

TERMS OF REFERENCE (TORS) FOR THE PROVISION OF SERVICES

A. BRIEF DESCRIPTION OF THE SERVICES REQUIRED:

Prepare and facilitate a three-days staff retreat with emphasis on team building, for approximately 40 people, using engagement and motivational methodologies / techniques; and to conduct coaching sessions for a limited number of key staff.

B. BACKGROUND

UNFPA Mozambique Country Office (CO) is a fully functional office with 40 staff, 32 of them based in Maputo, and 8 in project offices located in northern provinces. The CO is implementing the second year of its ninth Country Programme (CPD 2017-2020). The team works to improve sexual and reproductive health and rights of the vulnerable groups, strengthen interventions for empowering youth, and enhance advocacy for social inclusion and equity in national development. Resources are being targeted at intervention at national and provinces where key maternal health and social indicators are furthest behind.

With the new CPD the CO has experienced a considerable growth in terms of number of interventions, staff, projects, implementing partners, and donors. Additionally, the CO has a new Head of Office since October 2017. All of these factors influence the team's work atmosphere and provide opportunities to evolve. For this, CO's management aims to ensure that this growth and evolving takes place within a cohesive and conducive environment that fosters team's morale. In order to achieve the above results, the CO seeks to recruit an entity / company, group of experts, or individual, specialized in team building and coaching, that may facilitate a staff retreat for team building of three days, using engagement and motivation methodologies; as well as to facilitate on-going coaching to a limited number of key staff of the CO.

C. PURPOSE OF SERVICES

The objectives of the 2018 retreat are:

- Help the team to be built upon corporate UNFPA's vision, mission and values;
- Clarify, reconnect with, and embody organizational principles;
- Create the opportunity for staff to explore both individual and team strengths and build upon them;
- Develop lasting bonds of collaboration that will enable staff to work together effectively;
- Identify the main challenges in achieving the goals and objectives of the current CPD, donor's commitments, and the UNFPA Strategic Plan; and explore ways to address them;
- Build trust and dialogue within the team;
- Innovate to accelerate programme implementation, maximize use of resources, and minimize the impact of change;
- Identify both collective and individual strengths and work on each staff' appropriation of roles and responsibilities; and
- Building effective synergies.

The objectives of the coaching sessions are:

- Build self-confidence;

- Inspire and motivate team members, creating commitment;
- Enhancing current skills and / or acquiring new skills to achieve overall performance improvement.

D. SCOPE OF THE SERVICES

The service provider will:

- Structure the retreat agenda ensuring adequate retreat facilitation;
- Provide the contents and materials needed for the retreat;
- Design and conduct sessions to clarify UNFPA's vision, mission, and the values of the team;
- Clarify, announce and adopt organizational principles;
- Use methodologies to help individual and the team analyze their strengths and the value added that each individual can bring to the group;
- Carry out exercises to assess the team's optimum level of engagement;
- Facilitate discussions on innovative approaches that would facilitate attainment of organizational and CPD goals;
- Perform the self-diagnosis of the team's operation;
- Analyse the personality of the team and its members;
- Identify operation standards, trends, behaviours;
- Create conditions for each staff to analyse and have ownership of their job descriptions;
- Submit a summary report with recommendations (of the Retreat);
- Identify coaching needs;
- Provide individual coaching at regular intervals as appropriate, within six months after the retreat; and
- Provide reports of discussions and make recommendations (of the coaching exercise).

E. METHODOLOGY AND TECHNICAL APPROACH

For the retreat:

- Facilitation of constructive dialogues;
- Evaluation tests to determine the functioning / operations of the team;
- Team building exercises;
- Personal stories;
- Self-tests;
- Use of relevant theoretical frameworks and tools; and
- Use of fun and effective facilitation techniques.

For the coaching:

- Techniques to effectively identify strengths and gaps on skills and competencies;
- Motivational techniques / tools that aid and foster building of self-confidence, as well as commitment and desire to enhance current skills and acquire new ones.

G. EXPECTED OUTPUTS AND DEADLINES

1. Staff retreat (between March and April 2018);
2. Summary report of the results of the retreat with recommendations (within the following week after the retreat); and

3. Report of discussions and recommendations of the coaching sessions (monthly reports).

H. ACTIVITIES AND TASKS

Before the retreat:

- Get acquainted with the Mozambique Country Office Human Resources composition and its structure, as well as results of previous staff surveys and previous retreats reports;
- Undertake consultations / interviews with members of CO's senior management, in order to obtain inputs required to build the retreat's agenda, and identify / define expectations and goals;
- Present the proposed agenda of the retreat for UNFPA's inputs and / or clearance;

During the retreat:

- The retreat will be held between March and April 2018. The services will include the preparation, organization and facilitation of the 3 days of the retreat, for approximately 40 people;
- The location of the retreat will be either at Maputo, Mozambique, or at any nearby city (to be defined once service provider is selected).

After the retreat:

- Debriefing with Senior Management; and
- Submit a summary report with recommendations.

Coaching:

- Four sessions of individual coaching of a limited number of key staff (no more than 10 people) spread over a period of six months after the retreat.

I. QUALIFICATIONS AND REQUIREMENTS OF THE CONTRACTOR AND ITS TEAM MEMBERS

The service provider shall be an institution or group of experts with the following qualifications and experience:

- Specialization in human psychology, organizational development, leadership and team-building;
- Experience in change management and leadership development;
- Proven professional experience in conducting and facilitating staff team building activities for UN organizations or for other medium to large size organizations / companies with multicultural staff. Interested entities must present a list of similar works carried out during the last five years with names of companies (clients);
- Evidence of being certified to conduct coaching;
- Proven experience in conducting coaching for staff under medium and high level positions; and
- Ability to communicate in Portuguese is desired.

J. TRAVEL AND EXPENSES

UNFPA will provide meeting venue and meals during the retreat. Other related expenditures, including travel and accommodation of the service provider's staff will be borne by the service provider and thus included as part of its economic offer.

K. ANNEXES (to be provided to the successful company)

- Country Office Human Resources Organigramme
- Mozambique Country Programme Document 2017-2020
- Mozambique UNDAF 2017-2020
- UNFPA's Strategic Plan 2018-2021.