

LONG-TERM AGREEMENT FOR INDIVIDUAL CONSULTANTS

TERMS OF REFERENCE

Title: Long Term Agreement (LTA) for Engagement of Individual Consultants as Facilitators and Coaches for Talent Development

Duty Station: Home based consultancy contracts

Duration of LTA: Two years with the possibility of extension for one more year (max. 3 years)

Closing Date: 10 August 2023

1. BACKGROUND / RATIONALE

For 70 years, UNICEF has been working on the ground in 190 countries and territories to promote the survival, protection and development of children, young people, and women. The world's largest provider of vaccines for developing countries, UNICEF supports child health and nutrition, clean water and sanitation, quality basic education for all boys and girls, and the protection of children from violence and exploitation. UNICEF is funded entirely by the voluntary contributions of individuals, businesses, foundations, and governments.

Since 2015, UNICEF has provided coaching, workshop and webinar design and facilitation services to all staff globally, through a cadre of UNICEF contracted firms and individuals. Additionally, they have designed and delivered various learning and team interventions, to meet the varying needs of UNICEF Offices globally.

Given the positive feedback and increased demand for services, UNICEF's Division of Human Resources (DHR) is looking to maintain and expand these services and contract qualified individuals to deliver on a comprehensive range of services, which includes coaching **and/or** design and facilitation of a range of interventions for UNICEF Offices globally, to complement existing services.

Services are provided in English, French, Spanish and Arabic. These services are provided virtually, or in-person sessions based on the specific needs of the requesting Office.

2. PURPOSE OF ASSIGNMENT

UNICEF is soliciting proposals from qualified individuals with relevant qualifications and experience in coaching and/or design and development of learning interventions and/or workshop facilitation to provide coaching support, and/or design of workshops/webinars and/or other relevant interventions to support UNICEF Offices globally.

The work in terms of coaching services and/or design and development of learning interventions and/or facilitation of workshops and webinars, may be incorporated in or be independent of already existing programmes offered by UNICEF.

3. PROGRAMME AREA AND SPECIFIC PROJECT AREA

The Human Resources Division has redefined its structure and created a new delivery model. Out of this, the Talent Development Section will be responsible for the provision of Management & Leadership development,

Core Learning, Human Resources Capacity Building and Career Development. The section will work very closely with the Global Learning Center and the Performance Management Section to ensure appropriate synergies, collaboration and enhanced coordination of services.

4. OBJECTIVE(S)

The overall objective is to set up a Long-Term Agreement to facilitate and expedite the process by which UNICEF will hire consultants as required to deliver on a comprehensive range of talent development services to all staff globally. Under the overall coordination of the Talent Development Section, Division of Human Resources, the selected individuals shall undertake one or all of the following tasks:

1. Provide individual, group and team coaching services for UNICEF staff in Offices globally. The coaching will provide staff with tools and techniques to grow professionally, address areas for development and learning, empowering them to better manage their learning, performance, and careers.
2. Design and develop various learning and team interventions based on the needs of UNICEF Offices
3. Facilitate workshops and webinars both virtually and in person

5. MAJOR TASKS TO BE ACCOMPLISHED

Successful respondents must provide well-written and edited content to:

- I. Provide Executive coaching support to senior staff who are members of the Senior Staff Recruitment Exercise (SSRE).
- AND/OR**
- II. Provide coaching services to staff members based on the scope agreed
- AND/OR**
- III. Design and develop relevant learning interventions to address specific organizational needs, such as, Team Retreats, Team dynamics and/or address specific issues around enhancing the culture, managing performance and developing careers.
 - IV. Facilitate workshops and webinars based on the requirements of Offices
 - V. Provide the Talent Development Section with a bi-annual report on lessons learned, recommendations for improvement, highlighting trends, based on the work delivered.

Responsibilities of the Consultant:

- I. The Consultant will use their own equipment, laptops, microphones, software and other accessories that may be required for this task.
- II. The Consultant will not give the content/material or any part thereof, to any third party without the written permission of UNICEF. All components will be the property of UNICEF, and the Consultant will not share the same with anyone else.
- III. The Consultant will not put their own name or logo/emblem on the content/final product. The only organization branding will be UNICEF, if required.
- IV. When travel is required: The consultant is responsible for arranging their own travel.

Responsibilities of UNICEF:

- I. UNICEF will provide all details pertaining to the activity and the requirements
- II. UNICEF will orient the Consultant on UNICEF's branding guidelines

- III. UNICEF will describe the methods, practices, and approaches that guide the organization's overall approach to projects of the type described in the Terms of Reference.
- IV. When travel is required: The hiring office is responsible for setting a reasonable travel budget using online research and reimbursing the consultant based on the contracted terms.

