution. We are convinced that our contribution to strengthen SAI's can make a difference in the lives of citizens because:

- Government audits are key components of effective public financial management and Good Governance.
- SAI's contribute to the quality of government engagement and better state-society relations through their work
- SAI's are key stakeholders in supporting the implementation of the Sustainable Development Goals (SDGs).

As an integral part of the INTOSAI community, IDI has a unique mandate to serve the needs of all developing country SAI's while not being tied to any country's specific geographic or political interests.

IDI's work builds on the successes of INTOSAI and IDI's own long experience in capacity development. IDI maximises its value to SAI's by focusing on areas where its unique position and experience gives it a comparative advantage over other providers of support.

For further information, please visit <https://www.idi.no/>

2. Purpose of the Terms of Reference (ToRs):

A) Background:

IDI is currently delivering the third cohort of its SAI Young Leaders (SYL) initiative. The SYL initiative provides leadership education to SYLs working in SAI's. See link for more details including the full SYL syllabus ([IDI SAI Young Leaders](#)). Being a value deliverable under the Professional SAI's work stream of IDI, the SYL initiative will be delivered in the coming years as well. Also, IDI is likely to develop and deliver other similar initiatives. SYL and initiatives having similar deliverables are likely to use the services of leadership education professionals.

B) Likely services to be procured through these ToRs:

These Terms of Reference (ToRs) are being issued to invite leadership education professionals to enter into framework agreement with IDI for providing services like:

- a) To design and deliver leadership education in areas like **emotional Intelligence, change management, cultural intelligence, coaching, conflict management, negotiation and influence, performance management, growing people and exercising strategic foresight** for participants from a global audience.
- b) Delivering workshops through face-to-face interactions.
- c) Providing online assessments on the education delivered and individual online coaching and feedback sessions based on the assessments.
- d) Producing a report on overall leadership education/ assessment delivered/conducted for IDI.

- e) Developing and providing online sessions to supplement the face-to-face delivery.
- f) Delivering follow up workshops to allow participants to reflect on how the skills developed have been utilised in their SAI.

Further requirements include:

- g) The workshops are expected to be highly interactive and learner centered, where participants have plenty of opportunity to practice new skills and learn by doing.
- h) The contents of the workshop are expected to be culturally sensitive and gender sensitive.
- i) The activities should be coherent as is delivered to the same group of participants.
- j) IDI's initiatives are also offered in Arabic, French and Spanish in addition to English. Language skills may be clearly specified in the CV/bids.

3. Eligibility of Leadership Education Professionals

- a) The Terms of Reference are open for application to firms, partnerships or individual professionals.
- b) In case of firms or partnerships, the applications should be linked to specific professionals while correlating their proposed fees with their respective qualifications, licenses and experience.
- c) Current permanent employees of SAIs on an individual basis, IDI staff and organisations/ individuals on sanctions lists shall not be eligible for bidding. SAIs can submit bids and depute their employees on assignments.
- d) All bidders shall make a 'No conflict of interest' declaration in their bids.

4. Professional Requirements for representing IDI

The following basic professional requirements are expected of the professional/ firm while providing services to IDI (These are indicative and not exhaustive. Further details will be incorporated for actual assignments):

- a. For the purpose of providing the services the Firm/ partnership will assign a sufficient number of its consultants to ensure that the requirements of IDI are always complied with in a timely manner and to the appropriate level of quality.
- b. The consultant for the assignment will be decided in agreement with IDI and should have a minimum of five years of experience in the area of leadership education and the specific assignment being offered. The same experience is required of individual professionals.
- c. Individual professionals, if entrusted with such assignments shall allocate adequate time to ensure the time and quality requirements.
- d. For the actual assignment agreement, the firm/ partnership/ professional will specify the time for carrying out the assignment in terms of the actual delivery time and the time required for preparing the session(s).
- e. In case of firm/ partnership, the professional for the assignment may be changed only in discussion with IDI.
- f. Any content developed and delivered by the firm/ partnership/ professional for the assignment entrusted by IDI shall remain the intellectual property of the said firm/ partnership/ professional. Upon completion of payment for the said assignment the said firm/ partnership/professional shall pass on the rights to IDI for use in its initiatives and by the participants of such initiatives. IDI shall not use such content for any commercial purpose nor shall it pass on these to any other party.

