

**TERMS OF REFERENCE FOR INDIVIDUAL CONSULTANTS**

<b>Title:</b>  Individual Consultant to facilitate UNICEF Vietnam (VCO) Staff Retreat 2024	<b>Duty Station:</b>  Ha Noi, Viet Nam	
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**Purpose of Activity/Assignment:**

To prepare and facilitate a half-day teambuilding and skills-building program with a focus on the theme of Accountability & Respect at the workplace on the afternoon of 29 August 2024.

**Scope of Work:**

The Pulse Survey on workplace culture was conducted in all UNICEF offices in quarter 4 of 2023, covering 11 different indicators:

- Trust in leadership
- Work-life harmony
- Psychological safety and trust
- Standards of conduct
- Performance management
- Appreciation and recognition
- Inclusion and belonging
- Internal communication
- Empowerment
- Mental health
- Sustainability

The Q4-2023 pulse survey for Vietnam had an 84.6% response rate, rendering a comparatively high score of 78.9% for the overall workplace culture. Results (Chart 1) are largely positive, and the actions implemented so far seem to have sustained or improved the results from the 2022 Global Staff Survey. Notwithstanding, there is room for further improvement in some areas: Trust in senior management, Trust in direct supervisors, Standard of conduct, and Performance management, which calls for further unpacking to inform an impactful action plan.

The “Deep Dive” discussion, conducted with the support of the UNICEF Regional Staff Counsellor in March 2024, aimed to identify and better understand the perceptions and reasons behind the four selected indicators. It also agreed on actionable practices to strengthen the office culture in these dimensions further.

After the “Deep Dive” sessions and all staff meetings, a practical follow-up action plan was developed. One item in that plan is to dedicate two days in August 2024 to an all-staff retreat with team activities, with the theme of Accountability and Respect.

<b>Accountability in actions</b>	<b>Respect in actions</b>
<ul style="list-style-type: none"> <li>• You focus on the steps that allow you to get things done well and on time.</li> </ul>	<ul style="list-style-type: none"> <li>• You respect opinion and welcome suggestions. You try your best to let everyone’s voices be heard and in meetings you ensure that everyone has a</li> </ul>

