

Terms of Reference

Executive Coach Liberia – 20201218

1. BACKGROUND/INTRODUCTION

1.1. Introduction ForumCiv

ForumCiv is a politically and religiously unaffiliated development cooperation organisation with around 140 member organisations from Swedish civil society. Together we work with human and civil rights and facilitate popular participation around the globe.

ForumCiv was founded in 1995 and is the largest civil society platform in Sweden. We have offices in Stockholm, Sweden and in five other countries (Belarus, Cambodia, Colombia, Kenya and Liberia) through which we provide direct support to local organisations on the ground. We mediate grants from Sida (the Swedish International Development Cooperation Agency) to Swedish organisations cooperating with local partners in 70 countries. ForumCiv also advocates for just and sustainable development.

Our work centres on enabling people to organise to claim their rights and take control of their lives; for it is only then that democracy can grow, resources can be distributed more fairly, and poverty can be reduced.

1.2. Description of concerned activities

The ForumCiv Country Office in Liberia (“ForumCiv Liberia”) was first established during autumn 2018 – spring 2019, with securing premises in Gbarnga; buying furniture and equipment; securing banking, security and other services; and hiring and training key staff. The establishment of this new office has been overseen by an international Start-Up Manager who also serves as the Country Manager.

Now that ForumCiv Liberia is up-and-running, the Start-Up Manager will be leaving the office and hand over to a new person (recruited locally) as the Country Manager. This person will be supervised by the Deputy Secretary General in Stockholm and will be part of the ForumCiv Global Management Team where s/he will interact with and get support from colleague. The Country Office will also have support from a Financial Controller and a PME Officer in Stockholm.

1.3. Context and Problems addressed

Liberia is a developing country with a post-conflict context and ForumCiv is working in two complementary areas in the country: (1) developing civil society and (2) the implementation of the 2018 Land Rights Bill. In area (1), civil society is evolving from a number of CSOs that have focused on humanitarian aid and worked as service-providers for International NGOs and funders, into independent CSOs that are well-organised and implement their own agendas. In area (2), land rights continue to be a sensitive issue with potential for conflict. It touches human

rights, gender equality, climate change and traditional rules and procedures, while also interacting with political actors and (local and international) business interests.

Liberia is also a country with widespread poverty and corruption, and with a highly centralised government. Since part of ForumCiv's work is grantmaking and capacity development for local CSOs, there is a high risk of the Country Manager being pressured to make favourable decisions on funding from family members, friends and other associates. Other parts of ForumCiv's work involves hiring vendors and service providers which can result in the same kind of pressure.

The new Country Manager at ForumCiv Liberia will most likely also be new to the position of Country Manager for an international NGO and to this level and scope of responsibility. The Executive Coach will play an important role in supporting the Country Manager's transition into this executive role. In addition, the Country Manager will be under pressure to implement two major programmes in a challenging and conflict-prone environment. There must be qualified staff to carry out the programmes and bring about results, while also staying safe and keeping all partner groups safe. S/he will likely be faced with attempted corruption (directly or through other staff) and will not only have to address these personally but ensure that all staff embody the ForumCiv anti-corruption policy.

2. ASSIGNMENT

2.1. Assignment purpose, aims and objectives

ForumCiv is seeking an experienced Executive Coach to help the new Country Manager in Liberia successfully transition into his/her new role. The Coach will complement the other supports provided by ForumCiv and will provide individualised coaching to the new Country Manager. Parallel to this, the supervision will be provided by the Deputy Secretary and monitoring will be handled by a Financial Controller and a PME Officer – all located at the Head Office.

The Coach will establish a routine for coaching sessions and help the Country Manager set his own development plan. As the coaching progresses, the Coach will also introduce potential feedback tools and connect the Country Manager to resources that he requires to move forward.

2.2. Scope, Focus and limitations

The Executive Coach will serve as a confidential and supportive sounding board for the incoming Country Manager. This will include asking questions, challenging assumptions, helping the Country Manager achieve clarity, and help identify further resources.

On occasion, and with permission from the Country Manager, the Coach can provide advice. However, this should be avoided and the focus should be on helping the Country Manager move forward on his own and down his own road.

The Executive Coach will also review the results of the “psychological test” that all managers go through as part of the recruitment process, with the incoming Country Manager. This will help the Country Manager as s/he establishes his/her goals for development.

It is important that conversations between the Executive Coach and the Country Manager are kept completely confidential. The Country Manager's supervisor, the Deputy Secretary General, should receive monthly status updates that may include: the dates/times of meetings held, when a development plan has been established, and when goals of the development plan have been reached, as well as general comments on the process and progress of the coaching effort. No

other information about what happens in the coaching sessions should be shared with anyone, without the Country Manager's permission. (Exceptions to this rule are of course if the Coach learns about illegal activity or conduct that goes against any of ForumCiv's policies.)

3. METHODOLOGY

3.1. Methodology

The Executive Coach is expected to help the new Country Manager gain self-awareness, clarify goals, achieve his/her development objectives, unlock his/her potential, and act as a sounding board. The Executive Coach is not a therapist or a mentor and should refrain from giving advice or solving the Country Manager's problems. Instead, the Coach should ask questions to help the Country Manager clarify and solve his/her own problems.

The Coach and the Country Manager will decide on the details around the content and process for the coaching sessions. But, the coaching process should include an assessment phase, a goal-setting phase, and a development phase. The coaching period will end when the Country Manager feels that s/he has reached his/her goals. The Country Manager's supervisor (the Deputy Secretary General) will be kept informed of the process as detailed under item 2.2 above.

