

Assignment	Establishment of Long-Term Agreement (LTA) for the provision of Team Building activities .
Location	Face to Face and/or, On-line to serve both Regional Offices of Middle East and North Africa (MENA) and Europe and Central Asia (ECA) regions and their country offices including: Algeria, Egypt, Iran, Iraq, Jordan, Lebanon, Libya, Morocco, Oman, Palestine, Saudi Arabia, Syria, Tunisia, Yemen, Albania, Armenia, Belarus, Bosnia & Herzegovina, Bulgaria, Croatia, Georgia, Greece, Kazakhstan, Kosovo, Kyrgyzstan, North Macedonia, Moldova, Montenegro, Romania, Serbia, Tajikistan, Turkey and Uzbekistan.
Duration	24-months renewable for additional 12 months; subject to satisfactory performance
Reporting to	Regional Chief of P&C, MENA RO

1. JUSTIFICATION/BACKGROUND

UNICEF Regional Offices in MENA and Europe & Central Asia Regional Offices are committed to enable every child born in the MENA and ECA regions to have the best start in life, to thrive and to develop to their full potential while delivering better results for children. The People & Culture team works to consistently ensure that all staff are adequately equipped with core management and leadership skills and to provide effective support, tools methodologies and expertise to contribute enhancing team's and individual's development and growth as well as working collaboratively and harmoniously together.

UNICEF promotes and supports an ethical and values-based culture within its offices and across the UN system and with partners and communities in serving the world's children. We operate under the principles of independence, impartiality and confidentiality. Our workplace culture is built on inclusion, collaboration, and respect. UNICEF runs periodic global staff surveys to obtain feedback from personnel on a wide range of issues affecting all its staff individually and as a team in their daily work. The Global Staff Surveys has been developed jointly by the Division of People and Culture and the Global Staff Association, with inputs from the Organizational Culture and Diversity Team and many other stakeholders across UNICEF.

To strengthen UNICEF teams' capacity, enhance management effectiveness, and develop future leaders and in order to focus on creating an environment where everyone feels valued, supported, and empowered to does the work, **UNICEF requires the services of professional training provider(s) to design and deliver targeted team building programs responding to staff needs**. In addition to this, this service provider is expected to **work closely with the country offices to support them in shaping a response plan** that takes into account the results of the global staff survey allowing a positive change in organizational culture.

2. OBJECTIVE AND TARGETS

UNICEF Staff in both regions are required to understand different cultures, build relationships, support each other, and work with both internal and external counterparts, such as UNICEF Sections, Government, and other organizations. In today's hectic and fast-paced environment,

considering the changes the teams were exposed to overstretched situations that has an impact on people professional and personal lives. At times, team dynamics are put under stress and become more difficult working together to deliver expected results. To support and facilitate team dynamics and enhance individual contributions, both regional offices work with their subject matter experts to focus on experiential group learning, with tailored content as well as appropriate prerequisites. UNICEF intends to establish Long Term Agreement(s) to avail the services of experienced and qualified facilitators and coaches who will design, manage and facilitate customized team coaching interventions as well as support plan to country offices addressing results of global staff surveys.

3. SCOPE OF THE WORK (WORK ASSIGNMENT)

MENA and ECA ROs support a variety of learning and development opportunities, including coaching and team building programmes to create and strengthen bonds and realign team members with each other and the bigger purpose of UNICEF mandate for Children. With this Long-Term Agreement (LTA) UNICEF will engage service providers with the required expertise to support in continuously providing team coaching, team building and outstanding learning and development opportunities to staff. The service providers should provide seamless support to countries in both regions in the various phases as required, through effective facilitation and designing and delivering customized team building programmes as well as plan to address results of global staff surveys:

