



Terms of Reference (ToR)

# Core Supervisory Skills: “Foundations for People Leaders”

**Duration:** Proposed training month September 2026

**Date of Publication:** 27 March 2026

**Deadline:** 12 April 2026

<b>Nature of assignment</b>	Professional Services
<b>Duration</b>	Proposed training month September 2026
<b>Engagement for Assignment</b>	2 to 3 Months
<b>Location</b>	Kathmandu
<b>Published Date</b>	27 March 2026
<b>End date of application submission</b>	12 April 2026

## 1. About Habitat for Humanity Nepal

Habitat for Humanity Nepal is an international non-governmental organization that is driven by the vision that everyone deserves a decent place to live. Our partnership with communities, governments, private sector including entrepreneurs and financial institutions, youth networks, and academia, allows us to serve low-income families by improving habitability, tenure security, access to basic services and affordability of housing solutions. Our integrated programming serves to benefit 2.7 million people over the next three years, through direct and incremental construction, affordable housing finance, affordable construction technologies and services, and evidence-based policy advocacy for housing adequacy as a fundamental right. Responding to the root causes of inequity in the housing ecosystem, Habitat Nepal leads with a systems-strengthening approach, facilitating development of inclusive housing markets, removing key policy barriers and empowering communities through people-centered approaches, for a stronger and more equitable housing ecosystem.

## 2. Background

In this context, Habitat Nepal seeks proposals from established HR/OD training and consulting firms to design and deliver a structured supervisory capability development program. The program is intended to build core people-management competencies among managers, supervisors, and staff enabling them in leadership practices and to support high-performing, engaged, and accountable teams across the organization.

## 3. Objective

The overall objective of the Core Supervisory Skills program is to strengthen supervisory and people-management capabilities across Habitat for Humanity Nepal. Specifically, the program aims to:

- Enhancing people leadership capability to drive team performance and employee engagement.
- Improving feedback culture, constructive feedback loops aligned to performance management cadence.
- Reducing avoidable conflict through early intervention, structured conversations, and documented resolution practices.
- Strengthening supervisory pipeline to improve succession readiness, retention, and compliance with HR processes.
- Standardizing supervisory practices across departments to ensure consistency and fairness.

#### 4. Scope of Work

The consultant is expected to design, develop, and facilitate a comprehensive training program with the following components.

##### **A. Core Supervisory Skills**

- Setting expectations and goals using SMART and RACI.
- Delegating effectively and monitoring progress.
- Time and priority management aligned with deliverables.

##### **B. Giving & Receiving Feedback**

- Using feedback models
- Receiving feedback constructively and non defensively.
- Documenting feedback for performance reviews and development planning.

##### **C. Management vs. Leadership**

- Differentiating operational management from people leadership behaviours.
- Applying Situational Leadership and Servant Leadership principles.

##### **D. Coaching Skills**

- Coaching vs. managing.
- GROW model and adaptive coaching techniques.
- Listening skills, questioning strategies, and developmental coaching.

##### **E. Managing Conflict**

- Conflict triggers, behavioural styles, and de escalation strategies.
- Early intervention using structured conversation models.
- Escalation criteria and HR policy alignment.

##### **F. Communication & Trust**

- Communication styles and workplace applications.
- Building trust and transparency within teams.
- Application of Johari Window concepts..

#### 5. Methodology:

The consultant will deliver an interactive, training using:

- Role plays, simulations, case studies, and peer coaching.
- Micro skill drills (2–5 minutes) to practice conversations.
- Group activities with structured outputs (e.g., flipcharts, action plans).
- Job relevant templates and tools that participants apply during the workshop.
- Real examples drawn from Habitat Nepal's supervisory context (after consultation).

#### 6. Key Deliverables

The following are the expected deliverables for this consultancy:

- Pre program self assessment and manager input survey.
- Post training assessment and competency confidence rating.
- A “Manager’s Toolkit” containing templates for: Meetings, Feedback, Delegation planning,

- Conflict documentation, etc.
- Training evaluation report with recommendations.
- Detailed facilitator session plans.
- All training materials in both soft and hard copy.

## 7. Qualifications, Skills, and Experience

Habitat Nepal is looking for a recognized consulting/training firm having the following qualifications:

- HR/OD company or individual consultant with 5+ years’ experience delivering supervisory/managerial capability programs
- Proven expertise in feedback, conflict management, and leadership development
- Experience with adult learning methodologies and experiential design
- Ability to localize case studies to our industry and context
- The consultant has to share reference of past similar work, for reference check.
- Capacity to deliver to 20-25 participants, 1 cohort, to conduct 2 cohorts for the entire organization)
- Ability to provide all materials and post-program support for a month.

