**TERMS OF REFERENCE FOR INDIVIDUAL CONTRACTORS/ CONSULTANTS**

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| **PART I** | | |
| Title of Assignment | Mental Health for Managers (Phase 1 ) | |
| Section | Staff Counselling and HRDC | |
| Location | Remote | |
| Duration | 90 days over 7 months | |
| Start/End date | **From:15-Dec-21** | **To: 14-Jul-22** |

**Background and Justification**

Managers and leaders play an important role in their team’s wellbeing, but it is not always easy to know how to provide optimal support nor the impact of that leadership role on the manager’s own mental health. The question “who cares for the caregiver?” is increasingly being asked in a rapidly changing environment; there are increased expectations towards management and leadership towards meeting the wellbeing of staff members. An organizational shift is taking place from putting the burden of solving the problem(s) mainly on the shoulders of individual employees to an integrated organizational mental fitness approach –a more holistic, multi layered shared responsibility. To better address this issue, the first phase of the project will entail a comprehensive assessment to identify managers’ needs and current expertise level in managing for team wellbeing and enhancing a mentally healthy working environment (while managing their own wellbeing/work life balance). This assessment phase will identify the tailored needs of different levels of trainings based on leadership responsibilities and expertise.

While existing psychosocial tools available are aimed at improving well-being, they are not enough to fully encompass an organizational mental health fitness approach. This project will have different phases of implementation starting with the initial phase of assessment. At this stage, a consultant is needed to assess the current methods and strategies integrated in the organizational mental health framework across domains. As the scope of work covers many ESAR country offices and requires technical expertise not adequately available internally, an external consultant will provide the required technical support.

**Scope of Work**

**Goal and Objective:**

Under the direct supervision of the Regional Staff Counsellor and with support from the Chair of the Human Resources Development Committee (HRDC), the consultant will initiate the first phase of the project aimed at assessing the specific role of the managers and their integration of wellbeing in workplans, the strategies used (and challenges experienced) by managers as they strive to develop psychologically safe and organizational mental fitness informed working environments. The consultant will also assess the current preventive measures utilized by managers vs. reactive/response-driven measures to support the wellbeing of staff.

The consultant will conduct a thorough systematic assessment of current leadership skills as it pertains to staff wellbeing management, the support of managers in improving the “quality of life within the working environment”, and methods to de-stigmatize the reality of mental health needs while balancing wellbeing and managing performance/delivery of services, including their own needs related to the Duty of Care for managers. Both quantitative and qualitative means of assessments will be conducted to collect comprehensive results covering the different typology of Country offices in ESAR.

As part of phase 1 of a broad-based consultancy, the selected consultant will conduct the following activities:

* Interview different categories of managers and leaders (a minimum of 12 countries) using both qualitative and quantitative measures to better assess the current scope of the implementation of the integrated organizational mental health framework across relevant domains. Particularly, the specific roles of the managers in integrating wellbeing in workplans and develop psychologically safe and organizational mental fitness-informed working environment.
* Assess the current measures utilized by managers (preventative vs. reactive/response driven measures) to support the wellbeing of staff, with a focus on resilience among managers and mental health fitness.
* Conduct a thorough systematic assessment of current leadership skills as it pertains to staff wellbeing management, supporting mangers in improving the “quality of life within the working environment” and destigmatizing the reality of mental health needs while balancing wellbeing and managing performance/delivery of services, including managers’ needs related to the Duty of Care for managers.
* The consultant will provide a comprehensive report/review on the best organizational trainings available in comparable settings to better equip managers in integrating an organizational mental health fitness approach. Also, the consultant will make recommendations on what to include in the tailored training packages for the second phase based on the initial-phase assessment’s outcomes while comprehensively reviewing the already existing training packages/literature and assessing relevant resources focusing on resilience among managers and mental health fitness.
* Provide tailored and detailed recommendations on categorical thematic topics to be included in the development of.
  + Orientation package(s) on the mental health fitness approach to be presented to the RMT in an introductory session of the training.
  + Flexible training package aimed for different categories of managers and leaders to better equip in designing psychologically informed organizational mental health fitness approach with clear assessment tools, behavioral markers, and outcomes.
  + Practical tools for Duty of Care

**Work relationships:**

The consultant will work under the close supervision and will report directly to the Regional Staff Counselor in collaboration with the focal points representing the leadership for the agreed upon first phase of the project. A final report and presentation will be submitted to the HRDC committee before the initiation of the second phase of the training.