<ul style="list-style-type: none"> <li>• You try to anticipate the effects of your actions and decisions in order to be more effective.</li> <li>• You do not ask colleagues to give anything beyond what you yourself would be prepared to give.</li> <li>• You look for ways to improve systems and processes.</li> <li>• You ensure everyone has clear roles and responsibilities in a team to set clear accountability to tasks, avoid any blame game and things falling between the 'cracks'.</li> <li>• You take into account that achieving results depends on the inputs of everybody, so you promote accountability within your team.</li> <li>• You manage your time and daily tasks according to priorities, and follow through.</li> <li>• As a team leader, you feel you have a duty to complete tasks on time, although sometimes it means staying late.</li> <li>• You ensure that your output is clear and visible.</li> <li>• You celebrate your mistakes, learn from them and do not repeat them!</li> <li>• You strive to be transparent on the accountabilities in a team, so that everyone feels that distribution of workload is fair and equitable.</li> <li>• You sometimes balance accountability with the need to give colleagues some level of autonomy in their roles (from a non-family duty station).</li> <li>• You are honest in any office entitlements and travel.</li> <li>• You take responsibility to comply with organizational rules and regulations.</li> <li>• You create a friendly and motivational environment for colleagues.</li> <li>• You do not judge others for their mistakes, instead you help them learn and find solutions.</li> <li>• When you are absent, you hand over your ongoing project properly to other colleagues and inform others of your backup.</li> </ul>	<p>chance to provide input, not only the loudest colleagues or the most senior.</p> <ul style="list-style-type: none"> <li>• You don't send emails after working hours.</li> <li>• You express appreciation and gratitude for your colleagues, their work, contributions, support, words and actions.</li> <li>• You are mindful of your own behaviours... and you apologize whenever you have done something that might be considered as disrespectful by others.</li> <li>• You apply housekeeping rules in the office, e.g., keep your phone on mute, don't talk loudly on the phone ... anything to minimize interruption to others, especially if working in an open space;</li> <li>• You recognize valuable contribution, dedication and commitment of colleagues who are dealing with a family or personal vicissitudes.</li> <li>• You positively reaffirm the points made by others even if you have different views so that others feel valued and recognized;</li> <li>• You spend some time in guiding new colleagues with less experience and let them feel comfortable in referring to you for advice;</li> <li>• You aim to build a nice and warm atmosphere where everybody feels safe and appreciated – sharing lots of smiles and laughs;</li> <li>• You are especially sensitive to gender imbalances and you are respectful to colleagues with disabilities. You also respect people, regardless of their age, race, religion or culture;</li> <li>• If you can't respond to emails right away, you still acknowledge people's request and assure them that you will respond later. You try not to be a bottleneck for others;</li> <li>• You are aware of your non-verbal communication and make sure you do not make anyone feel uncomfortable or disrespected by your attitude or body language (e.g. make faces or roll eyes when others speak);</li> </ul>
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<ul style="list-style-type: none"> <li>• You track your own and your programme’s commitment and results systematically.</li> <li>• You ensure the fair market prices for items quoted for any project implementation and strive to get value for money by monitoring delivery of results.</li> <li>• You are transparent in everything you do, to management, colleagues, partners and counterparts.</li> <li>• In everything you do, you ask yourself the question "is this in the best interest of children" or "is this idea/solution going to contribute at the end to the wellbeing of children". We have different levels of accountability at our work, but we are accountable to children first and foremost.</li> <li>• You improve your accountability by creating a personal mission statement, set yourself micro-goals, reward yourself, do one task at a time, emphasize your strengths and improve your weaknesses, value your time, seek feedback and review yourself.</li> <li>• You lead by example.</li> </ul>	<ul style="list-style-type: none"> <li>• As soon as someone comes up to your desk, you stop what you were doing and listen to what they want to say. You try to be present and engaged (e.g. turn on the video during online calls);</li> <li>• You encourage your team to respect the point of view of other teams;</li> <li>• You respect family members of all colleagues and during office gatherings with family, you invite everyone, including the drivers;</li> <li>• You share information and take decisions in consultation with others, because we all have different experiences and socialization so we each bring unique viewpoints and understandings to the table;</li> <li>• You attend meetings on time, so you don’t keep others waiting;</li> <li>• You are mindful of people’s workload when you might need their support. You give colleagues space, if they need to;</li> <li>• You are always polite, despite workload and stress;</li> <li>• You are not intrusive in anyone’s private life and you never disclose sensitive information or get involved in spreading rumours;</li> <li>• You make sure that you do not have difficult conversation with an employee in front of other team members;</li> <li>• You respect yourself!</li> </ul>
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**Objective:**

The Consultant, under the guidance of the HR Officer and in close collaboration with the Chair of the UVSA, will be responsible for facilitating guided discussions, exercises and team-building activities in the afternoon of 29 August 2024. These activities will specifically focus on the theme of Accountability & Respect for nearly 80 staff members from both the Hanoi and HCMC offices of VCO. The staff retreat will be held at a location near Hanoi city.

The objectives of the activities are as follows:

- Further ‘unpack’ the themes of respect and accountability and enhance the understanding of Accountability and Respect values, and their significance within the context of UNICEF.

- Encourage personal accountability among UNICEF VCO staff members to ensure a safe, respectful, and inclusive environment for everyone.
- Develop skills to create and promote a performance culture where colleagues have a strong sense of purpose, accountability and fulfilment as well as foster a respectful working environment at UNICEF Vietnam.

By the conclusion of these activities, it is expected that each member of the UNICEF VCO staff will have achieved the following outcomes:

- ✓ Gain a comprehensive understanding of the concepts Accountability & Respect and their importance within the UNICEF framework.
- ✓ Demonstrate personal commitment to bring the values of Accountability & Respect to life in our everyday interactions.
- ✓ Enhance the ability to create an environment that every UNICEF Vietnam staff member treats each other with the same level of thoughtfulness they want for themselves; and everyone hold themselves and each other responsible for their behaviours.