6. DELIVERABLES AND DEADLINES

S/No.	Tasks for different areas	Deliverable	Specific delivery date/deadline for completion of deliverable	Estimated travel required for completion of deliverable
1.	Executive Coaching for Individuals and Teams	Depending on the specific objectives and needs of the coaching request/programme, common deliverables include: - Leadership development support -Leadership capacity building on leadership competencies -Support with resolution of complex leadership challenges. -Support driving a values-based culture in teams. -Support to enhance group dynamics and collaboration - Support with Peer learning	As and when requested by UNICEF	Not Applicable
2.	Individual and Team Coaching	- Depending on the specific objectives and needs of the coaching request/programme Goal setting - Individual, development of Insights, Reflections and Action Plans	As and when requested by UNICEF	Not Applicable

		<ul style="list-style-type: none"> - Support to enhance personal accountability with follow up and behaviour change - Support to demonstrate values-based behaviours - Support with Peer learning 		
3.	Design and development of various learning and team interventions	<p>Depending on the specific objective, content, and format of intervention:</p> <p>The development of learning interventions for:</p> <ul style="list-style-type: none"> - Face to face delivery - Virtual delivery <p>The development of online learning modules to enhance Team/Group collaboration, dynamics and performance and intervention</p>	As and when requested by UNICEF	Not applicable
4.	Facilitate workshops/webinars both virtually and in person	<p>Depending on the specific objective, content, and format of the session:</p> <ul style="list-style-type: none"> -Enhance Team/Office culture -Enhance team performance -Enhance personal & professional growth including behaviour change 	As and when requested by UNICEF	Not applicable

7. DUTY STATION:

Anywhere in the world based on the specific needs of UNICEF

8. OFFICIAL TRAVEL may be required:

The consultant may be requested to travel to complete assignments.

At a later stage, when the PO is raised for an assignment including travel, the estimated cost of tickets and DSA will be added and reimbursed based on actuals.

9. ESTIMATED DURATION OF LTA

The Long-Term Agreement will be for a maximum duration of three years. The initial period would be for 2 (two) years with an option for extension for a subsequent 1 (one) year on the same rates, terms and conditions, subject to satisfactory performance evaluation and continuing need for the services. The services of the consultants selected under the LTA would also be made available to all UNICEF Offices.

10. QUALIFICATIONS / SPECIALIZED KNOWLEDGE / EXPERIENCE/ LANGUAGE SKILLS REQUIRED

Category 1: Executive Coaching

- Certification from an internationally recognized professional coaching body, with certificates included in the technical proposal.
- Professional experience and proven track record of working with senior leaders (C Suite) to build leadership potential and capacity
- A minimum of 7 years post qualifying experience providing executive coaching services to senior staff
- Evidence of continuous learning and professional development in Coaching
- Preference will go to consultants who have worked in UNICEF and/or the UN Common System, and other International Organizations.

Category 2: Coaching

- Certification from an internationally recognized professional coaching body, with certificates included in the technical proposal.
- A minimum of 4.5 years of post-qualifying coaching experience.
- Preference will go to consultants who have worked in UNICEF and/or the UN Common System, and other international organizations.

Category 3: Design and development of Learning Interventions

- Design and develop a range of learning interventions to address the various challenges faced by UNICEF
- Strong knowledge and understanding of established learning theories with a minimum of 7 years experience.
- Proven knowledge of curriculum development and instructional design methodologies
- Evidence of extensive working experience designing and developing various learning interventions
- Familiarity with Learning Management Systems, e-learning tools and virtual classroom platforms.
- Expertise in Organizational Design and Development would be an asset.

Category 4: Facilitation of Learning Interventions

- A minimum of 8 years' working experience facilitating workshops and webinars
- Experience of delivering and facilitating workshops and webinars using online tools and virtual classroom platforms and other technologies used in learning and development
- Excellent verbal and written communication skills.
- Strong facilitation and interpersonal skills are crucial to convey complex concepts and enabling understanding.

Note: Candidates are free to apply to one category based on their qualifications and experience. Candidates may also apply for multiple categories or all of the categories. UNICEF will award a LTA to top ranked candidates under each category. A candidate may be awarded a LTA for one or more than one category.

Language:

Fluency in oral and written English is required

Fluency in any other UN Language is an asset

11. TECHNICAL EVALUATION CRITERIA (WITH WEIGHTS FOR EACH CRITERIA)

The selection of consultants for the LTA will be based on technical evaluation and financial offers in the ratio of 80:20. The criteria for technical evaluation will be as follows:

Criteria	Marks	
	Min	Max
1. Cover letter - Explaining the motivation for applying and explaining how the qualifications and skillset of the candidate are suitable for this assignment.	5	7
2. Relevant educational qualifications of the candidate.	8	13
3. Relevant work experience in each category:	15	25
Category 1: Executive coaching		
○ Extensive experience in providing executive coaching services to senior-level leaders and executives, possession of a university degree and relevant coaching certifications	5	8
○ Proven ability to address executive-level challenges, such as strategic thinking, leadership presence, managing change and complexity, and developing high-performing teams	5	8
○ Proven track record of working successfully with senior leaders	5	9
Category 2: Coaching		
○ Demonstrated expertise and qualifications as a professional coach, with relevant certifications (e.g. ICF credentials)	6	10