## 8. Evaluation Criteria and Budget:

70% of the weightage is assigned to the technical proposal and 30% to the financial proposal. Technical proposals securing less than 50 out of the total possible 70 will be disqualified. The proposal that scores the highest based on the sum of technical and financial proposal scores will be selected.

### Scoring of criteria evaluations:

S.N.	Summary of proposal evaluation	Score weightage (%)
1	Technical Evaluation Criteria	70%
2	Financial Evaluation Criteria	30%
	<b>TOTAL SCROE</b>	<b>100%</b>

Proponents shall submit in the Technical Proposal all information and support documentation required to perform a complete evaluation of the proposal according to the criteria described in the table below:

SN	Evaluation Criteria	Score
<b>1</b>	Technical approach	
<b>1.1</b>	Relevance & quality of methodology/design	20
<b>1.2</b>	Facilitator expertise & experience	20
<b>1.3</b>	Customization to our context & practicality of tools	10
<b>1.4</b>	Quality of materials (samples)	10
<b>1.5</b>	References & past performance	10
	Total of Technical Evaluation	70
2	Financial Approach	30
	<b>TOTAL SCROE</b>	<b>100</b>

## 9. Coordination and Supervision

Under the supervision of National Director and Senior HR & Admin Manager, the consultant(s) will work closely to design the training content and modality for delivery. The consultant(s) will be required to undergo a session on Habitat’s Safeguarding policies as part of the onboarding process.

## 10. Support from Habitat Nepal

Habitat Nepal will provide following support to the consultant which includes:

- Venue for the training
- Meals and refreshments during the training
- Stationary items for the participants
- Required information to develop and design the training contents.

## 11. Mode of Payment

On completion of each service the legal company will raise invoices and send them for the relevant service. The payment of the fees will be made based on receipt of invoice.

The training, facilitator fees to be mentioned in the financial proposal. All other cost for the training will be covered by Habitat Nepal. The consulting fee will be paid in two installments in the following manner:

**1<sup>st</sup> Installment:** 10% advance on signing of the professional services agreement.

**2<sup>nd</sup> (Final) Installment:** 90% after completion of the training and submission of deliverables.

## 12. Ethical Standards

In accordance with its foundational mission principles, Habitat for Humanity Nepal is committed to the highest ethical standards and opposes all forms of discrimination, exploitation, and abuse. We intend to create and maintain a work and living environment that is safe, productive, and respectful for our colleagues and for all we serve. We require that all staff and representatives (consultants, contractors, vendors/suppliers, interns, volunteers, agents, and implementing partner organizations) take seriously their ethical responsibilities to Safeguarding (Child Protection, Prevention of Sexual Exploitation Harassment, and Abuse) our intended beneficiaries, their communities (especially children), and all those with whom we work. Abiding with the organization, the consultancy service has responsibilities to maintain an environment that prevents harassment, sexual exploitation, and abuse, safeguards the rights.

## 13. Copyright

Copyright for the documents will remain with Habitat Nepal.

## 14. Application Requirements

- A Technical Proposal outlining the understanding of the ToR and work schedule, including at minimum the following information:
- Detailed work plan and methodology.

- Key deliverables.
- A copy of the organization/institution registration certificate.
- A copy of the latest tax clearance certificate.
- VAT registration document.
- Copies of the Curriculum Vitae (CV) of all key team members.
- **Signed and stamped copy of technical proposal and financial proposal in a separate sealed envelope** with details of all relevant costs including applicable taxes.
- The entire proposal should be a maximum of seven (7) pages including the financial proposal. Proposals not meeting this requirement may not be considered.
- Confidentiality of Information: All documents and data collected will be treated as confidential and used solely to facilitate analysis.

### 15. Instructions to Submit the Proposal

Interested national reputed and qualified training/consulting firms should submit their technical and financial proposal including testimonials/certificates in the form of hardcopies in a separate sealed/closed envelope.

Please send the sealed proposal to Administration Department at Habitat for Humanity Nepal, House No. 126, New Colony Marg, Dhobighat, Lalitpur, Nepal. Contact: +977 1 5421182, 5454976

For any queries contact the following email address [info@habitatnepal.org](mailto:info@habitatnepal.org)

**Application deadline: 12 April 2026**



#126 New Colony, Dhobighat, Lalitpur

**Phone:** +977 1 5421182, 5454976

**Email:** [info@habitatnepal.org](mailto:info@habitatnepal.org)

**Website:** [habitatnepal.org](http://habitatnepal.org)