**Specific tasks:**

1. Review documentation, such as findings of the recent Pulse surveys, VCO follow-up survey, and notes of the recent Joint Consultative Meetings, to gain an understanding of the results of the surveys.
2. Meet with Senior Management/HR, UVSA, and selected staff members to clarify unclear points and discuss the expectations.
3. Develop an agenda for the half-day staff team and skills-building workshop, focusing on Accountability and Respect.
4. Facilitate the team and skills-building activities during the afternoon of the first day of the Staff Retreat, with the theme of Accountability and Respect.
5. Provide technical inputs to support the UVSA Executive Committee in developing an agenda for the gala dinner with the theme of Accountability and Respect.
6. Be available for one month following the staff retreat to advise the UVSA and HR Officer on follow-up actions arising from the teambuilding.

**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:

<b>Child data role</b> <input type="checkbox"/> YES <input type="checkbox"/> 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): <div style="border: 1px solid black; height: 20px; width: 100%; margin-top: 5px;"></div>		
More information is available in the <a href="#">Child Safeguarding SharePoint</a> and <a href="#">Child Safeguarding FAQs and Updates</a>		
<b>Budget year:</b>	<b>Requesting Office:</b>	<b>Section/Issuing</b>
2024		<b>Reasons why consultancy cannot be done by staff:</b>  Recognizing the value added by an external facilitator from previous staff retreats, UNICEF VCO believes an external, independent professional can deliver innovative simulations and engaging facilitation in addition to teambuilding techniques. The consultant is expected to bring added value through this event to create positive interactions, team and skills building experiences, which further strengthen respect and tolerance in the team, break down barriers and provide unique leadership and team development opportunities and outcomes.
<b>Included in Annual/Rolling Workplan:</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No, please justify:		
<b>Consultant sourcing:</b> <input type="checkbox"/> National <input type="checkbox"/> International <input checked="" type="checkbox"/> Both		
<b>Competitive Selection:</b> <input checked="" type="checkbox"/> Advertisement <input type="checkbox"/> Roster <input type="checkbox"/> Informal competitive (Low Value Contract)		
<b>Single Source Selection:</b> <input type="checkbox"/> (Emergency - Director's approval)		
<b>If Extension, Justification for extension:</b>		
<b>Supervisor:</b>	<b>Start Date:</b>	<b>End Date:</b>
Human Resources Officer Chair of Staff Association	05/08/2024	30/09/2024

Work Assignments Overview	Deliverables/Outputs	Delivery deadline
Review documents and meet with Senior Management/ HR, selected staff members, UVSA as necessary.	Summarized key issues from review of relevant documents and meetings with relevant VCO staff	2 working days. 6 August 2024

Develop an agenda for the half-day skills-building workshop on the first day with the theme of Accountability and Respect	Team building and skills building exercises developed and approved by UNICEF	2 working days. 15 August 2024
Facilitate the team and skills-building activities during the first day of the Staff Retreat.	Team building and skill building workshop facilitated	0.5 days 29 August 2024
Follow-up email support for 1 month post-training as required.	A short report providing professional assessment and advice to VCO	0.5 days 30 September 2024