- Conduct needs analysis, through diagnostic discussions with the relevant Team/Section/Office, as well as by getting an overview of the current challenges, opportunities and expectations for the sessions.
- Design and prepare facilitation and team development programmes, meeting the brief and requirements of the relevant Team/Section/Office and in line with UNICEF Core Values and Competency Framework.
- Deliver the designed customized programmes
- Design customised plans of action for the country offices in response to global staff results.
- Assist the participants to design and agree on team development plans which meet their current and projected needs and UNICEF Core Values and Competency Framework.
- Produce surveys and aggregate reports on each session; leverage results by pointing out themes that may require further attention and support by providing follow-up and monitoring mechanisms tools.
- Design monitoring tools to ensure/drive and monitor change in behavior after the intervention.
- Address individual and team areas of strengths and development, and support people development actions, in alignment with UNICEF's core values of Care, Respect, Integrity, Trust, Accountability and Sustainability (CRITAS) and UNICEF leadership competencies with the main focus on enhancing nurturing, leading and managing people competency.
- Provide customized team coaching interventions to suit individuals and team needs and develop practical exercises, self-reflection and individual/group assignments; recommend additional actions as appropriate.

4. EXPECTED DELIVERABLES

(Tangible and measurable outputs of work assignments to be completed upon award of each contract issued under the LTA with indicative timelines for each work assignment)

The service provider is required to design and deliver the required programmes remotely, blended or face to face at MENA and ECA ROs and their country offices, or any other required location; professional fees will be inclusive for any methodology and location. Required tasks include:

- **Obtain an overview of the current status:** the service provider will have a three-way meeting with Human Resources (HR) and the Office or Section to ascertain and understand the current, overall situation and the specific learning needs. This might result in developing surveys/questionnaires/on line form to be able to assess the needs.
- **Design team development programme:** the service provider will design the programme based on the indications devised by the relevant Office or Section and conversations held with HR. The design of each workshop will be unique responding to customized needs. A variety of delivery methods are to be used throughout, such as lecturing, group discussions, role play, exercises, theoretical models, case studies (preferable specific for United Nations (UN) organizations). Design of the Team sessions will be approved by the Head of Office (Representative or Deputy Representative Programmes/Deputy Representative Operations/Chief of Field Services and/or Regional Director).
- **Design office response plan** to country offices based on results of the Global Staff Survey and Pulse Surveys.
- **Deliver the learning programme:** facilitate the programme in line with the validated design, ensuring that all identified staff members join and actively participate.
- **Produce a report on each programme:** reports on each delivered session, including follow-up and monitoring mechanisms tools, need to be prepared and sent by soft copy to the HR Chief within two weeks of the end of each programme/workshop.
- **Provide customized team coaching sessions as required:** Develop practical exercises, self-reflection, and individual assignments for team members.
- **Develop a team development path:** during the sessions work with the participants to elaborate and agree on follow-up and implementation through formal and informal interventions, to ensure a positive impact and practical transition of the programme contents into participants' daily work.
- **Provide recommendations for additional individual coaching if needed:** recommend additional individual coaching for individuals from the teams where a need is identified.
- **Provide a plan for assessing change in behavior after implementation of recommended interventions.**
- **Provide overall feedback:** by making recommendations as appropriate about the overall programme, also through follow-up meetings with relevant Senior Management.

No.	Major Task	Deliverable
1	Design customized programmes based on the needs and the indications provided by the relevant office/Section and HR through a survey, online forms, questionnaires, interviews, ...etc.	Programme design and schedule to be agreed and approved by the commissioning Section/Office.
2	Deliver and facilitate the learning team development programme/workshop as agreed and required with various methods, such as lecturing, group discussions, role play, exercises, theoretical models, specific case studies (preferably for UN organizations).	Programme delivered in line with the agreed requirements.
3	Produce surveys and aggregate reports on each session and follow-up recommendations as appropriate. This includes monitoring tools to assess behavioral change after the interventions.	Report and monitoring tool are submitted within 2 weeks of each session.

5. REALISTIC DELIVERY DATES AND DETAILS ON HOW THE WORK MUST BE DELIVERED
(i.e. electronic submission, hard copy, what computer programme should be used)

Sessions will be delivered by the most appropriate means of connection which may include video, phone, face-to-face, or web-based tools (e.g., Microsoft Teams).

