



CALL FOR EXPRESSION OF INTEREST TO DESIGN AND DELIVER VARIOUS TRAINING PROGRAMS

I. Introduction

The African Union (AU), established as a unique Pan African continental body, is charged with spearheading Africa's rapid integration and sustainable development by promoting unity, solidarity, cohesion and cooperation among the people of Africa and African States as well as developing new partnerships worldwide.

The AU operates within challenging and complex socio-cultural; political; economic environment with its policies and strategies of regional integration and sustainable development not only reaching out to the AU systems and/or regional levels but also to national and institutional levels. As such, the Institution has the obligation to constantly enhance its effectiveness and efficiency by adjusting where applicable its operating models to the evolving needs of the African citizens and drive the Continent's integration and the institutional transformation processes. The AU's Agenda 2063 is Africa's endogenous plan for structural transformation and as shared strategic framework for inclusive growth and sustainable development; it clarifies the organisation's focus for the next 50 years.

Towards this end, the African Union Commission (AUC), the secretariat of the AU, plays a central role in the day-to-day management of the Union. Amongst other functions, the Commission liaises closely with the AU organs to guide, support and monitor the AU's performance to ensure conformity and harmony with agreed policies, strategies programmes and projects; management of the AU budget and resources and initiates proposals to be submitted to the AU organs as well as implements decision taken by them.

As such, in 2015, AUC adopted a Learning and Development Strategy that reflects the unique mandate of the organisation as a whole and one that provides the foundation necessary to guarantee the future success of the African Union (AU). The strategy is an important dimension of the organisation's talent management approach and encourages staff to be agile learners, continually exposed to opportunities to enhance the skills and knowledge needed to deliver excellence in an ever-changing context.

In this context, the AUC would like to engage the services of a consultant or firm to design and deliver training programmes that will prepare its workforce with the skills, competencies and capabilities needed to ensure a sustainable and impactful delivery on Agenda 2063.

II. Scope of the Service

The AUC plans to organize a number of training programmes for its staff members. All training programmes are expected to meet the requisite desired outcomes. Therefore, the consultant/ firm shall effectively design and deliver each training program by executing no less

than the following tasks in close consultation with AUC's Learning and Development Unit:

- Understand the work of the African Union to gain the necessary insight to effectively contextualize this service;
- Design customized training content with an emphasis on practical application to the context of the African Union;
- Provide appropriate class training methodology including but not limited to case studies, group work, role plays, real life scenarios, coaching and gamification with a view to embed the knowledge;
- Include best practice content that is abreast with current trends relevant to the corresponding training, with appropriate application to the AU context;
- Design and deliver appropriate content that translates to practical application of the knowledge imparted;
- Provide tools to measure the effective delivery and application of knowledge to close participants' competency gaps.

The training programmes must incorporate the following learning principles:

- Each module to address key theoretical frameworks and concepts per topic.
- Each module to build from theoretical frameworks to applied work.
- In-class work to include experience and practice in using tools, making decisions, choosing approaches – experiential learning.
- The trainer must take responsibility for linking work to behavioural needs of participants by providing the opportunities for participants to use their new-found knowledge to build courage, confidence, etc.

III. Training Programmes

A. AU EMERGING LEADERS PROGRAMME

1. **Objective of the Training:** The objective of the training is to equip young professionals who aspire to lead a positive change with skills that will optimize their personal effectiveness and their contribution to the overall performance of the African Union and the continent at large.
2. **Target Participant:** The training will target AU staff under the age of 35 from the AUC, as well as its regional offices and organs.
3. **Qualification and Experience of the Training Expert(s):** The trainers are expected to have proven practical experience in organizing, designing and delivering customised programs in the area of Leadership and Functional Development. In particular, they must have experience in designing and delivering Youth or Emerging Leaders' Development programmes. Moreover, they must have a track record of delivering similar programs for large international organizations in Africa such as the African Union. The consulting firm must provide at least two key experts. The experts must meet the following criteria:

Education: At least a Master's degree in Business Administration, Education, Educational Psychology and/or related areas from a recognized Higher Education Institution.

• Experience: Proven track record of successful training or facilitation skills in the area of Leadership Development or Leadership Training and/or related areas of at least seven (7) years. This experience must be in the context of international public/developmental

organizations or at multicultural, internationally recognized private organization, preferably in Africa.

