
Project title: Advisory Services and Moderation of Feedback to Managers

Country: Ethiopia

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List of Abbreviation

BMZ German Federal Ministry for Economic Cooperation and Development

GIZ Gesellschaft für internationale Zusammenarbeit (GmbH)

ToRs Terms of reference

1. Brief information on the project

Feedback to managers is a binding management instrument at GIZ. The manner in which it is conducted is regulated by a GIZ employer/staff council agreement (GBV 04/2013). Since August 2014, this has also been regulated for national managers and their staff by an O+R standard in line with the GIZ employer/staff council agreement. The instrument is intended to encourage a dialogue between staff members and their managers, increase management effectiveness, promote cooperation, and thus make work processes more efficient.

All national staff managers who hold band 5 and 6 positions and who have disciplinary responsibility for other staff members are required to hold an upward feedback discussion with their subordinates once a year to provide feedback on managers' leadership conduct and on the need for leadership. Staff members participate in feedback on a voluntary basis.

The upward feedback sessions will be conducted by a moderator assigned for this purpose. Owing to its principles of inclusivity of all employees GIZ would like to provide feedback to manager sessions in the Amharic language as well. To this effect, GIZ would like to initiate this bid for a capable moderator who can fulfil the requirements mentioned below.

2. Context

The objective of this assignment will be.

- to coordinate and moderate up to ten "feedback to managers" sessions in Amharic and English language.
- to deliver feedback reports.

3. Terms of reference

The moderator will steer the process in accordance with GIZ's specifications listed below.

3.1 Procedure

- The moderator coordinates and schedules feedback to managers' sessions (One session will be an 8-hour task).
- The feedback takes the form of a moderated group discussion that is prepared using the feedback questionnaire.
- The moderator receives feedback forms (questionnaires) from managers and distributes them to staff.
- Gives briefing regarding the aim and the overall procedure of the session to the staff.
- The moderator collects the completed feedback forms from staff members, evaluates them anonymously and creates an overview.
- The moderator initially discusses the evaluation findings separately with the manager and the staff members. Prepares participants for the joint moderated feedback discussion.
- Conducts discussions with subordinates based on the anonymized results and feedback responses.
- Conduct a discussion with the superior regarding the feedback he/she received.
- Conducts joint discussions with subordinates together with the superior and prepares the joint agreement which was reached by both parties.
- The moderator documents in writing any agreements reached in the form of key feedback outcomes and sends them to the manager.

- The moderator undertakes to treat the content of feedback to managers in the strictest confidentiality.
- Ensures that the session is conducted in a timely, respectful, orderly and effective manner.
- Answer questions that may arise during the discussion.
- Keeps records of all necessary facts/details discussed.
- Prepares a summary report that includes the main issues discussed and measures agreed upon and submits complete GIZ feedback for managers' documents.
- Coordinate the scheduling of the events based on the availability of the staff in coordination with the managers or their assigned people in presence, and when agreed upon, virtually.
- All communication costs will be assumed by the moderator.

3.2 Working Materials and Timetable

The following materials are available for moderating a 'Feedback to managers' session:

- Guidelines for moderators on 'Feedback to managers' at GIZ
- Information for GIZ managers on Feedback to managers.
- Formatvorlage_ToR Moderation GIZ- Feedback an Führungskräfte (Template ToRs for moderating GIZ feedback to managers)
- Auswertungstool_GIZ-Feedback an Führungskräfte (Evaluation tool for GIZ feedback to managers)
- Formatvorlage_Dokumentation zum GIZ-Feedback an Führungskräfte (Template for documenting GIZ feedback to managers)
- Moderatoren-Checkliste_Ablaufplanung für GIZ-Feedback an Führungskräfte (Checklist for moderators for planning the schedule of a 'Feedback to managers' session at GIZ)

The contractor agrees with the manager on which day the feedback discussions will be held. The following table lists the major milestones to be fulfilled during the session.

Date	Milestones	Contacts
	Coordination with manager/preparation, evaluation	
	Distributing feedback forms, collecting and organizing reports for the discussion	
	Moderating the feedback session	
	Follow-up and documentation	

4. Duration

GIZ shall hire the contractor for the anticipated contract term, from the 1st of September 2024 to the 31st of August 2025.

5. Inputs/Deliverables

A 'feedback to managers' session comprises.

Preliminary talks and preparation for the session, and on evaluation of questionnaires	approx. two hours
Moderating the feedback session	approx. five hours
Follow-up (documentation of agreements, if requested follow-up discussion with manager)	approx. one hour

6. Qualifications

The below-specified qualifications represent the requirements to reach the maximum number of points in the technical assessment.

- Proven practical experience with GIZ Ethiopia on similar assignments (moderating the GIZ feedback for managers') is advantageous.
- Preferable experience in adult training on feedback and employee evaluation backed by testimonials.
- Recently trained in moderation/facilitation of feedback sessions.

6.1 General qualifications

Education: Degree in Social Science, management, organizational development, or related fields.

Professional experience: Practical five years experience in moderation/facilitation of feedback.
Two years experience/training in adult training. And practical experience in moderating the GIZ feedback for managers' instruments.

6.2 Language skills:

C1 level of language proficiency required in both English and Amharic languages.

The number of Experts needed is up to Five experts.

7. Requirements on the format of the tender

Contractors are requested to submit their CVs and offers as per the details of the session mentioned in section 6. The CV submitted shall be of a maximum of four pages. If the maximum page length is exceeded, the content appearing after the cut-off point will not be included in the assessment. External content (e.g., links to websites) will also not be considered.

8. Additional notes

Materials provided in the course of the task are the property of GIZ and must not be passed on to third parties.