6. PAYMENT SCHEDULE

(provide proposed payment schedule based on deliverables and milestones)

The price must be quoted per activity in US Dollars (USD) with a detailed break-up pricing for each component:

- Briefing with Office or Section & customized programme design.
- Pricing of programme facilitation (each session entails 6 hours each per activity).
- Any other travel expenses to be incurred must be detailed and fixed as per section 7 if in-person service delivery is requested by UNICEF as an option
- Payments will be made only against contracts issued under the LTA and should be released against successful delivery of services. Contracts to be obligated by each Country Office as needed and shall agree with the LTA holder on payment schedules based on successful completion of each deliverable, with no advance payments.

7. OFFICIAL TRAVEL INVOLVED

The service provider will primarily work offsite. Specific contracts issued under awarded contract for the LTA may require the proposed staff to visit UNICEF offices and programme sites to deliver the sessions. In general, program activities will primarily be delivered virtually (e.g., Microsoft Teams, or other platforms available to UNICEF) but facilitation should be also available in a face-to-face format if needed. This may involve travelling to a range of locations as requested. Service providers to submit the Out-of-Pocket (OPE) Expenses for travel, accommodation, etc. which will be the maximum ceiling prices as included as an optional cost. However, the OPE will be paid at actuals against the submission of bills. If that is the case, service providers must abide by the below [UNICEF travel rules and regulations](#):

Travel arrangements will follow UNICEF travel rules, regulations and applicable DSA rates (Prevailing UN rates can be found through: <http://icsc.un.org>). Where applicable, the contracting UNICEF office will approve the travel arrangements relevant to each contract. International consultants will be home-based with travels to country offices, with a possibility of in-country travel. National consultants will be selected and appointed by the consulting company if needed. They will only be required to do in-country travel. The online security training course - [BSAFE course](#) - must be successfully completed by assigned vendor employees (to undertake the tasks) prior to commencement of international travel. Out of pocket expenses to be paid, if any, to the vendor shall not be more than the applicable UN DSA for the location of assignment. For all travels, UNICEF will be responsible for only economy class tickets. Should a vendor employee wish to travel by any other class, the vendor/its employee shall pay the difference.

8. DESIRED QUALIFICATIONS, SPECIALIZED KNOWLEDGE OR EXPERIENCE

(type of institutions, area of specialization, number of years of experience in a given area, examples of similar past work, etc.)

A. Company

B. Team composition

(team profile and qualification CVs of proposed team members)

Facilitation and Team Building:

- Proven capacity and at least 5-7 years' experience in designing and delivering facilitation and team building programmes and other related subjects.

- Experience in the public/not-for-profit sector with a strong multicultural background. Prior UN system experience is a strong asset.
- A proven record of delivering, in global, cross-cultural and multi-team environments, to target audiences at all levels on various topics, including but not limited to, management and leadership development, team building, role effectiveness, culture and diversity issues, etc.
- Facilitator(s) must be willing to travel within MENA and ECA regions to the place of delivery and the ability to conduct training over Zoom/Teams and/or another online platform is a requirement.
- Facilitator(s) with excellent English, French, Russian & Arabic language skill is mandatory.

The team of instructors/facilitators assigned to this project should possess the following profile:

- Proven at least 5-7 years' experience in delivering training programmes to culturally diverse audiences; UN audiences are strongly preferred.
- Understanding work in the not-for-profit development sector and/or its work in the Humanitarian and Development arena.
- Excellent English, French, Russian & Arabic language skill is mandatory. Speakers of different languages will be assigned to the countries as per language set required.

9. CONTRACT MANAGEMENT

The overall LTA focal point will be the HR Officer/Learning and Development in MENA RO, while each country office will identify a focal point to manage contracts established under this LTA.

10. PERFORMANCE INDICATORS FOR EVALUATION OF RESULTS

(i.e. timeline, value of services rendered, etc.)