- Language skills: Fluency in English is mandatory. At least one expert must be fluent in French. The knowledge of French, Portuguese or Arabic is an added advantage.
4. **Desired Outcome:** By the end of the training, it is expected that all trainees will be able to:
- Understand and apply practical leadership and management tools for success in the organization and for future endeavors;
 - Build a network with other AU professionals, other emerging leaders and peers;
 - Grow in confidence around their own leadership abilities;
 - Hone their ability to focus on getting results.

5. **Timeframe**

Activity/ Training Topic	Target organization	Duration of training	Number of participants trained	Training venue	Proposed Dates (number in cohort)
Emerging Leaders Program	The African Union Commission	Five (5) Days	80 <i>(40 in each cohort)</i>	Addis Ababa, Ethiopia	November 2019 (40) October 2020 (40)

B. ICT PRODUCTIVITY- MICROSOFT OFFICE PROFICIENCY TRAINING

1. **Objective of the Training:** The objective of this training is to equip participants with the knowledge and skills to be proficient in the use of word documents, spreadsheets, presentations and emails. The training will cover the usage of MS Office tools at different levels – basic, intermediate and advanced.
2. **Target Participant:** The training will target staff within the African Union Commission requiring these skills in order to effectively perform in their roles.
3. **Qualification and Experience of the Training Experts:** The trainers are expected to have proven practical experience in organizing, designing and delivering programs in the area of MS Office productivity tools. Moreover, they must have a track record of delivering similar programs for large international organizations in Africa such as the African Union. The consulting firm must provide one lead expert for each training. The expert must meet the following criteria:
 - Education: At least a Master’s degree in ICT, Education, Human Resources Management, Public Administration, Management and/or related areas from a recognized Higher Education Institution. A professional certification in the subject area is an added advantage.
 - Experience: Proven track record of successful training or facilitation skills in the area of Microsoft Office tools and/or related areas of at least seven (7) years. This experience must be in the context of international public/developmental organizations or in a multicultural, internationally recognized private organization, preferably in Africa.

- Language skills: Fluency in English is mandatory. The knowledge of French, Portuguese or Arabic is an added advantage.
4. **Desired Outcome:** By the end of the training, it is expected that all trainees will have the required knowledge, skills and confidence to use MS Office tools. Specifically, trainees will be able to:
- Create professional-looking documents;
 - Create and use workbooks in excel
 - Create engaging presentations which convey the key points of the message to be delivered
 - Navigate smoothly within MS Outlook

5. **Timeframe**

Activity/ Training Topic	Target organization	Number of participants	Training venue	Proposed Session Dates
ICT Productivity - Ms Office Proficiency	The African Union Commission	480	Addis Ababa	October 2019 March 2020 October 2020

Course	Number of Sessions	Number of participants per session	Number of Days per session
Word Beginners	3	20	1
Word Intermediate	3	20	2
Word Advanced	3	20	2
PowerPoint Beginner-Intermediate	3	20	1.5
Excel Beginners	3	20	1
Excel Intermediate	3	20	2
Excel Advanced	3	20	2
Outlook Beginner - Intermediate	3	20	1.5

C. WOMEN IN LEADERSHIP

1. **Objective of the Training:** The objective of this training workshop is to provide participants with a better understanding of different approaches to leadership, as well as the gender aspects of leadership and the challenges/opportunities for women in leadership roles. The ultimate goal of this workshop is to enhance leadership skills of AU female leaders to effectively lead change as well as support female networks within the organization.
2. **Target participant:** The training will target female staff in leadership roles within the African Union Commission
3. **Qualification and Experience of the Training Experts:** The trainers are expected to have proven practical experience in organizing, designing and delivering customized programs in the area of Leadership Development for Women. Moreover, they must have a track record of delivering similar programs for large international organizations in Africa such as the African

Union. The consulting firm must provide at least two key experts. The experts must meet the following criteria:

- Education: At least a Master's degree in Business Administration, Education, Educational Psychology and/or related areas from a recognized Higher Education Institution. A professional certification in the subject area is an added advantage.
- Experience: Proven track record of successful training or facilitation skills in the area of Function and Leadership Development and/or related areas of at least seven (7) years. In particular, they must have experience in designing and delivering Leadership Development for Women training programmes. This experience must be in the context of international public/developmental organizations or in a multicultural, internationally recognized private organization, preferably in Africa.
- Language skills: Fluency in English is mandatory. At least one expert must be fluent in French. The knowledge of French, Portuguese or Arabic is an added advantage.