- g. The firm/ partnership/ professional must maintain the intellectual property and/or confidentiality of any resource material provided by IDI as specified by IDI. Necessary credit is to be accorded even in the case of use of IDI developed Global Public Goods.
- h. While the firm/ partnership/ professional will be free to deliver any course/workshop etc. to any party in case of such course/workshop is developed exclusively by it, any course/workshop etc. being jointly developed by IDI will be guided by separate agreement with IDI regarding its possible reuse or otherwise for other clients.

5. Criteria for assessment of offers

The Purchasing Committee will only consider bids that provide all the required documents mentioned in these ToRs.

The proposals received will be evaluated as per the following criteria

- Experience and expertise (including experience of working with IDI) – 10%
- Quality of proposal – meets IDI requirements, innovation, pedagogy – 40%
- Cost – 50 %

6. Operation of Framework Agreements with IDI:

- a. The framework agreements for procuring leadership education services will help IDI in avoiding a fresh process of inviting multiple bids/ open tender necessary for direct procurements and ensure a reliable pool of professionals.
- b. Framework agreements are not actual procurements and may or may not lead to actual procurements.
- c. Being on framework agreement does not imply the automatic selection of any firm/ partnership/ professional for an assignment. Due diligence in terms of matching of skills and cost will be done by IDI for every assignment.
- d. Based on the actual scope of a specific assignment, a separate draw down contract will be entered with the selected firm/ partnership/ professional.
- e. The draw down contract will have the specific details about the assignment as well as the estimated cost.
- f. The framework agreements will be for a period of four years, with a review of performance if applicable after two years.

7. Bidding process:

- a. The bidding process is being carried out in terms of the IDI Procurement Policy.
- b. Bids are being invited through open advertisement as well as by contacting different professionals to have a reasonably wide pool of providers.
- c. All bidders should submit their bids including technical details along with corresponding financial details.
- d. Technical details implies the nature of services being offered. These may be based on the lists in point nos. 2 and 3 above.
- e. Registration details including tax status of the firm/ partnership/ professional may be provided
- f. Corresponding proposed fees against each of the items (services) may be mentioned. Fees may be quoted in terms of hourly rates or daily rates.
- g. Applicability of VAT/ other taxes on the fees may be clearly indicated.
- h. For ease of evaluation of bids the following template may be used (or supplemented/ modified appropriately)

Nature of Service	Area of Service	Fees (per person per hour or per day in NOK or other currency)
Deliver onsite workshop	Workshop delivery	
	Preparation for workshop	
	
Deliver online workshop	Workshop delivery	
	Preparation for workshop	
	
Online mentoring	Individual mentoring	
Conduct assessments		
Mission report	Mission report with lessons learned	

- i. Bids should clearly mention the qualifications and certifications of the individuals who would be offering the services to IDI.
- j. Details of previous experience in providing the quoted services must be provided.
- k. References of previous clients must be included.
- l. Bids should reach IDI electronically by 1700 hours (Oslo time) on **2 September 2024**. Bids should be addressed to the contact persons mentioned in the introduction to this document and cc to syl-idi@idi.no
- m. Bids received after the above deadline will not be considered under any circumstances.
- n. The bids shall be submitted to IDI indicating a 90 days validity period.
- o. All communication between the parties will be done in English. The proposal shall be submitted in English.
- p. IDI will intimate about the selection of the firm/ partnership/ professional or otherwise

8. Other Conditions

- a. Travels for IDI workshops will be on cheapest available economy class flight tickets facilitated and paid for by IDI through its travel agent.
- b. Per diems will not be admissible. Necessary reimbursements will be made for accommodation and meals.
- c. While working on assignments commissioned by IDI, the professionals should adhere to the IDI Code of Ethics, IDI Anti-Corruption Policy, IDI Safeguarding Policy, IDI Gender and Inclusion Policy, and IDI Travel Policy. Contractual conditions will be governed by the IDI Procurement Policy. The policies are available at <https://www.idi.no/component/sppagebuilder/page/145?Itemid=>