



RFQ 2403-24

ANNEX-A

Terms of reference

Support to the Group on Earth Observations for organizational evolution activities for the post-2025 strategy implementation.**1. Background:**

The Group on Earth Observations (GEO) is a partnership of more than 100 national governments and over 100 Participating Organizations. GEO envisions a future where decisions and actions for the benefit of humankind are informed by coordinated, comprehensive and sustained Earth observations. GEO's new post-2025 strategy, which was co-developed with the GEO Community, was recently endorsed by Ministers at the November 2023 Ministerial Summit. This strategy envisions a broader role for GEO beyond its established leadership coordinating and enabling the provision and use of Earth Observations across scales, sectors, and geographies, and introduces a path to co-produce products and services with and for users.

The next step in GEO's evolution is to develop an implementation plan for this newly endorsed post-2025 strategy. Successful implementation of the post-2025 strategy will require evolution of GEO's operations and operating model, governance and community engagement structures, communications and resource mobilization activities, and the organization of programmatic activities. The proposed evolution of these four pillars would comprise an overall GEO implementation plan and would be presented at the next scheduled convening of GEO's Plenary in April 2025 for adoption.

To this end, GEO seeks support for several specific activities intended to advance the evolution of the Secretariat and its governance bodies. This would include support and/or facilitation of:

- 1) A GEO Secretariat team retreat
- 2) A facilitated session for GEO's Programme Board as they embark on the process of developing the parameters that define a post-2025 GEO work programme
- 3) A training session for GEO's Executive Council as they embark on the process of developing a code of conduct, improved rules of procedure, and an operational handbook.

2. Facilitation and support purpose and objectives

The purpose of the facilitation and support is to:

- Strengthen the resilience of the Secretariat during a period of change and to come to a common understanding of GEO's desired culture and values among the team.
- Support GEO's Programme Board in imagining a fresh and innovative approach as they come to agreement on a new structure and prioritization and assessment method for GEO's Work Programme activities, with a focus on building upward consensus towards innovation and new paradigms rather than status quo. Support GEO's Executive Committee with training and references to the standard practices and roles and responsibilities of similar boards in the UN System to provide a shared foundation upon which new and/or revised code of conduct, rules of procedure, and other governance operating documents can be established.

The following criteria should be the focus of the facilitation and support (scope of work):

- Advance work to inform the facilitation process of gaps, strengths, and weaknesses within the current Secretariat team and the governance bodies to achieve common goals.
- a structured approach informed by academic research, industry best practices and practical experience to engaging with culturally diverse staff and executive level teams to drive to common understanding and consensus in a facilitated session(s).
- facilitators with hands-on experience supporting diverse groups and garnering agreement on roles and responsibilities of members.
- a structured approach to change management and facilitators that have done such change exercises in the past.

3. Approach

The following components should comprise the facilitation and support services:

- a) Assessment of the current state of various teams against the desired end state.
- b) Reference or “benchmark” systems as exemplars for the various teams to work towards in terms of the desired end state.
- c) Recommendations based on the outcomes of the facilitation and support for next steps.

4. Key Deliverables

The following deliverables are expected:

For the GEO Programme Board

- a) Advance engagement with key individuals to understand the current state and assess potential areas of conflict and consensus with respect to the goals for the post-2025 work Programme and the role of the Board.
- b) A one-day session, including feedback on the agenda and facilitator(s), to support the Programme Board with a framework/structure to use to work towards an upward consensus agreement.
- c) An output report that documents areas of consensus and next steps

For the GEO Executive Committee

- d) Reference materials two weeks in advance of the Executive Committee meeting in April 2024 to prepare and educate the Executive Committee
- e) Advance engagement with the Executive Committee to understand the current state and assess potential areas of conflict and consensus.
- f) A one-day session, including an agenda and facilitator(s), to train/educate the Executive committee on standard expectations and existing practices with respect to Executive governance boards’ codes of conduct, roles and responsibilities, and operating modalities.
- g) An output report that documents areas of consensus and next steps

For the GEO Secretariat Staff Retreat

- a) Advance engagement with GEO Secretariat staff to understand the current state and assess potential areas of conflict and consensus with respect to organizational culture/values.
- b) A two-day session, including an agenda and facilitator(s), to facilitate team-building and shared culture/values building within the Secretariat and provide tools/training to maintain momentum towards those common goals.
- c) An output report that documents areas of consensus and next steps

5. Timeline

The timeline and deliverables are proposed as follows, noting that adjustments may be necessary due to currently unforeseen circumstances.

Process	Deliverable/Tool	Expected due date (indicative)
GEO Programme Board facilitation	One-day agenda and facilitator(s) to support	05 March 2024
GEO Programme Board facilitation session	Outcome report	Two weeks after the session
GEO Executive Committee preparation	Preparatory readings and interviews	No later than two weeks in advance of 16 April 2024 (tentatively 2 April 2024)
GEO Executive Committee facilitation	One-day agenda and facilitator(s) to support	16 April 2024
GEO Executive Committee facilitated session	Outcome report	Two weeks after the session
GEO Secretariat Staff retreat facilitation	Preparatory interviews with GEO Secretariat staff	Two weeks before the retreat
GEO Secretariat Staff retreat	Two-day agenda and facilitator(s) to support	Dates TBD – desired target end March/beginning April
GEO Secretariat Staff retreat	Outcome report	Two-three weeks after the retreat

6. Qualification of the contractor

The Contractor shall have a minimum of three years of business experience. At least 2 references for services similar to those covered by these Terms of Reference and performed in the past shall be provided.

The Contractor should comply with the following sustainable requirements:

- a) Have a corporate environmental policy. Being ISO 14001 or equivalent certified would be an asset.
- b) Have at least one (1) female team member among the key personnel to be employed for the provision of the services under these Terms of Reference.
- c) Have an internal policy regarding the sustainability and monitoring of their supply chains.

7. Qualifications of the facilitators

Experience working in multicultural, international organizations, particularly those that were experiencing a period of transition or change. Experience within the UN system highly desirable. Experience with scientific and technical organizations highly desirable. Experience working with both executive-level governance boards essential for the Executive Committee deliverables.

Knowledge & Skills:

- Demonstrated expertise working with executives and governance boards in the UN or with international organizations.
- Understanding of industry best practices and common approaches to governance in the UN or international organizations essential.
- Experience working with multicultural teams to build common organizational culture, values, and understanding.

8. Application process**Timeframe**

The proposal should include an indicative timetable for completion. The final evaluations are expected to be completed in accordance with the timeline and deliverables listed in the Terms of Reference. This time will also cover the periods needed for WMO review, feedback, and approval of the deliverables.