4. **Desired Outcome:** By the end of the training, it is expected that all trainees will have the required knowledge, skills and tools to:

- Develop greater confidence and a better understanding of their personal leadership style;
- Be able to effectively lead change;
- Understand various dynamics of power, influence and negotiation;
- Develop a set of skills and competencies skills needed to navigate in simple and complex situations;
- Build strong alliances and networks personally and professionally.

5. **Timeframe**

Activity/ Training Topic	Target organization	Duration of training	Number of participants trained	Training venue	Proposed Dates (number in cohort)
Women in Leadership	The African Union Commission	Five (5) Days	60 <i>(20 in each cohort)</i>	To be determined	October 2019 (20) April 2020 (20) October 2020 (20)

D. STRATEGIC THINKING

1. **Objective of the Training:** The objective of this programme is to develop the strategic thinking and decision making abilities of the AU Management, especially in relation to the realization of the vision of Agenda 2063.
2. **Target participant:** The training will target senior and middle level managers within the African Union Commission
3. **Qualification and Experience of the Training Expert:** The trainers are expected to have proven practical experience in organizing, designing and delivering customized programs in

the area of Strategic Thinking or Critical Thinking. Moreover, they must have a track record of delivering similar programs for large international organizations in Africa such as the African Union. The consulting firm must provide one lead consultant. The experts must meet the following criteria:

- Education: At least a Master’s degree in Business Administration, Public Administration, Management, Education, Educational Psychology and/or related areas from a recognized Higher Education Institution. A professional certification in the subject area is an added advantage.
- Experience: Proven track record of successful training or facilitation skills in the area of Strategic Thinking and/or related areas of at least seven (7) years. This experience must be in the context of international public/developmental organizations or in a multicultural, internationally recognized private organization, preferably in Africa.
- Language skills: Fluency in English is mandatory. The knowledge of French, Portuguese or Arabic is an added advantage.

4. **Desired Outcome:** By the end of the training, it is expected that all trainees will be able to:
- Understand and apply the strategic thinking tools and processes that are relevant to their own professional development and organizational contexts
 - Understand essential strategic management principles;
 - Gain increased understanding of strategic contexts;
 - Increase their capacity to deal with strategic challenges;
 - Develop enhanced competencies to understand strategy, use thinking frameworks and to act strategically.

5. **Timeframe**

Activity/ Training Topic	Target organization	Duration of training	Number of participants trained	Training venue	Proposed Dates (number in cohort)
Strategic Thinking	The African Union Commission	Three (3) Days	40 <i>(20 in each cohort)</i>	To be determined	November 2019 (20) October 2020 (20)

E. DELIVERING SERVICE EXCELLENCE

1. **Objective of the Training:** The objective of this programme is to provide participants with the knowledge, skills, attitudes and values to improve and manage service delivery at the African Union. The training will cover the essentials of customer service techniques to enable participants to identify their clients’ needs and maintain high level of service delivery.
2. **Target Participant** The training will target all staff in service delivery roles within the African Union Commission

3. **Qualification and Experience of the Training Experts:** The trainers are expected to have proven practical experience in organizing, designing and delivering customized programs in the area of Service Delivery and Customer Service. Moreover, they must have a track record of delivering similar programs for large international organizations in Africa such as the African Union. The consulting firm must provide one lead expert for each training. The expert must meet the following criteria:

- Education: At least a Master’s degree in Business Administration, Public Administration, Management, Marketing and/or related areas from a recognized Higher Education Institution. A professional certification in the subject area is an added advantage.
- Experience: Proven track record of successful training or facilitation skills in the area of service delivery and customer service and/or related areas of at least seven (7) years. This experience must be in the context of international public/developmental organizations or in a multicultural, internationally recognized private organization, preferably in Africa.
- Language skills: Fluency in English is mandatory. The knowledge of French, Portuguese or Arabic is an added advantage.