1. ***Outputs/Deliverables:***

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| **Deliverables** | **Duration**  **(Estimated # of days or months)** | **Timeline/Deadline** | **Schedule of payment** |
| **Completing Phase 1 of Assessment and Analysis: Using quantitative and qualitative means:**  **-Interviewing different categories of managers, a minimum of 50 managers in at least 10 countries in ESAR (including E Duty stations)-Survey questions to be reviewed by HRDC in advance. Survey and interviews will be managed by consultant in collaboration with HRDC and focal points** | 30- Nov-2021-5th February 2022-  30 days | 15th February 2022 |  |
| **Submitting a comprehensive outcome report with recommendations** | 15th February-25th  10 days | 25th February 2022 |  |
| **Review of Existing Packages and reporting outcome** | 20 days | 30th March 2022 |  |
| **Provide tailored and detailed recommendations on categorical thematic topics to be included in the development of; An orientation package (s) on the mental health fitness approach to be presented to the RMT in an introductory session to the training.**  **Flexible training package aimed for different categories of managers and leaders to better equip in designing psychologically informed organizational mental health fitness approach with clear assessment tools, behavioral markers, and outcomes.**  **Recommendation for Practical tools for Duty of Care. Prepare in both a comprehensive report and power point format.** | 20 days | 20th April |  |
| **Prepare a presentation with progress and outcome to be presented at the RMT May 2022 after review from HRDC focal points** | 5 Days | May RMT |  |
| **Review and integration of Feedback from stakeholders in preparation for Phase 2 and presenting results to HRDC Committee** | 5 days | 15th -June |  |

**Payment Schedule**

Payment schedule is incorporated into the deliverables table above.

**Desired competencies, technical background, and experience**

1. Education: Academic qualifications and required level of education: Preferred Ph.D. in Clinical Psychology/organizational psychology.
2. Working experience: A minimum of 8 years working experience in mental health/leadership in Organizations and corporations
3. Must exhibit the UNICEF Core Values of:
   1. Care
   2. Respect
   3. Integrity
   4. Trust
   5. Accountability
4. Competencies include the following:
5. Builds and maintains partnerships
6. Demonstrates self-awareness and ethical awareness
7. Drive to achieve results for impact
8. Manages ambiguity and complexity
9. Thinks and acts strategically
10. Works collaboratively with others
11. Proficiency in English language is a requirement. French is an added advantage.

**Administrative issues**

This consultancy will be conducted remotely. However, it is important for the selected consultant to be working between 10am and 4pm Nairobi time for easier coordination with the supervisor of the assignment.

**Conditions**

The following standard consultancy contract conditions shall apply:

Stating the conditions for the contract is very important. This may include information on

* As per UNICEF DFAM policy, payment is made against approved deliverables. No advance payment is allowed unless in exceptional circumstances against bank guarantee, subject to a maximum of 30 per cent of the total contract value in cases where advance purchases, for example for supplies or travel, may be necessary”.
* 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.

**Risks**

The following risk is identified and associated with implementation of this consultancy:

1. As the consultancy will be conducted remotely over a seven months period, the selected consultant might not deliver expected outcomes on time. To mitigate against this risk, the supervisor will work closely with the consultant and provide required guidance and support in view of the established timelines.

**How to Apply**

Interested and qualified candidates are requested to submit a cover letter, CV, and their technical proposals to the online recruitment portal (Talent Management System).

Interested candidates should indicate ability, availability, and daily professional rate (daily) expressed in USD to undertake the terms of reference.

**Applications submitted without a fee/ rate will not be considered.**