

# TERMS OF REFERENCE FOR A CONSULTING FIRM

Hiring Office:	Uganda Country Office
Purpose of consultancy:	<b>Managerial training program for UNFPA managers and supervisors on team effectiveness, people management and leadership skills.</b>
Scope of work:  <i>(Description of services, activities, or outputs)</i>	<p><b>Background</b></p> <p>UNFPA, the United Nations Population Fund, works to deliver a world where every pregnancy is wanted, every childbirth is safe and every young person's potential is fulfilled. It is also the leading United Nations agency that supports the Government of Uganda to generate data for planning and decision-making, ensuring empowerment of women, adolescents and young people to live their dream and fulfil their potential.</p> <p>UNFPA Uganda started its ninth Country Programme (CPD) in 2021. Despite COVID19 disrupting the initial plans for a smooth transition from one CPD to the next, Uganda CO assured strong delivery of UNFPA's mandate and activities (leveraging additional resources and emphasizing communication, innovation while managing significant HR turnover) and elaborating a good new CPD 2021 - 2025.</p> <p>To deliver on these transformative results, the office requires highly competent, vibrant and motivated technical and operational staff collaborating and working together as one strong team.</p> <p>In 2018, UNFPA carried out a Global Staff Survey, which was undertaken between 17 September and 12 October. The office developed an action plan for follow up on the findings of the 2018 Global Staff Survey and identified a number of areas that need to be addressed.</p> <p>A staff retreat was held in December 2019 to provide an opportunity for all staff to strengthen their involvement in implementation of actions identified in the GSS Action Plan. Staff got to know each other, built enthusiasm and commitment, identified challenges and ways to overcome them as well as opportunities. There were a number of recommendations made during the retreat including:</p> <ul style="list-style-type: none"> <li>• <b>Team Effectiveness training per work unit.</b> A need for team effectiveness training to increase both self-awareness and team awareness. Through this effective communication, conflict resolution and giving and receiving feedback would be improved.</li> <li>• <b>Performance Management:</b> To support staff to appreciate the culture shifts at UNFPA and enable heads of units to keep track of performance and continuous performance reviews held between heads and junior staff.</li> <li>• <b>People Management Skills Training for Supervisors:</b> Since most of the supervisors are coming from a technical background with varied levels of managerial experience or training, supervisors should undertake a training in supervisory skills for technical managers. This will help handle issues around holding staff accountable, giving and receiving feedback, managing performance.</li> <li>• <b>Encourage intentional team building in units</b> - encourage innovate informal ways in which to build cohesion amidst the busy schedules.</li> </ul> <p>To start with, there is a need to build capacity of the managers and supervisors to better understand team dynamics, build unity, trust and cohesion, support the team on conflict resolution, support the managers with skills to better manage their team and as a result improve the working environment which will boost staff productivity, increase organizational performance and improved organization image.</p> <p><b>The purpose and Scope of Work</b></p> <p>The overall purpose of this capacity building is to focus the current managers and supervisors within the organization to effectively support their teams, teamwork and collaboration, managing teams, building effective and functional teams and conflict</p>

resolution to improve performance, develop new habits, and contribute to a culture of continuous improvement.

Through this exercise managers and supervisors will acquire skills that will enable them to manage and build effective and functional team. The firm should provide strategic direction and support the office to equip managers and supervisors with skills that will enable them to manage and build effective and functional team to enhance improved working relationship and collaboration among staff, improved working environment, better team management, resolved conflicts and enhanced organizational performance.

**Target of Capacity Building Intervention:**

- Management – the Executive Decision Making (E.D) Team
- Supervisors

**Goal:**

At the end of the session, the management and supervisors will acquire skills that will enable them to manage and build effective and functional to ensure staff collaboration amongst themselves. The objective is to see improved working relationship and collaboration among staff, improved working environment, better team management, resolved conflicts and enhanced organizational performance.

**Capacity Building Resources:**

**Consultant:**

The consultant should be external in order to neutralize the environment. Since the environment is already toxic, using an internal staff may not resolve the issues. There is a need to have an independent person who will be in position to neutralize the environment. Since he/she is not part of the team, he/she will be trusted by the staff and eliminate biases during the coaching sessions. External coach will be seen not to be siding with anybody, not passing blame and not judgmental in anyway.

**Objectives:**

- Instilling people management skills among supervisors and managers
- Shaping a workforce that meets UNFPA's current and evolving needs and creating an empowering work environment where staff can excel in realizing UNFPA's mission.
- Developing and leveraging the talents of managers and staff to successfully contribute as individuals, in teams, and across organizational boundaries.
- Creating a results-based culture of accountability, effectiveness and efficiency where everyone understands what is expected of them and where performance is recognized and rewarded.
- Staff wellbeing, ensuring that staff have appropriate levels of support to function effectively, ensuring that staff feel valued and respected and that they are not placed in situations of unacceptable risk.
- Building great working environments through team-building sessions designed to foster team spirit, while allowing staff the chance to reflect on the purpose and values that drive UNFPA.
- Undertaking activities that encourage respectful communication between colleagues, cooperation between work teams, and ways to manage conflict when it arises.
- Drive performance results that meet the needs of the group and the business.
- Build high levels of employee commitment.
- Develop employee skills and abilities.
- Challenge employees to perform to their best and as self-sufficiently as possible.