4. **Desired Outcome:** By the end of the training, it is expected that all trainees will be able to:

- Understand the principles of service excellence;
- Apply effective strategies in managing customer dissatisfaction;
- Demonstrate the right attitudes required for building a positive customer relationship;
- Know how to meet, manage and exceed client expectations;
- Understand and apply techniques for improving service delivery through process improvement.

5. **Timeframe**

Activity/ Training Topic	Target organization	Duration of training	Number of participants trained	Training venue	Proposed Dates (number in cohort)
Delivering Service excellence	The African Union Commission	Three (3) Days	60 <i>(20 in each cohort)</i>	Addis Ababa	November 2019 (20) March 2020 (20) October 2020 (20)

F. DIPLOMATIC ETIQUETTE

1. **Objective of the Training:** The objective of this programme is to sharpen participants’ skills in diplomatic etiquette, thus enabling them to thrive in multi-cultural / multi-lateral settings. The training should be designed to enable participants obtain practical insights into subtle interactions that will improve their operational effectiveness in a wide range of settings. The program will complement participants’ technical and managerial know-how with skills in diplomatic protocol to support their engagement at a high-level.

2. **Target Participant:** The training will target all AU staff members requiring to develop or hone their skills in the area of diplomatic etiquette.
3. **Qualification and Experience of the Training Expert:** The trainers are expected to have proven practical experience in organizing, designing and delivering customized programs in the area of Diplomatic Etiquette and Protocol. Moreover, they must have a track record of delivering similar programs for large international organizations in Africa such as the African Union. The consulting firm must provide one lead expert for each training. The expert must meet the following criteria:
 - Education: At least a Master's degree in Diplomacy, International Relations, International studies and/or related areas from a recognized Higher Education Institution. A professional certification in the subject area is an added advantage.
 - Experience: Proven track record of successful training or facilitation skills in the area of Diplomatic Etiquette and Protocol, tools and best practices and/or related areas of at least seven (7) years. This experience must be in the context of international public/developmental organizations or in a multicultural, internationally recognized private organization, preferably in Africa.
 - Language skills: Fluency in English is mandatory. The knowledge of French, Portuguese or Arabic is an added advantage.
4. **Desired Outcome:** By the end of the training, it is expected that all trainees will be able to:
 - Master the basics of diplomatic etiquette and protocol;
 - Demonstrate professionalism when communicating in corporate and diplomatic settings;
 - Understand multicultural manners;
 - Understand the set of established rules of courteousness that are to be respected in society;
 - Recognize the unwritten practices of etiquette, good manners and behaviors.
5. **Timeframe**

Activity/ Training Topic	Target organization	Duration of training	Number of participants trained	Training venue	Proposed Dates (number in cohort)
Diplomatic Etiquette	The African Union Commission	Three (3) Days	60 <i>(20 in each cohort)</i>	Addis Ababa	October 2019 (20) March 2020 (20) October 2020 (20)

G. EFFECTIVE MANAGEMENT SKILLS

1. **Objective of the Training:** The objective of this programme is to sharpen the management skills of AU staff in supervisory roles. The program aims to further enable participants to achieve results through successful and effective management and supervision of their teams.
2. **Target Participant:** The training will target all AU staff members in supervisory roles
6. **Qualification and Experience of the Training Expert:** The trainers are expected to have proven practical experience in organizing, designing and delivering customized programs in

the area of Management and supervisory effectiveness. Moreover, they must have a track record of delivering similar programs for large international organizations in Africa such as the African Union. The consulting firm must provide one lead expert for each training. The expert must meet the following criteria:

- Education: At least a Master's degree in Human Resources Management, Business Administration, Public Administration, Management and/or related areas from a recognized Higher Education Institution. A professional certification in the subject area is an added advantage.
 - Experience: Proven track record of successful training or facilitation skills in the area of Management and/or related areas of at least seven (7) years. This experience must be in the context of international public/developmental organizations or in a multicultural, internationally recognized private organization, preferably in Africa.
 - Language skills: Fluency in English is mandatory. The knowledge of French, Portuguese or Arabic is an added advantage.
3. **Desired Outcome:** Participants will acquire skills to enable them integrate planning and organizational skills with excellent people skills. They will further learn how to juggle the demands as a manager, without losing focus on their personal efforts, as well as the effort of their team. By the end of the training, it is expected that participants will:
- Have a greater understanding of their self-awareness and the impact they have on those they manage;
 - Lead change more effectively, getting deeper buy-in from others and fewer objections;
 - Understand the key drivers of conflict and be able to choose the right approach to deal with it;
 - Set clearer and more motivational personal and team goals;
 - Gain insight into their personal leadership style as well as having opportunities to try alternative approaches;
 - Understand how to recognize and develop strategies to close the gaps in the abilities of their team members;
 - Improve performance by creating and encouraging structured feedback.
 - Be able to effectively plan and make informed decisions.