<p><b>Minimum Qualifications required*:</b></p> <p><input type="checkbox"/> Bachelors <input checked="" type="checkbox"/> Masters <input type="checkbox"/> PhD <input type="checkbox"/> Other</p> <p>Enter Disciplines</p> <ul style="list-style-type: none"> <li>Advanced University Degree in social sciences, psychology, human rights, international development, human resources, coaching or relevant technical field.</li> <li>A first University Degree in a relevant field combined with 3 additional years of professional experience may be accepted in lieu of an Advanced University Degree.</li> </ul>	<p><b>Knowledge/Expertise/Skills required*:</b></p> <ul style="list-style-type: none"> <li>Advanced skills and demonstrated experience in team building, group facilitation (minimum of 8 years), especially focusing on organizational culture, diversity, equity and inclusion are required.</li> <li>Demonstrated experience in working in a cross-cultural environment and ideally having worked in the Asia-Pacific Region.</li> <li>Familiarity and prior experience with the UN system, or with the international development/ humanitarian/ emergency community highly desirable.</li> <li>The ability to deliver the service with an excellent command of English, both written and oral.</li> <li>Flexible nature and ability to adapt to changing directions/thinking that may occur during the Workshop.</li> <li>Excellent facilitation, listening and interpersonal skills.</li> </ul>
<p><b>*Minimum requirements to consider candidates for competitive process</b></p>	<p><b>*Listed requirements will be used for technical evaluation in the competitive process</b></p>
<p><b>Submission of applications:</b></p> <ul style="list-style-type: none"> <li>Letter of Interest (cover letter)</li> <li>CV or Resume</li> <li>Technical proposal</li> <li>Performance evaluation reports or references of similar consultancy assignments (if available)</li> </ul>	

- Financial proposal: All-inclusive lump-sum cost including travel and accommodation cost for this assignment as per work assignment.

**Evaluation Criteria (This will be used for the Selection Report (for clarification see Guidance))**

A) Technical Evaluation (80 Points)

- Education background: 15 points
- Advanced skills and demonstrated experience in team building, group facilitation (minimum of 8 years): 20 points
- Demonstrated experience in working in a cross-cultural environment and ideally having worked in the Asia-Pacific Region; Familiarity and prior experience with the UN system, or with the international development/humanitarian/emergency community highly desirable: 10 points
- Flexible nature and ability to adapt to changing directions/thinking that may occur during the Workshop; Excellent interpersonal skills: 10 points
- Quality of the technical proposal: 25 points

B) Financial Proposal (20 Points)

The maximum number of points shall be allotted to the lowest Financial Proposal that is opened /evaluated and compared among those technical qualified candidates who have attained a minimum of 60% in the technical evaluation. Other Financial Proposals will receive points in inverse proportion to the lowest price.

The Contract shall be awarded to candidate obtaining the highest combined technical and financial scores, subject to the satisfactory result of the verification interview.

**Administrative details:**

Visa assistance required:

Home Based  Office Based: on site for the delivery of the workshop on 29 August 2024.

If office based, seating arrangement identified:

IT and Communication equipment required:

Internet access required:

<sup>1</sup> Costs indicated are estimated. Final rate shall follow the “best value for money” principle, i.e., achieving the desired outcome at the lowest possible fee. Consultants will be asked to stipulate all-inclusive fees, including lump sum travel and subsistence costs, as applicable.

Payment of professional fees will be based on submission of agreed deliverables. UNICEF reserves the right to withhold payment in case the deliverables submitted are not up to the required standard or in case of delays in submitting the deliverables on the part of the consultant

**Text to be added to all TORs:**

Individuals engaged under a consultancy or individual contract 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 (such as leave entitlements and medical insurance coverage). Their conditions of service will be governed by their contract and the General Conditions of Contracts for

the Services of Consultants and Individual Contractors. Consultants and individual contractors 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.

The selected candidate is solely responsible to ensure that the visa (applicable) and health insurance required to perform the duties of the contract are valid for the entire period of the contract. Selected candidates are subject to confirmation of fully vaccinated status against SARS-CoV-2 (Covid-19) with a World Health Organization (WHO)-endorsed vaccine, which must be met prior to taking up the assignment. It does not apply to consultants who will work remotely and are not expected to work on or visit UNICEF premises, programme delivery locations or directly interact with communities UNICEF works with, nor to travel to perform functions for UNICEF for the duration of their consultancy contracts.

UNICEF offers [reasonable accommodation](#) for consultants with disabilities. This may include, for example, accessible software, travel assistance for missions or personal attendants. We encourage you to disclose your disability during your application in case you need reasonable accommodation during the selection process and afterwards in your assignment.