<ul style="list-style-type: none"> ○ Proven track record of successful coaching engagements ○ Demonstrated ability to adapt coaching style and methodologies to meet the needs of varying individuals, teams, groups in the UN/UNICEF contexts 	6	10
	3	5
Category 3: Design and Development of Learning Interventions		
<ul style="list-style-type: none"> ○ Track record of designing comprehensive learning and development programmes tailored to various organizational needs – leadership development, managing change etc 	6	10
<ul style="list-style-type: none"> ○ Proven knowledge and experience of curriculum development and instructional design methodologies for a range of audiences and topics, including but not limited to leadership development, performance management, coaching and mentoring, capacity building and career development 	6	10
<ul style="list-style-type: none"> ○ Track record of tailoring learning programmes to align with UNICEF's culture, values, and targeted talent development needs 	3	5
Category 4: Facilitation of Learning Interventions		
<ul style="list-style-type: none"> ○ Ability to deliver comprehensive learning and development programmes tailored to various levels of staff. 	6	10
<ul style="list-style-type: none"> ○ Ability to connect, engage and impact behaviour change in line managers and/or individual contributors. 	7	10
<ul style="list-style-type: none"> ○ Proficiency in using virtual collaboration tools and technology platforms 	2	5
4. Work samples – this includes but is not limited to one or more of the following: - coaching philosophy and approach, client testimonials and references, coaching tools and resources, publications or thought leadership, training materials developed	25	30
Sub-total: Candidates will be shortlisted based on the review of sub-criteria 1, 2, 3 and 4 as listed above. Candidates who do not have international development experience or UNICEF experience and score overall 53 marks will be invited to an interview.	3	5
TOTAL TECHNICAL SCORE The minimum overall qualifying score is 56. Only those candidates who meet the overall qualifying marks of 56 and score the minimum cut-off in each of the above sub-criteria, including the interview, will be considered technically responsive, and their financials will be opened.	56	80
Financial Score The selection of the consultant will be on the basis of technical evaluation & financial offer in the ratio of 80:20		20
TOTAL		100

12. PAYMENT SCHEDULE

The LTA to be signed will have a fixed fee rate for a maximum of three years. However, UNICEF does not warrant that any quantity of services will be purchased during the term of the LTA, as this will depend on forthcoming needs.

13. CONTRACTS CREATED AGAINST THE LTA

Whenever coaching services are required, details of the requirement/deliverables including quantities and deadlines will be presented to the top-ranking LTA holders. Should these consultants not be available for the assignments, UNICEF will contact the next ranked consultants and so on.

Upon receipt of confirmation of availability and interest in the assignment, a contract will be issued with the prices/fees agreed in the LTA. The consultant must sign the contract prior to the commencement of work.

Payment will be made after completion of deliverables and submission of invoices for the actual work completed, subject to satisfactory performance.

HOW TO APPLY:

1) The application is to be submitted through the online portal and should contain four separate attachments:

- i. A Cover letter explaining suitability for position **(to be uploaded online under “Cover Letter” tab)**
- ii. Curriculum Vitae (CV) **(to be uploaded online under “Resume” tab)**
- iii. Qualifications, coaching credentials and certificates **(to be uploaded online under "highest level of education certificate")**
- iv. Submit a minimum of three work samples for each category applied to (as per **11. TECHNICAL EVALUATION CRITERIA (WITH WEIGHTS FOR EACH CRITERIA)** **(to be uploaded online under “Other Applicant” as a single document containing work samples for all categories applied)**

Important Note: Please do not indicate financials anywhere else in the online application form, please mark "n/a or 00", under the fee related questions in the online application form.

2) **A financial proposal** (for the categories applied to) as per the following template [Form Financial Proposals LTA](#) must be sent in PDF format to dhf-financial-proposals@unicef.org. Please do not forget to specify your name in the file while saving.

Without all the above 4 documents and the financial proposal received in the corresponding email inbox your application will be considered incomplete and invalid and will not be considered further.

- Any attempt to unduly influence UNICEF’s selection process will lead to automatic disqualification of the applicant.
- Joint applications of two or more individuals are not accepted.
- Please note, UNICEF does not charge any fee during any stage of the process.
- Women, trans, non-binary, and gender diverse candidates meeting the requirements are strongly encouraged to apply.
- UNICEF is committed to diversity and inclusion and encourages qualified candidates from all backgrounds including persons living with disabilities to apply.
- General Terms and Conditions for the Consultancy Contract is attached, for your reference.
- 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.