

## TERMS OF REFERENCE

<b>Section:</b>	Human Resources	<b>Date:</b>	21 February 2024
<b>Title:</b>	<b>Retreat Facilitator</b>	<b>Duty station:</b>	Beirut, Lebanon
<b>Reporting to:</b>	Human Resources Manager	<b>Contract type:</b>	Institutional Individual Consultant (Blended)
<b>Duration:</b>	TBC based on project	<b>Start date:</b>	April 2024

Section	Content										
<b>Objectives</b>	The Lebanon Country Office (LCO) is organizing frequent team and all staff retreats throughout the year to strengthen team collaboration skills through interactive teambuilding exercises, focusing on UNICEF Values and competencies including creating psychological safety and trust with the aim of enhancing organizational culture. Team retreats may also include programme or operations strategy elements. Such retreats usually take 1-2 days or hourly (if remote) and vary from small teams (10 staff) to office wide retreats (200 staff). The institution is expected to conduct a pre-assessment, design, organize and manage and evaluate the event and offer optional follow up services, such as team-coaching etc.										
<b>Background</b>	<p>The UNICEF Lebanon Country Office has gone through various major change exercises resulting in new team compositions and dynamics who must adapt and deliver in response to the evolving programme and operations strategies and shifts. Staff operate in a fast-paced environment meeting demands from external and internal stakeholders.</p> <p>The office particularly seeks to strengthen skills in team collaboration, effective communication, emotional intelligence, creating psychological safety and building trust, enhancing speak up culture, and building awareness on UNICEF Global Priorities: UNICEF Core Values: Care, Respect, Integrity, Trust, Accountability, Sustainability (CRITAS) and Diversity, Equity and Inclusion (DEI).</p>										
<b>Scope of work</b>	<p>UNICEF Lebanon Country Office seeks to engage a professional corporate events organization with proven experience in facilitating teambuilding activities and events.</p> <p>Under the supervision of the Human Resources Manager and in consultation with management the institution will:</p> <ul style="list-style-type: none"> <li>• Familiarize themselves with UNICEF LCO organizational culture and current context.</li> <li>• Conduct a pre-assessment (e.g., survey) of expectations that would help design the activities and gauge LCO culture.</li> <li>• Conduct assessment on thinking preferences to support self-assessment and team-coaching (Optional)</li> <li>• Based on the assessment, propose the content, design and delivery of the activities and built-in sessions, and prepare an agenda that reflects the proposed structure.</li> <li>• Deliver one or two-day activities in the All staff retreat and/or smaller team retreats at a designated location or conduct hourly teambuilding exercises (online)</li> <li>• Present a final report to highlight the areas worked on and what type of recommendations can the country office implement</li> <li>• Offer team and individual coaching to managers, Section Chiefs and Senior Management.</li> </ul>										
<b>Deliverables and Schedules</b>	<p>The institutional contractors are expected to submit the following deliverables as per the table below (the timetable below is tentative)</p> <table border="1"> <thead> <tr> <th>Item No.</th> <th>Description</th> <th>Deliverables</th> <th>Deliverables Time frame</th> <th>Payment %</th> </tr> </thead> <tbody> <tr> <td> </td> <td> </td> <td> </td> <td> </td> <td> </td> </tr> </tbody> </table>	Item No.	Description	Deliverables	Deliverables Time frame	Payment %					
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	1	<b>Pre-Assessment &amp; Agenda</b>	<ul style="list-style-type: none"> <li>Familiarize themselves with UNICEF LCO organizational culture and current programmes in Lebanon</li> <li>Conduct a pre-assessment to identify key areas of focus.</li> <li>Present an analysis on the pre-assessment findings.</li> <li>In consultation with the HR Manager and Chief of Section/Head of Office, present an agenda to be tailored to meet the requirements of the theme and the expectations of staff taking into consideration UNICEF Lebanon organizational culture and current context</li> </ul>	<i>Within 15 days from starting date</i>	20%
	2	<b>Thinking Style Preferences Assessment (Optional)</b>	<ul style="list-style-type: none"> <li>Conduct assessment on thinking style preferences to support self-assessment and</li> <li>Debrief on pre-assessment and thinking style preferences assessment.</li> </ul>	<i>Within 30 days from starting date</i>	10%
	3	<b>Delivery</b>	<ul style="list-style-type: none"> <li>Organize, prepare, manage, and facilitate an integrated and interactive programme of activities extending over 1-2 days or hourly online.</li> </ul>	<i>1-2 days in the designated location Or hourly online</i>	50%
	4	<b>Evaluation/ Recommendation</b>	<ul style="list-style-type: none"> <li>Present a draft report for discussion with feedback on the event highlighting findings and recommendations</li> <li>Be available for any revisions, reviews, and questions on the final report</li> <li>Provide the final version of the report</li> </ul>	<i>Upon Receipt of the final report (Within 5 Days of the end of the retreat)</i>	10%
	5	<b>Team- and individual coaching (optional)</b>	<ul style="list-style-type: none"> <li>Offer team individual coaching sessions to senior management and their respective teams.</li> </ul>	<i>Up to 3 months following the retreat</i>	10%
<b>Reporting Requirements</b>	The institutional contractor will report to the Human Resources Manager or the Chief of Section/Chief of Office and submit a pre-and post-assessment of the event.				
<b>Mandatory Profile Requirements</b>	<p>The facilitation team will be composed of professional(s) having the following requirements:</p> <ul style="list-style-type: none"> <li>Degree in social sciences, Human Resources Management, Business Administration, Hospitality and Event Management or relevant areas.</li> <li>The team leader must have at least 5 years of proven experience in design, delivery and facilitation of corporate events and teambuilding activities at local, regional, and international level.</li> </ul>				

	<ul style="list-style-type: none"> <li>• Team members having minimum 3 years of proven experience in designing and implementing activities</li> <li>• Excellent written and spoken English of team members.</li> </ul> <p>The institution is expected to meet the following requirements:</p> <ul style="list-style-type: none"> <li>• At least 5 years of proven experience in design, delivery and facilitation of corporate events and teambuilding activities at local, regional and/or international level.</li> <li>• Company's object's emphasis should be mainly ability to facilitate activities with 200+ staff that include teambuilding activities and other initiatives.</li> <li>• Experience in team coaching and individual coaching with certified coaches is considered an asset.</li> <li>• Previous experience working with UNICEF is highly desirable.</li> <li>• Provision of previous output evaluations or recommendation letters</li> </ul> <p>Profile of the company and profiles of the team leader and team members to be provided with credentials.</p> <p>UNICEF might conduct meetings with the bidders to confirm full compliance with/ understanding of the requirements.</p>
<p><b>Administrative Issues</b></p>	<ul style="list-style-type: none"> <li>• The institutional contractor will provide their consultant(s) with a laptop and a mobile phone and other required equipment</li> <li>• All remuneration must be within the contract agreement.</li> <li>• All print or electronic material drafted, designed, and submitted by the consultant to UNICEF during the period of the consultancy remain the property of UNICEF LCO</li> </ul>
<p><b>Budget*</b></p>	<p>Will be paid by section upon requirement.</p>