After every session, feedback will be taken from the participants, and an evaluation summary will be prepared accordingly. Close monitoring with quarterly assessments on the performance of the activities provided will be held. Based on the overall assessment, the final evaluation will be done.

All tasks should be delivered in a timely manner as indicated in the TOR/Contract. High quality of work and results achieved correspond to the specification of the TORs. The Deliverables are submitted on time, and the quality of work will be reviewed by UNICEF regional team and country offices involved.

The institution should follow the needed timeline to submit the deliverables considering necessary and adequate time to be allocated for review and quality assurance processes of the deliverables by UNICEF.

11. FREQUENCY OF PERFORMANCE REVIEWS

Performance of LTA holder(s) will be reviewed every 12 months

12. IDENTIFICATION OF RISKS FOR THE CONSULTANCY AND PLAN FOR MITIGATION

(FOR INTERNAL PURPOSE ONLY)

Please identify the risks i.e., the effect of uncertainty on the objectives. The risks may be related to:

- Environmental risk - the political environment, market environment or delivery infrastructure environment, among others.
- Programme risk - the complexity associated with the nature of the service to be acquired, among others.
- Implementation risk - risk associated with the implementation unit capacity.

- Facilitators may not be available at a specified time when their services are required. Planning may be done with the vendors/facilitators well ahead of time to ensure availability.
- Facilitators may not develop the right kind of resource material based on the needs. Relevant Office/Section and HR would ensure that proper brief is given with full transparency so that facilitators can develop suitable materials for sessions.
- Performance management. Close monitoring will be done, quarterly assessments on the performance of the activities provided will be held;
- Surveys and anonymous feedbacks will be asked about the programmes and facilitators' activities, i.e. to evaluate if programme effectiveness and facilitators preparation, etc.

13. CALL FOR PROPOSALS

(items to be included in proposal/response, such as workplan, timeline, methodology, samples, budget, etc.)

(Example)

A two-stage procedure shall be utilized in assessing the proposals, with assessment of the technical proposal being completed prior to any financial proposal being compared. Applications shall therefore contain the following required documentation:

A. Technical proposal

Applicants shall prepare a proposal as an overall response to ToR ensuring that the purpose, objectives, and deliverables of the assignments are addressed. All proposals to include (but not limited to):

- A technical proposal that includes a brief cover letter and understanding of the assignment is required.
- Based on the proposed timetable laid down in the TOR, a proposal of the detailed methodology, tentative work plan and time schedule is required.
- Updated profiles/ CVs of the team members listing similar experiences/assignments and highlighting those with previous UN/not-for-profit sector experiences.
- Quality assurance mechanism and risk mitigation measures put in place
- Example of similar projects done and at least two references from a previous vendor
- Timetable (Schedule)

This section should include a proposed time/delivery schedule. An action plan specifying the timeframe with various milestones and activities should be included under this section.

B. Financial Offer

- A financial proposal with a breakdown of all costs that are to be charged to UNICEF based on deliverables. This includes an estimated number of working days, consultancy fees, all office administrative costs, international and local travel costs, as well as any additional requirements needed to complete project or that might have an impact on cost or delivery of products. Travel expenses should be based on the most direct route and economy fare. Quotations for business class fare will not be considered.

The Financial Proposal shall be submitted in a separate file, clearly named Financial Proposal. No financial information should be contained in the Technical Proposal.

In addition, the institution must consider the following in the technical proposal submission:

- Company profile (Company structure, team composition, organogram...etc)

- Valid company registration within the country of its incorporation, for itself and/or any partners or joint ventures (if applicable)
- A complete copy of the latest audited financial statements with comparative figures for the two most recent years; preferably signed by Company's accounting firm/certified external auditor.
- o The financial statements are to include, but not limited to, the following:
 - The Balance Sheet (mandatory)
 - The Income Statement/Profit and Loss Statement (mandatory)
 - Statement of cash flows

14. UNICEF RECOURSE IN CASE OF UNSATISFACTORY PERFORMANCE

UNICEF reserves the right to withhold payment on each individual and consolidated output until the consultant provides satisfactory quality output as reviewed by the project supervisor. In case of unsatisfactory performance, the payment will be withheld until quality deliverables are submitted.

