



# UNHCR

United Nations High Commissioner for Refugees  
Haut Commissariat des Nations Unies pour les réfugiés

## ANNEX 1 – TERMS OF REFERENCE

### Coaching and Leadership Process

### Coaching and Leadership Process for UNHCR Guatemala Heads of Unit

---

#### 1. NAME OF THE SERVICE:

**COACHING AND LEADERSHIP PROCESS FOR UNHCR GUATEMALA HEADS OF UNIT**

#### 2. BACKGROUND:

The **Office of the United Nations High Commissioner for Refugees (UNHCR)** has the mandate to support States in their commitments to provide international protection and seek solutions that respond to the needs of refugees, asylum seekers and other persons of concern. The State of Guatemala has been providing protection responses, both at national and regional level. It has also assumed several commitments, highlighting the 2014 Brazil Declaration and Action Plan and the 2016 San Jose Declaration for Action to build protection responses and promote solutions for affected populations, addressing underlying causes through the promotion of a stable environment that ensures their safety, economic development and prosperity.

As of 2016, UNHCR set up a National Office in Guatemala. By 2019, this office was scaled up to the status of Country Office. This entailed scaling up UNHCR's presence in the country, which currently comprises four Field Units and one Country Office (in Guatemala City).

To respond to the new needs of the Country Office and the Field Units, UNHCR Guatemala is planning to hire a consultant to undertake an Organizational Coaching and Leadership Plan for the Representative and the Heads of Units in the Country Office and the Heads of Field Units.

With an aim to support UNHCR to build its capacities for strengthening the organization and its presence in the country, UNHCR seeks to hire the services of a consultant to achieve the following objectives:

#### 3. PURPOSE AND OBJECTIVES OF THE CONSULTANCY

##### **Overall Objective:**

Build the capacities of the Representative and the Heads of Unit and Heads of Field Units to implement UNHCR's strategy in the country.

##### **Specific Objectives:**



# UNHCR

United Nations High Commissioner for Refugees  
Haut Commissariat des Nations Unies pour les réfugiés

- To be able to clearly understand the vision of their units/offices as it relates to the Country Operation so, they can become agents of change to the employees they supervise.
- Faster, improved decision maker-again using vision and strategy as a basis for these decisions.
- Better alignment of objectives and actions.
- Provide lasting value.
- Quickly build rapport and trust with the participants.
- Assist the participants in their professional development in a customized way.
- Use actual, actionable examples to ground and implement enhanced skills

#### 4. CONSULTANT'S PROFILE

The quality of the Technical Team proposed by the suppliers is of the utmost importance, since it represents the key to solve and implement activities in an efficient manner. In addition, the relation with the supplier is strategic and has direct impact in the success of any project.

##### Specific Requirements

- a) At least 20 years of experience in the field of customized leadership development programs.
- b) Previous experience providing customized leadership development programs with UNHCR.
- c) Ability to provide customized leadership development programs in English
- d) In response to COVID situation, ability to provide online coaching services.
- e) In response to COVID situation, ability to provide access to online development communities to enhance learning among participants after course is ended.
- f) Possess an advanced degree in a relevant field (Psychology, counseling, MBA. etc.)

##### Communication

- Strong communication skills (writing, speaking, and presentation), including the ability to produce written reports in a clear and concise manner, providing training to external audiences, as well as maintaining effective relations with partners.

##### Planning and organization

- Ability to identify priorities and undertake adequate planning of his/her work, managing demands and working under pressure and with tight deadlines for the delivery of services and products.
- Ability to work independently, with little supervision and up to date with work demands.
- Availability to hold meetings to assess progress, issues and other topics for discussion.



# UNHCR

United Nations High Commissioner for Refugees  
Haut Commissariat des Nations Unies pour les réfugiés

## Teamwork

- Excellent interpersonal relations, including ability to establish and maintain effective work relations with persons in a multi-cultural environment, responsive and respectful to diversity.
- Availability to prioritize the team's agenda in relation to personal agendas, sharing credits for achievements and assuming joint responsibility for setbacks and delays.

## Customer-service oriented

- Ability to establish and maintain productive relations.
- Identify needs and find solutions.
- Monitor and foresee development of likely issues that might affect the project and maintain stakeholders informed and react in a timely manner.

## Other key competencies required:

- Excellent skills for systematizing information.
- Excellent skills for analysis and design of communication strategies
- Excellent planning and organization skills
- Excellent communication and teamwork skills

## Methods:

- The program should offer eight one-on-one individual coaching sessions. Proposal should include how these will be scheduled and provided including plans for assessment of progress to date and final sessions.
- The proposal should also detail how participants can support each other during and after the process.

## 5. PRODUCTOS ESPERADOS

### Expected products:

The products of the consultancy are the following:

Products
a) Initial one-hour in-depth participant history and potential conversation with the Representative
b) Eight one-hour sessions with each of the participants, with the Representative participating in the beginning of the initial kick-off session.
c) Unlimited access to online professional development community, with a private UNHCR space.
d) Email availability provided to all participants during the project.



# UNHCR

United Nations High Commissioner for Refugees  
Haut Commissariat des Nations Unies pour les réfugiés

## 6. COORDINATION AND SUPERVISION OF THE CONTRACT

The consultant will report directly to the Representative on progress achieved throughout the consultancy.

## 8. TERM OF THE CONTRACT

Services will be provided for a maximum term of **three months** from the start date of the consultancy.

## 9. PAYMENT

The fees will be paid against approval of products by UNHCR Guatemala's Representative. Two invoices options are offered:

### 1. First payment - 50%:

An initial deposit upon acceptance of consultancy proposal.

### Second payment - 50%:

Final payment upon completion of the professional development process, upon satisfactory assessment of participants and UNHCR Guatemala's Representative.

### 2. A single invoice of 100% paid within sixty days of project approval

Note: All the products must be reviewed and received at UNHCR's satisfaction, to proceed with payment.

## 10. CONSIDERATIONS

Upon submitting a proposal, the Consultant states and ensures that:

- To ensure impartiality, there must be no relationship between the potential supplier, or any employee of his company engaged in the preparation of the proposal, and/or with an employee of the organization participating in the evaluation or management of subsequent contracts.
- He/she has not agreed with other potential suppliers or employees of UNHCR and other entities engaged in the preparation of his/her proposal.
- Has not incurred in non-competitive conducts or undertaken practices of any type that deny or might deny legitimate commercial practices to other potential suppliers.
- All pertinent legal requirements have been and will be observed, or any other aspects of any type.
- Has not provided gifts of any kind and of no commercial value to any employee of UNHCR and other entities related to the implementation of his/her proposal.
- Has not attempted nor will try to influence contractual decisions after the process of request for proposals and submission of quotes.
- Has not accepted or loaned and will not accept nor offer secret or corrupt commissions for the award of the contract in relation to the Terms of Reference.



# UNHCR

United Nations High Commissioner for Refugees  
Haut Commissariat des Nations Unies pour les réfugiés

- Will not submit an overpriced offer to benefit another supplier.

The issuance of this document and the receipt of information in response to this document will not entail that UNHCR incurs in any responsibility – nor financial or of any other type or any obligation with potential suppliers. The organization does not assume any obligation to return, or in any manner, compensate any supplier for the costs and expenses incurred in relation to the response to this request, or in any other stages of this process, regardless of the fact that UNHCR suspends, ends or withdraws the procurement process linked to these Terms of Reference.