

TERMS OF REFERENCE FOR NATIONAL CONSULTANT ON TEAM BUILDING TRAINING AND COACHING SESSIONS

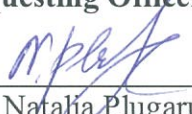

TERMS OF REFERENCE: National Consultant to train and coach the UNFPA Moldova team	
Hiring Office:	UNFPA Moldova Country Office
Purpose of consultancy:	<p>1. Background</p> <p>UNFPA, the United Nations Population Fund, is an international development agency that promotes the right of every woman, man and child to enjoy a life of health and equal opportunity. UNFPA aims at developing the policies and programs ensuring that every pregnancy is wanted, every childbirth is safe and every young person's potential is fulfilled. UNFPA has been active in the Republic of Moldova since 1995.</p> <p>During the entire period, UNFPA Moldova is aiming to live up to the UN Secretary General statement¹:</p> <p>“Our greatest strength - and the key to our success - is the quality of our people, both staff and managers. To capitalize on this strength, we need to create an organizational environment that supports managers and enables all staff to contribute to their maximum potential. “</p> <p>In order to achieve this and successful implementation of the Country Programme, each staff member continuously works on developing the core competencies², which are: communication, teamwork, planning & organizing, accountability, creativity, client orientation, commitment to continuous learning, technological awareness, as well as the managerial competencies, which are: leadership, vision, empowering others, building trust, managing performance and judgement/decision-making.</p> <p>2. Purpose</p> <p>In order to fulfil the call of the UN Secretary General, and to assist each member to develop his or her competencies, UNFPA is looking for a National Consultant to assist the Country Office strengthen and develop the UNFPA team's capacity to successfully deliver its mandate through three day training for the UNFPA Moldova Country team and further coaching sessions with each individual member.</p> <p>3. Objectives</p> <p>The National Consultant through the training and individual coaching should accomplish the following objectives:</p> <ol style="list-style-type: none"> 1) Address communication barriers and increase open, direct, clear and empathic interpersonal communication within and outside the team. 2) Strengthen staff engagement in organizational settings. 3) Assist the team to clarify the decision making process in the office and help each team member to develop his / her fast, reliable and informed decision making algorithm, which would lead to higher performance. 4) Assist each member identify and align his/her personal values to the organisational values, in such a way so each member's potential is fulfilled. 5) Help each member identify his or her own goals means to achieve them, as

¹ <https://hr.un.org/content/building-future>

² https://careers.un.org/lbw/attachments/competencies_booklet_en.pdf

	<p>a way to increase self-development, personal and professional growth.</p> <p>6) Strengthen leadership skills of each member in his/her field.</p> <p>7) Assist the team to improve conflict resolution and negotiation skillset.</p> <p>8) Assist each team member in time management and prioritization of tasks.</p>
<p>Scope of work:</p> <p>(Description of services, activities, or outputs)</p>	<p>UNFPA team: UNFPA Moldova Country Office has a small and dedicated team composed by 10 members. Each team-member is a leader in his or her field.</p> <p>The goal: UNFPA Moldova goal is to enable each team-member so the entire team would work synergically towards the organizational mission, while each member is fulfilling his/her own personal and leadership potential.</p> <p>How to achieve the goal: In order to achieve this goal, UNFPA Moldova Country office is committed to provide to its members the best available opportunities for growth, one of which is a staff retreat training with the assistance of a highly experienced and skilled consultant, and individual coaching sessions in the following weeks. During the staff retreat training the members will work on building a strong and efficient team of leaders, improve the collaborative work, strengthen internal communication, while during the individual coaching session each member will work on clarifying own values and goals, establishing a plan to work towards it, increasing own personal resilience and grit and improving personal effectiveness.</p> <p>I Staff retreat training (22-24 August 2017)</p> <p>The training will last 3 days and it will be composed by team building activities (4 hours per day) and work related activities (4 hours per day). The consultant is expected to organize and facilitate directly the team building part and observe the work-related sessions and provide feedback to the team in the end of each day. Taking in consideration that UNFPA team members are highly knowledgeable regarding the psychological, leadership and management theories, the team building should have less than 30% theoretical sessions, and focus more on experiential learning. To achieve this, the consultant should organize a complex simulation which would tackle all the expected requirements. A common goal and overarching narrative will integrate the simulation into a coherent whole. At each stage of the simulation the consultant will assist the participants debrief their experiences, interactions and thoughts. The debriefing should go beyond simple questions and answers. It should be nuanced, related directly to the simulation experiences (which the consultant is expected to carefully observe and note), drawing parallels with the external and organizational life and bringing the necessary theoretical framework, when necessary, to awaken insights and give the opportunity to the participants to create their own meaning.</p> <p>II Individual Coaching sessions (25 August – 13 October 2017)</p> <p>After the training, the consultant is expected to provide individual coaching sessions (for 8 staff members, 4 one-hour sessions for each staff member). During the individual coaching sessions, the consultant will work individually with each designated team member in a specially allotted time and space, in order to assist him or her discover and fulfil own personal and professional potential, which ultimately will lead to a highly effective, productive team with an increased level of wellbeing, and motivation to work on delivering the UNFPA country program. Each one-hour session will be tailored to the individual profile of the team member, responding to the individual requests posed. In order to assure the full ripping of benefit from the coaching sessions, and full sincere and trusting</p>