4. **Timeframe**

Activity/ Training Topic	Target organization	Duration of training	Number of participants trained	Training venue	Proposed Dates (number in cohort)
Effective Management Skills	The African Union Commission	Five (5) Days	40 <i>(20 in each cohort)</i>	To be determined	November 2019 (20) May 2020 (20)

H. REPORT WRITING AND PRESENTATION SKILLS

1. **Objective of the Training:** This programme aims at improving the writing skills of participants thus enabling them to generate high quality documents such as reports, concept notes and proposals. Participants will be trained to write in a concise, easy-to-read and professional manner. Furthermore, participants will learn successful strategies for developing and delivering 'polished' and 'to the point' presentations for briefings and meetings.
2. **Target Participant:** The training will target all AU staff members needing to enhance their writing skills.
3. **Qualification and Experience of the Training Expert:** The trainers are expected to have proven practical experience in organizing, designing and delivering customized programs in the area of Report Writing and Presentation Skills. Moreover, they must have a track record of delivering similar programs for large international organizations in Africa such as the African Union. The consulting firm must provide one lead expert for each training. The expert must meet the following criteria:
 - Education: At least a Master's degree in Business Administration, Human Resources Management, Public Administration, Management and/or related areas from a recognized Higher Education Institution. A professional certification in the subject area is an added advantage.
 - Experience: Proven track record of successful training or facilitation skills in the area of report writing, presentation skills and/or related areas of at least seven (7) years. This experience must be in the context of international public/developmental organizations or in a multicultural, internationally recognized private organization, preferably in Africa.
 - Language skills: Fluency in English is mandatory. The knowledge of French, Portuguese or Arabic is an added advantage.
4. **Desired Outcome:** By the end of the training, it is expected that participants will:
 - Understand the principles of professional writing in a multilingual and multicultural context;
 - Learn how to produce engaging and persuading documents;
 - Learn to write documents in a simple, clear and straightforward style;
 - Learn how to design and deliver concise and impactful presentations.

5. Timeframe

Activity/ Training Topic	Target organization	Duration of training	Number of participants trained	Training venue	Proposed Dates (number in cohort)
Report Writing and presentation skills	The African Union Commission	Three (3) Days	40 <i>(20 in each cohort)</i>	Addis Ababa	October 2019 (20) April 2020 (20)

I. POLICY RESEARCH AND ANALYSIS

1. **Objective of the Training:** This programme aims to equip AU policy officers with practical, relevant policy research and analysis tools that will enhance the quality of policy formulation and review at the Commission. The program will explore, but not be limited to, the following areas:

- Foundations of public policy;
- Examination of the complexity of policy problems;
- The role of research in policy development and practice;

2. **Target Participant:** The training will target all policy officers within the African Union Commission, as well as AU organs and Regional offices.

3. **Qualification and Experience of the Training Experts:** The trainers are expected to have proven practical experience in organizing, designing and delivering customized programs in the area of Policy Research and Analysis. Moreover, they must have a track record of delivering similar programs for large international organizations in Africa such as the African Union. The consulting firm must provide one lead expert for each training. The expert must meet the following criteria:

- **Education:** At least a Master's degree in Political Science, Public Affairs, Public Administration, Management and/or related areas from a recognized Higher Education Institution. A professional certification in the subject area is an added advantage.
- **Experience:** Proven track record of successful training or facilitation skills in the area of Policy Research and Analysis, Policy Design and/or related areas of at least seven (7) years. This experience must be in the context of international public/developmental organizations or in a multicultural, internationally recognized private organization, preferably in Africa.
- **Language skills:** Fluency in English is mandatory. The knowledge of French, Portuguese or Arabic is an added advantage.