15. REQUEST FOR PROPOSAL EVALUATION AND WEIGHTING CRITERIA

__70__% technical

__30__% financial

100% total

Submitted proposals will be assessed using Cumulative Analysis Method. All requests for proposal will be weighed according to the technical (70 points) and financial considerations (30 points). Financial proposals will be opened only for those applications that attained 70% or above on the technical part. Below are the criteria and points for technical and financial proposals.

A. Technical Proposal

STAGE 1:

Technical Background Criteria	Points
Experience in designing and delivering Team Building trainings and management/leadership programmes in the UNICEF/UN/international development context: <ul style="list-style-type: none"> • methodology (articulation of philosophy and approach. In addition to tentative workplan and time schedule). • proven record of delivering programmes, in global, cross-cultural and multi-team environments, to the target audience at all levels on various topics. 	20
Experience of the available facilitator(s) and Project Manager (PM) (CVs of facilitators and PM). <ul style="list-style-type: none"> • background and experience of the available facilitator(s). • background and experience of the proposed PM (i.e., CV of the person who will be working with UNICEF MENA and ECA ROs and Country Offices to design and implement the programme, to be clearly indicated). Moreover, CV of other support and logistics staff involved in providing the services. 	20

At least two (2) client references, along with a feedback description of the services provided in the area of team building/development/facilitation as well as contact details, i.e., name and email address	5
A short video recorded (around 5 minutes), as a presentation/facilitation skills sample. Filming the facilitators (specifically available for this project) delivering management or leadership programmes	5
Minimum points to qualify to step 2 (70%) - (21 MIN to qualify to stage 2)	50 MAX

STAGE 2:

Interview / Technical presentation Criteria	Points
Interview / Technical presentation (with contents to be defined) The proposed PM is required to attend, together with facilitators/coaches identified for the project (i.e., accurate/realistic sample).	20
Total Technical Score (Stage 1 + Stage 2)	70 MAX

Minimum technical required score is 49 points (Technical Proposals scoring less than 49 points will be considered nonresponsive, therefore will be rejected)

B. Financial Offer

A separate Financial Offer detailing all activity expenses and logistics should be submitted under this section. The financial offer (this section) should be submitted on a separate page from the Technical Capability and Schedule information. Only those financial proposals will be opened which have been technically accepted according to the above criteria. The financial proposal will be weighted based on the clarity and appropriateness.

Total Financial 30 points

All other price proposals will receive points in inverse proportion to the lowest price, i.e.:

Score for price proposal X = Maximum score for price proposal * Price of the lowest priced proposal

$$\frac{\text{Maximum score for price proposal}}{\text{Price of proposal X}}$$

C. Selection and Adjudication:

Criteria	Maximum Points
Technical	70
Financial	30
Total Max points to be attribute	100

The total amount of points allocated for the price component is 30. The maximum number of points will be allotted to the lowest price proposal among those that obtained the pass mark at the technical evaluation stage.

The proposal obtaining the overall highest score after adding the scores for the technical and financial proposals is/are the proposal(s) that offers the best value for money and will be recommended for the LTA.

16. CONDITIONS

- The **service provider** will work on its own computer(s) and use its own office resources and materials in the execution of this assignment. **The contractor's fee shall be inclusive of all office and administrative costs (except travel as detailed in section 7)**
- Local travel , OPE costs, airport transfers (where applicable), and any other cost for in-person official travel for service delivery (if needed) will be covered in accordance with UNICEF's rules and regulations as detailed in section 7
- Flight costs will be covered at economy class rate as per UNICEF policies as detailed in section 7
- Please also refer to Annex A UNICEF's Standard Terms and Conditions attached.