**Desired Outcome and Metrics of Success:**

- Improved working environment
- Improved relationship and collaboration among staff
- Improved communication within the office

	<ul style="list-style-type: none"> <li>Resolved conflicts and disagreements</li> <li>Fair treatment for all staff (reduced favouritism)</li> <li>Managers able to make faster and better decisions</li> <li>Staff become more resilient and more adaptable to changing conditions</li> <li>Improved individual, team and organizational performance.</li> <li>Capable and resourceful team.</li> </ul> <p>It is against this background that the country office seeks to hire a firm to conduct capacity building sessions with the managers and supervisors, in relation to staff development and investment in growth and development, and organizational culture and behavior.</p> <p><b>Specific tasks</b></p> <ul style="list-style-type: none"> <li>Carry out self-awareness/assessment sessions for manager/supervisors and providing feedback back individually on their management style.</li> <li>Conduct group capacity building sessions for 27 managers and supervisors</li> <li>Conduct practical capacity building and feedback sessions</li> <li>Conduct bi-weekly check in sessions</li> <li>Conduct individual staff consultations.</li> <li>Prepare brief report on the work carried out and key observations as well as recommendations for Country Office management and managers to address in relation to the key issues and topics covered during the sessions.</li> </ul>																					
Duration and working schedule:	The assignment will be undertaken within 30 working days spread over 6 months																					
Place where services are to be delivered:	Kampala																					
Delivery dates and how work will be delivered (e.g. electronic, hard copy etc.):	<p><b>Deliverables</b></p> <table border="1" data-bbox="440 994 1433 1787"> <thead> <tr> <th>Tasks</th> <th>Deliverables</th> <th>Timeframe</th> </tr> </thead> <tbody> <tr> <td>1. Carry out self-awareness/assessment sessions for manager and providing individual feedback</td> <td>1. Individual feedback report</td> <td>1. Three days</td> </tr> <tr> <td>2. Conduct Group capacity building sessions.</td> <td>2. Presentations of different topics</td> <td>2. Five days</td> </tr> <tr> <td>3. Conduct practical capacity building and feedback sessions</td> <td>3. Capacity building reports, and feedback reports</td> <td>3. Two days</td> </tr> <tr> <td>4. Conduct bi-weekly check in sessions</td> <td>4. Bi-weekly reports on the progress</td> <td>4. Twelve days</td> </tr> <tr> <td>5. Conduct individual staff consultations</td> <td>5. Individual capacity building reports</td> <td>5. Six days</td> </tr> <tr> <td>6. Evaluation, final report and recommendations</td> <td>6. Final report</td> <td>6. Two days</td> </tr> </tbody> </table>	Tasks	Deliverables	Timeframe	1. Carry out self-awareness/assessment sessions for manager and providing individual feedback	1. Individual feedback report	1. Three days	2. Conduct Group capacity building sessions.	2. Presentations of different topics	2. Five days	3. Conduct practical capacity building and feedback sessions	3. Capacity building reports, and feedback reports	3. Two days	4. Conduct bi-weekly check in sessions	4. Bi-weekly reports on the progress	4. Twelve days	5. Conduct individual staff consultations	5. Individual capacity building reports	5. Six days	6. Evaluation, final report and recommendations	6. Final report	6. Two days
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Monitoring and progress control, including reporting requirements, periodicity format and deadline:	<p><b>Check-in Plan:</b></p> <p>There should be bi-weekly check-in for each group to inform and guide the next meeting during the capacity building sessions. There will be feedback sessions for enhanced and improved interactions. After 6 months, there should be monthly (once a month) check-in for an additional 6 months to ensure implementation of recommendations and improved work environment or achievement of coaching objectives.</p>																					

	The consultants will provide periodic updates (in writing) on progress of the assignment, at a frequency to be agreed upon by the UNFPA Management
Supervisory arrangements:	The consulting firm will work under the overall supervision of the UNFPA Uganda Country Representative, under the guidance of the Regional HR Strategic Partner and direct supervision of the HR Analyst to ensure planned outcomes are achieved.
Expected travel:	The consultants will be expected to travel to the office a few days to conduct face to face sessions were possible. The biggest part of the exercise will be online.
Inputs / services to be provided by UNFPA or implementing partner (e.g support services, office space, equipment), if applicable:	UNFPA will provide relevant documents required to support the exercise including GSS and Retreat Report.
Desired background qualification and experience and competencies	<p><b>Qualifications of Successful Firm</b></p> <p><b>Team composition and qualifications</b> The team of three consultants with one being the team leader and the others team members. Please submit their CVs. The team leader will be responsible for all deliverables.</p> <p><b>Experience and qualifications of the Team Leader</b></p> <ol style="list-style-type: none"> <li>a) <b>Education:</b> Advanced university degree in the social/behavioral sciences e.g. Organizational Psychology, Organizational Development; Human Resources Management/Development, Business Administration or related field.</li> <li>b) <b>Work Experience:</b> Substantive experience (at least 8 years) in designing and implementing learning and development strategies</li> <li>c) Well-developed skills and demonstrated experience in organizational development, performance management and development, managerial coaching.</li> <li>d) Good knowledge of different training methods, team work, communication and people's skill.</li> <li>e) Demonstrated appreciation of the multicultural nature of the organization and the diversity of its staff.</li> <li>f) Flexible nature and ability to adapt to changing directions. Recommendation from at least three reputable organizations where a similar activity has been conducted in the last 5 years.</li> </ol>
Submission of quotations	<p>Interested firms are invited to submit their proposal and quotation by the date indicated in the RFQ, including the following documents:</p> <ul style="list-style-type: none"> <li>• A company competency profile, including records on past experience in similar assignment and the CVs of the proposed team;</li> <li>• Financial proposal – specifying a total lump sum amount for the task specified in Terms of References. The Financial proposal shall include a breakdown of this lump sum amount.</li> </ul>
Other relevant information or special conditions, if any:	<p><b>Payment schedule</b></p> <p>30% after deliver and submission of assessment sessions and group session reports</p> <p>30% Upon submission and approval of practical coaching reports, check-in reports.</p> <p>40% Upon submission and approval of final report with lessons and recommendations.</p>