4. **Desired Outcome:** By the end of the training, it is expected that participants will be able to:

- Demonstrate understanding of policy analysis
- Understand the importance of influencing policy with research;
- Apply skills and knowledge acquired to analyze the various policies, undertake forecasting and sensitivity analysis and make policy recommendations;
- Apply relevant research methods and data analysis techniques for policy making;
- Understand and apply the best practices and tools in policy design and analysis.

5. Timeframe

Activity/ Training Topic	Target organization	Duration of training	Number of participants trained	Training venue	Proposed Dates (number in cohort)
Policy Research and Analysis	The African Union Commission	Three (3) Days	40 <i>(20 in each cohort)</i>	To be determin ed	November 2019 (20) June 2020 (20)

J. EFFECTIVE COMMUNICATION SKILLS

1. **Objective of the Training:** This programme aims to equip AU staff with tools and methods to clearly communicate for results. The program will provide participants with the strategies to develop their interpersonal skills, as well as build and maintain relationships with others in the workplace. Participants will be exposed to strategies of improving their verbal and non-verbal communication style.
2. **Target Participant:** The training will target staff of the African Union Commission, as well as AU organs and Regional offices.
3. **Qualification and Experience of the Training Provider:** The trainers are expected to have proven practical experience in organizing, designing and delivering customized programs in the area of Effective Communication Skills. Moreover, they must have a track record of delivering similar programs for large international organizations in Africa such as the African Union. The consulting firm must provide one lead consultant. The consultant/ Team members must meet the following criteria:
 - **Education:** At least a Master's degree in Business Administration, Public Relations, Human Resources Management, Management and/or related areas from a recognized Higher Education Institution. A professional certification in the subject area is an added advantage.
 - **Experience:** Proven track record of successful training or facilitation skills in the area of Strategic thinking, innovation, leadership tools and best practices and/or related areas of at least seven (7) years. This experience must be in the context of international public/developmental organizations or in a multicultural, internationally recognized private organization, preferably in Africa.
 - **Language skills:** Fluency in English is mandatory. The knowledge of French, Portuguese or Arabic is an added advantage.
4. **Desired Outcome:**

By the end of the training, it is expected that participants will be able to:

 - Communicate clearly, confidently and assertively;
 - Utilize listening skills and asking insightful questions for better engagement with others;
 - Communicate with sensitivity;
 - Combine tone of voice, non-verbal communication with language that engages others;
 - Understand the essential communication principles to communicate with clarity and impact;
 - Learn how to apply international courtesy rules, formal communication norms, and ceremonial practices;
 - Understand key public relations principles that will develop a positive reputation for the African Union

5. Timeframe

Activity/ Training Topic	Target organization	Duration of training	Number of participants	Training venue	Proposed Dates (number in cohort)
Effective Communication Skills	The African Union Commission	Three (3) Days,	40 <i>(20 in each cohort)</i>	To be determined	October 2019 (20) June 2020 (20)

K. TRAINING OF TRAINERS

1. **Objective of the Training:** The objective of this workshop is to equip participants with training design, facilitation and evaluation skills as well as adult learning methodologies to enable them to deliver in-house training courses.
2. **Target Participant:** The training will target internal experts within the African Union who will design and facilitate trainings programmes for fellow staff.
3. **Qualification and Experience of the Training Provider:** The trainers are expected to have proven practical experience in organizing, designing and delivering customised programs in the area of Training of Trainers. Moreover, they must have a track record of delivering similar programs for large international organizations in Africa such as the African Union. The consulting firm must provide at least two key experts. The experts must meet the following criteria:
 - Education: At least a Master's degree in Human Resources Management, Education, Educational Psychology and/or related areas from a recognized Higher Education Institution. A professional certification in the subject area is an added advantage.
 - Experience: Proven track record of successful training or facilitation skills in the area of Training of trainers and/or related areas of at least seven (7) years. This experience must be in the context of international public/developmental organizations or in a multicultural, internationally recognized private organization, preferably in Africa.
 - Language skills: Fluency in English is mandatory. The knowledge of French, Portuguese or Arabic is an added advantage.
4. **Desired Outcome:** By the end of the training, it is expected that all trainees will have the required knowledge, skills and tools to design, develop and facilitate adult training programmes. Specifically, trainees will be able to:
 - Conduct learning needs analysis
 - Evaluate the impact of principles of learning (i.e. adult learning) for practical teaching
 - Understand and apply instructional design models
 - Demonstrate the use of a range of skills in an interactive learning session.
 - Demonstrate good facilitation techniques
 - Understand and apply training evaluation models
 - Undertake the trainer observation report and training assessment

