

TERMS OF REFERENCE FOR INDIVIDUAL CONSULTANTS

Title	Facilitator - UNICEF Liberia Staff Retreat
National/International	National
Duty Station	Monrovia, Liberia
Duration	8th April – 8th May 2026
Supervisor	Management/COSA
Estimated budget	TBC
Funding source	TBC
Consultant Selection Method	<input type="checkbox"/> Competitive Selection (Roster) <input checked="" type="checkbox"/> Competitive Selection (Advertisement/Desk Review/Interview) <input type="checkbox"/> Single Source (exceptional, only in emergency situations, Rep. approval required)

I. Background

UNICEF Liberia is preparing for the implementation of its new Country Programme and recognizes the importance of strengthening internal collaboration, respect, and organizational readiness among staff. In this context, the Country Office will organize a three-day staff retreat in April 2026 to provide a structured space for reflection, dialogue, and alignment on how teams work together to deliver results for children.

The retreat will focus on strengthening collegiality, reinforcing shared values, promoting a respectful and inclusive workplace culture, and preparing staff to effectively implement the new Country Programme priorities. To ensure a structured, participatory, and results-oriented process, UNICEF Liberia will engage an external facilitator with expertise in organizational development, team dynamics, and change management.

II. Purpose of Activity/Assignment

The purpose of this assignment is to design and facilitate the UNICEF Liberia Staff Retreat, ensuring that sessions promote meaningful dialogue, strengthen team cohesion, and support organizational readiness for implementation of the new Country Programme.

III. Scope of Work:

Under the overall guidance of UNICEF Liberia Senior Management and in coordination with the Retreat Planning Committee, the facilitator will undertake the following tasks:

a) Pre-Retreat Preparation

- Review the retreat concept note and relevant background materials.
- Conduct consultations with UNICEF management and the Retreat Planning Committee.
- Develop a detailed facilitation agenda and methodology aligned with the retreat objectives.
- Design interactive tools and exercises to support discussions on:
 - Collaboration and cross-team coordination
 - Respect, diversity and workplace culture
 - Organizational readiness for change
 - Psychological safety and wellbeing in the workplace
 - Roles and responsibilities for Country Programme implementation.
 - Performance Management for optimum productivity in the office.

b) Facilitation of the Retreat:

- Facilitate all retreat sessions over three days using participatory and inclusive methods.
- Guide structured discussions on workplace culture, communication, and teamwork.
- Facilitate team-building activities and group reflection sessions.
- Support group work and action planning sessions aimed at identifying practical steps to strengthen collaboration and implementation readiness.

c) Expected Deliverables:

Participating in pre-retreat consultations with the relevant sub-committee organizing the Retreat.

- Refining the draft agenda for the retreat.
- Ensuring all items required for retreat agenda items are procured and are available.
- Facilitation to achieve the retreat objectives, identify issues and way forward.
- Prepare and submit a summary report (10 pages max) on the retreat no later than two weeks after the Retreat. The report should cover several key areas including:
 - Key discussion points and reflections
 - Agreed actions and commitments
 - Recommendations for strengthening collaboration and organizational effectiveness.

e) Duration of the Work:

This assignment is expected to be undertaken two weeks prior to the Retreat, during the retreat, with the final deliverable to be handed over within fourteen days after the Retreat.

f). Reference Documents:

- Review the new Country Programme to define how UNICEF can deliver impactful programming that drives measurable positive changes, with a deliberate focus on reaching and empowering the most vulnerable populations.
- Review the results of the 2024 Global Staff Survey, the Country Office workplan and implementation, with a focus on sustaining achievements or addressing gaps and last two staff retreat reports.

IV. Work Assignment Overview:

Tasks/Milestones	Deliverables/Outputs	Timeline
Facilitation Plan & Agenda	Detailed agenda and facilitation approach	08-10 April 2026
Retreat Facilitation	Facilitation of the three-days retreat	22-24 Apr 2026
Retreat Summary Report	Key findings, outcomes and recommendations	08 May 2026

V. Qualification/Experience/Competencies/Skills Required

Education:

- Advanced university degree in organizational development, leadership, management, psychology, or related fields.
- Proven competencies in facilitation skills with UN or international NGO staff retreats or inter-agency meetings.

- Demonstrated experience facilitating organizational retreats, strategic workshops, or team-building processes.
- Strong facilitation, communication, and stakeholder engagement skills.

Work Experience:

- Post-graduate degree in social sciences or related field, or first level degree with relevant experience.
- At least 5 years’ experience in similar work.
- Experience in UN or International NGO work planning processes would be an added advantage.
- Experience writing high-quality reports for UN or international organizations.

Language Proficiency:

- Fluency in English required

VI. Working conditions:

- Home Based Office Based

The necessary computer equipment for the consultation will be provided by the consultant **or** the consultant is expected to use his/her own ICT equipment.

VII. Supervision:

The consultant facilitator will report to the Chair of the Retreat Committee.

VIII. Technical and Financial Proposals:

Applicants are invited to submit with their online application:

- A cover letter explaining why they are well placed to undertake this assignment
- A recently updated CV
- A financial proposal which must be an all-inclusive cost (consultancy fees, mission expenses, travels, etc.).

Applicants are invited to submit their financial proposals in USD using the template below:

Description	Unit	Quantity	Unit cost	Total (USD)
Consultancy fees				
Daily subsistence allowance				
Other (to be specified)				
Total				

Selection criteria will be based on qualifications, skills, expertise and experience in the required field, and quality of the technical and financial offer. Each application will be assessed first on its technical merits and subsequently on its price.

Evaluation Criteria (This will be used for the Selection Report)

- A) Technical Evaluation (e.g. maximum 75 Points) B) Financial Proposal (e.g. maximum of 25 Points)

Recourse

UNICEF reserves the right to terminate the contract and/or withhold all or a portion of payment if the rules and the regulations regarding confidentiality, ethics and procedures of UNICEF and the partners are not followed, the performance is unsatisfactory, or work/deliverables are incomplete, not delivered or fail to meet the deadlines. The deliverables will remain the copyright of UNICEF. The consultant must respect the confidentiality of the information handled during the assignment. Documents and information provided must be used only for the tasks related to these terms of reference.

Child Safeguarding

Is this project/assignment considered as “[Elevated Risk Role](#)” from a child safeguarding perspective?

YES NO If YES, check all that apply

Direct contact role YES NO

If yes, please indicate the number of hours/months of direct interpersonal contact with children, or work in their immediately physical proximity, with limited supervision by a more senior member of personnel:

Child data role YES NO

If yes, please indicate the number of hours/months of manipulating or transmitting personal-identifiable information of children (name, national ID, location data, photos): Access to the Social Registry will be required.

More information is available in the [Child Safeguarding SharePoint](#) and [Child Safeguarding FAQs and Updates](#)

Remarks

Individuals engaged under a consultancy will not be considered “staff members” under the Staff Regulations and Rules of the United Nations and UNICEF’s policies and procedures and will not be entitled to benefits provided therein. Their conditions of service will be governed by their contract and the General Conditions of Contracts for the Services of Consultants. Consultants are responsible for determining their tax liabilities and for the payment of any taxes and/or duties, in accordance with local or other applicable laws.

Included in Annual/Rolling Workplan: Yes No, please justify:

Reasons why assignment cannot be done by staff:

To ensure an objective external eye to support the analysis of the way UNICEF Liberia team works together and the recommendations.