	relationship between each team member and the consultant, the consultant will assure complete confidentiality of all discussions and results.																		
Duration and working schedule:	<p>The National Consultant will perform the work within the period from 10th August 2017 to 20 October 2017:</p> <table><tr><th>Timeframe</th><th># of working days</th><th>Tasks</th></tr><tr><td>10 – 21 August 2017</td><td>3 w.d</td><td>Preparation for the training</td></tr><tr><td>22 - 24 August 2017</td><td>3 w.d</td><td>Conducting the training in Romanian or English (3 days: 4 hours each day – direct facilitation and 4 hours each day – observation of the team with provision of feedback)</td></tr><tr><td>25 August – 02 September 2017</td><td>1 w.d</td><td>Preparation of the Report on training in Romanian or English</td></tr><tr><td>25 August – 13 October 2017</td><td>6 w.d</td><td>Preparation for (2 w.d.) and coaching sessions (4 w.d.) for 8 staff members, 4 sessions per each staff member in Romanian and Russian. Duration of session: 1 hour</td></tr><tr><td>14 - 20 October 2017</td><td>1 w.d</td><td>Preparation of the Report on coaching sessions in Romanian or English.</td></tr></table> <p>Total assignment days: 14 working days.</p>	Timeframe	# of working days	Tasks	10 – 21 August 2017	3 w.d	Preparation for the training	22 - 24 August 2017	3 w.d	Conducting the training in Romanian or English (3 days: 4 hours each day – direct facilitation and 4 hours each day – observation of the team with provision of feedback)	25 August – 02 September 2017	1 w.d	Preparation of the Report on training in Romanian or English	25 August – 13 October 2017	6 w.d	Preparation for (2 w.d.) and coaching sessions (4 w.d.) for 8 staff members, 4 sessions per each staff member in Romanian and Russian. Duration of session: 1 hour	14 - 20 October 2017	1 w.d	Preparation of the Report on coaching sessions in Romanian or English.
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Place where services are to be delivered:	<ul style="list-style-type: none">• The retreat training session: the venue rented by the UNFPA on the territory of Moldova.• Individual coaching sessions: the premises of the individual consultant.																		
Delivery dates and how work will be delivered (e.g. electronic, hard copy etc.):	<ul style="list-style-type: none">• The staff retreat training: 22 - 24 August 2017 period.• A short 2 page report with the main findings and practical recommendations on staff retreat which can be used by the team in the future submitted electronically by 2 September 2017• Individual coaching sessions: 25 August 2017 – 13 October 2017• One page report tracking the number of coaching sessions provided by 20 October 2017.																		
Monitoring and progress control, including reporting requirements, periodicity format and deadline:	<p>At the beginning of the process, the UNFPA Moldova Country Office will discuss with the contracted National Consultant and agree on the process of the assignment.</p> <p>The monitoring will be ensured by means of:</p> <p>a) meetings during the assigned period</p> <p>b) regular information on progress via e-mail and phone calls</p>																		
Supervisory arrangements:	The contracted National Consultant will work under the overall guidance and will report to the UNFPA Representative in the Republic of Moldova.																		
Expected travel:	<p>Travel within the Republic of Moldova is expected.</p> <p>UNFPA will cover all travel costs as per the UNFPA rules and procedures.</p>																		

Required expertise, qualifications and competencies, including language requirements:	<p>The UNFPA Moldova Country Office is looking for an National Consultant that has the following educational background, qualifications and expertise:</p> <ul style="list-style-type: none"> • Master's degree in Psychology, Psychotherapy, Counselling, Management and related Social Sciences. • At least 5 years proved relevant work experience and demonstrated expertise in the field of Psychotherapy, Training, Coaching, Counselling, and Organizational Development. • Fluency in Romanian is required, English and Russian will be considered as an advantage. Working knowledge of one or more additional languages relevant for Moldova, including Bulgarian, Gagauzian, Romani, Ukrainian or sign language would be an asset.
Inputs / services to be provided by UNFPA or implementing partner (e.g support services, office space, equipment), if applicable:	<p>A planning meeting between the consultant and the UNFPA top management and staff will happen so the consultant could adjust the training materials and plans to the team profile.</p>
Other relevant information or special conditions, if any:	<p>Before starting the assignment, selected National Consultant will be asked to submit a series of documents (health statement, certification of health insurance; a copy of passport, vendor form, security certificates etc.) and register on-line into the UNFPA Roster of Consultants.</p> <p>Basis of payment: Payment will be made in two instalments based on working days upon delivery and certification by the UNFPA Moldova Country Office of the successful performance: Phase 1: Upon submission and approval of the Report on training; Phase 2: Upon completion of all coaching sessions and submission and approval of the Report on coaching sessions.</p> <p>The fee per working day will be established based on the requirements included in ToR and expertise of the selected National Consultant, in alignment with UNFPA policies.</p>
<p>Requesting Officer in Hiring Office:</p> <p> Ms. Natalia Plugaru Assistant Representative, UNFPA Moldova</p> <p>Date: 19.07.2017</p> <p>Approved by:</p> <p> Ms. Rita Columbia Representative, UNFPA Moldova</p> <p>Date: 18/07/2017</p>	