3.2. Reference Group/ForumCiv Support

There will be no Reference Group for this effort. The Executive Coach will provide coaching directly and individually with the new Country Manager. Separately from the coaching efforts, the supervision will be provided by the Deputy Secretary and monitoring will be handled by a Financial Controller and a PME Officer – all located at the Head Office.

4. OUTPUTS AND REPORTING

4.1. Outputs

The tenderer is to produce the following outputs;

- A. Weekly coaching sessions with the new Country Manager at ForumCiv Liberia.
- B. If needed, identified tools and resources the new Country Manager requires to reach his/her developmental goals.
- C. If necessary, travel to Gbarnga, Liberia for on-site coaching (maximum two trips).

4.2. Reporting

A summary report shall be written in English and submitted as one written copy as well as one electronic version. The report shall outline the number of coaching sessions and their length(s) and the tools and resources the new Country Manager has received.

The report shall not exceed five (5) pages, excluding any appendices.

Report shall be submitted to the contact person specified in §9.

5. TIME SCOPE

ForumCiv has estimated that the volume of the assignment amounts to a total of weekly coaching sessions of no more than 2 hours per week. Additional hours will be needed to handle preparation and follow-up, as well as identification of tools and outside resources (if necessary). The total scope of work will be adjusted in consultancy with the winning tenderer accordingly.

The assignment shall be undertaken between 2021-03-31 and 2021-09-30 (six months) and with a potential extension through 2021-12-31 (for a total of nine months).

An interim report shall be handed in by 2021-06-30 and a final report by 2021-12-15.

6. BUDGET

The basic budget should not exceed 80,000 for six months and 120,000 SEK for nine months, including fees and reimbursables but excluding any trips (see paragraph below) and VAT. Final payment will be made by bank transfer 30 days after delivery of the final report and approval by ForumCiv. A first payment of initial costs can also be approved.

If the Country Manager decides that on-site coaching is necessary, the Deputy Secretary General will have to approve this trip and the flight, hotel and local travel in Liberia will all be paid for directly by ForumCiv.

6.1. Fees

The tenderer shall specify the fee per hour including all taxes and social costs but excluding VAT.

6.2. Reimbursable

The tenderer is to specify anticipated reimbursable costs. If per-diem costs are included, they shall be specified separately and follow the thresholds from the Swedish Tax Agency (or equivalent).

The details of the budget for reimbursable costs shall be indicative only. Revisions and re-allocations will be decided in a dialogue with ForumCiv, along the course of work.

7. TENDERERS QUALIFICATIONS

The tenderer is to meet the following expectations:

- Offer services described in §2 above.
- Documented knowledge and experience required:
 - Master's degree in relevant topic;
 - 5+ years' experience of professional coaching;
 - 5+ years management experience;
 - Excellent spoken and written English;
 - Experience of development cooperation a must;
 - Experience working in sub-Saharan Africa a plus;
 - Familiarity with ForumCiv's work a plus.

- Environmentally sustainable development shall be taken into consideration and goods/services shall be produced and supplied in the most environmentally friendly way possible.
- Basic labour rights as expressed in the ILO's core conventions¹, shall be given due consideration.
- Not be bankrupt, be convicted of crime in the profession, not have been guilty of serious professional misconduct nor have tax liabilities. Swedish suppliers shall have a class F tax certificate for contractors.
- The tenderer must follow ForumCiv's Code of Conduct (Annex B)
- The tenderer must not use any subcontractors.

8. PROCUREMENT TECHNICALITIES

8.1. Tender Procedure

The assignment is subject to a selective tender procedure, handled directly by a ForumCiv assessment group. The tenders will be assessed considering the following aspects;

- The contents of the tender (that all the required information is enclosed)
- The qualifications and experience of the tenderer
- Experience from working with
- The methodology and approach proposed
- The cost for the tender

Questions concerning the tender can be posed to the contact persons indicated below until 2021-01-31. ForumCiv reserves the right not to accept any of the tenders submitted. In addition, ForumCiv reserves the right to take references on the proposed candidate.

ForumCiv is not covered by the Swedish Public Procurement Act (LOU). This means that it is not possible to appeal against the decision of choosing a supplier and that ForumCiv is not obliged to disclose the procurement documentation after completion of procurement.

8.2. Documentation and information required

Tenders shall:

- State the methods they intend to use to implement the assignment and to guarantee the quality of their work.
- State the qualifications of each of the person(s) they make available for the assignment and attach a CV for each of them.
- Confirm that they will be able to meet all expectations in §7.
- State the total cost of the assignment, specified in the form of the hourly fee for each personnel category, reimbursable costs, and any other costs and possible discounts. All costs shall be given in Swedish kronor, excluding VAT.
- Propose a time schedule for the assignment.

¹ Freedom of Association and Protection of the Right to Organize Convention, (No. 87 and 98), Forced Labour Convention, (No. 29 and 105), Minimum Age Convention, (No. 138 and 182), Equal Remuneration Convention, (No. 100 and 111)

8.3. Final date of Submission

The tender, including all required information is to be submitted to ForumCiv by e-mail only (see address below) at the latest Friday, 2021-01-29 at 15:00 (Stockholm time).

8.4. Validity of the Tender

Tenders shall remain valid for a period of 60 days.

8.5. Submittal of tender

The tender should be submitted via email to the following address:
elisabet.eklind@forumciv.org.

The subject line of the email should include the text “Tender – Liberia Executive Coach”

9. CONTACT DATA

For further information, you may contact:

Elisabet Eklind
Head of Hub Multi-Regional
elisabet.eklind@forumciv.org