5. Timeframe

Activity/ Training Topic	Target organization	Duration of training	Number of participants	Training venue	Proposed Dates
Training of Trainers Programme	The African Union Commission	Five (5) Days	20	To be determined	September 2019

L. INNOVATING AU FOR AGENDA 2063

- 1. Objective of the Training:** This programme will expose participants to new and innovative approaches to accelerate a successful implementation of Agenda 2063. In concrete terms it will equip decision makers, strategic planners and policy researchers with essential skills to make strategic long-term decisions so that they can deal with rapid and complex changes both continentally and internationally.
- 2. Target Participant:** The training will target all professional AU staff members.
- 3. Qualification and Experience of the Training Provider:** The trainers are expected to have proven practical experience in organizing, designing and delivering customized programs in the area of Innovation and leading change. Moreover, they must have a track record of delivering similar programs for large international organizations in Africa such as the African Union. The consulting firm must provide one lead consultant. The consultant/ Team members must meet the following criteria:
 - Education: At least a Master's degree in Business Administration, Public Administration, Management and/or related areas from a recognized Higher Education Institution. A professional certification in the subject area is an added advantage.
 - Experience: Proven track record of successful training or facilitation skills in the area of Strategic thinking, innovation, intra-entrepreneurship skills, leadership tools and best practices and/or related areas of at least seven (7) years. This experience must be in the context of international public/developmental organizations or in a multicultural, internationally recognized private organization, preferably in Africa.
 - Language skills: Fluency in English is mandatory. The knowledge of French, Portuguese or Arabic is an added advantage.
- 4. Desired Outcome:** By the end of the training, it is expected that participants will:
 - Gain exposure to the micro and macro approaches to change, innovation and leadership relevant to AU context;
 - Understand the nature of global change, its rapid pace and its ever-increasing complexity;
 - Develop and manage organizational strategies based on these trends so as to create a desired future;
 - Develop intra-entrepreneurship skills;
 - Build courage to take calculated risks in order to deliver the mandate of the organization;
 - Improve the quality of decision making;

- Understand the concepts of change, innovation and leadership and the inter-dependencies;
- Recognizing and understand the forces and trends which form the future;
- Developing and managing organizational strategies to suit a desired future.

5. Timeframe

Activity/ Training Topic	Target organization	Duration of training	Number of participants	Training venue	Proposed Dates
Innovating AU for A2063	The African Union Commission	Three (3) Days,	20	To be determined	October 2019

IV. Deliverables

The service provider will be responsible for the design and delivery (on site) of the program.

The following deliverables are required under this assignment:

- a. Conduct and submit pre training assessment report to ascertain the contextual needs of the Commission in regards to the subject matter;
- b. Design the content for the program e.g. modules;
- c. Provide training materials and related documents e.g handouts, booklets;
- d. Provide days of instructor led training as stipulated in the programme description;
- e. Provide up to five (5) days of online support over the course of two months following the training;
- f. Recommendations and proposals for improved training in the future (if any);
- g. Conduct and submit post training assessment report;
- h. Provide tools to measure the effective delivery and application of knowledge to close participants' competency gap;
- i. Issue Certificates to participants.

V. Commission's Support

The African Union Commission will:

- a. Provide the venue for the training
- b. Provide the accommodation and food for the participants;
- c. Provide the required training equipment such as flip charts and projector;
- d. Provide administrative support, including assistance in making appointments, organising and distributing documents, and other provisions necessary to facilitate the training.
- e. Assist the training provider in ensuring full participation in the training.

VI. Guidance on Proposal Content

The proposal should include:

- Organizational Profile: A profile of your organization, including description of at least five relevant assignments/ projects.
- CVs: CVs of team member(s) to be engaged throughout the implementation of the assignment.

- Methodology: Description of your approach in the design and delivery of the required program to ensure the achievement of the desired learning outcomes.
- Proposed modules: Outline of the modules to be delivered in-class and the learning outcomes