Section II: Schedule of Requirements

**Background**

The United Nations Alliance of Civilizations (UNAOC) is a special initiative of the United Nations Secretary-General established in 2005 and co-sponsored by the Governments of Spain and Turkey. It is part of the United Nations Secretariat located in New York, USA, being administered by the Office of the Secretary-General.

UNAOC works to build bridges between societies, promote dialogue and understanding, and seeks to forge the collective political will required to accomplish these tasks. It works towards a more peaceful, more socially inclusive world, by building mutual respect among peoples of different cultural and religious identities, and highlighting the will of the world’s majority to reject extremism and embrace diversity. UNAOC is a global convener and facilitator to bring all sectors of society together to strengthen intercultural dialogue, diminish hostility, and promote harmony among the nations and cultures of the world. UNAOC’s activities are fashioned around the four pillars of Education, Youth, Migration, and Media. To read more about UNAOC’s projects and initiatives, visit [www.unaoc.org](http://www.unaoc.org).

UNAOC is lead by the Under-Secretary-General, Mr. Nassir Abdulaziz Al-Nasser. His team is composed of two senior advisors, UNAOC Director and 14 UN staff and consultants who perform administrative, project management, communications, fundraising and member states liaison functions.

**Development Objective**

The training will aim to provide the UNAOC administrative and programme personnel (14 junior and mid-career professionals) with a learning and capacity development opportunity in order to build knowledge, enhance their skills and improve the quality of work and performance within their respective portfolios.

**Training Modules**

Note: final formulation of each training module and its content will be determined by the hired trainer(s), upon conducting surveys and assessing the group’s needs and priorities.

*Module 1: Foundation of Project Management and Results Based Management (RBM)*

* Basic terminology and concepts of Project Management. Programme vs. Project: definitions and key differences;
* Theory of Change and Logical Framework: inputs, outputs, outcomes, impact and results; indicators to measure success of the project; assumptions and external factors;
* What makes a project? Planning and organizing of project management phases, including budgeting; modern tools and techniques that help manage a project;
* Importance of RBM for international organizations like UNAOC; results-based monitoring and results-based reporting;
* Project manager leadership skills and team work (team development, common team dysfunctions, effective communication within a team)

*Module 2: M&E in the context of RBM*

* What is monitoring and what is evaluation?
* Evaluation methods, norms and practices within the United Nations system (http://www.unevaluation.org/);
* Evaluation of results and impact assessment of projects that address intercultural dialogue and understanding, behavioral changes, changing perceptions of individuals, eliminating biases and building relations (and similar intangible results);
* Planning of evaluation, developing workplan and using evaluation findings;

*Module 3: Fundraising in international organizations/non-profit sector and best practices*

* Context of modern fundraising practices in the nonprofit / multilateral institutions sector;
* Key components of fundraising planning (fundraising audit, planning, strategy, tactics, budget, monitoring effectiveness);
* Types of donors (states, international organizations, corporate and foundations), their priorities and behavior. Specificity of donors by their regional representation;
* How to develop relationships with donors as funders and project partners; how to build their loyalty; relationship fundraising vs. transactional fundraising.

*Module 4: Writing a grant proposal*

* Typical structure of a grant proposal, main questions and what the donor really wants to learn from the proposal;
* What are project idea, project context and problem analysis, project goals, objectives, activities, target audience, results?
* What are project relevance, effectiveness, efficiency, impact and sustainability? Impact and sustainability measurement in social and cultural fields of work;
* How do you make a case that your project is innovative?

*Module 5: Public Relations and Public Speaking*

* Understanding what your organization’s mandate and activities are (core message), and how to pitch your organization to third parties (partners, stakeholders, other UN colleagues, donors);
* How to draft a project communications plan, strategies of information dissemination; how to pitch your project idea to partners and donors: do’s and dont’s.

**Special Considerations**

* Understanding of the UNAOC mandate and its present advocacy and programming activities (please check www.unaoc.org) will be mandatory and essential for each trainer in order to customize training modules to the UNAOC organizational context.
* Trainer(s) will develop training module(s), in which any reading material, examples and case studies will be applicable to the organizations, working in the field of sustainable development, cultural and social affairs, conflict resolution. References to the UNAOC mandate, UNAOC current or past programming activities and initiatives will be incorporated into the training programme as much as possible.
* Trainer(s) will provide reading material to participants prior to the training in order to introduce topics and basic terms in advance, to bridge the knowledge gap between various groups of participants who may have or have no prior knowledge of the subject.
* The training will be highly participatory and interactive. Participants will be prompted to actively engage, share feedback to each other’s participation in exercises and simulations.
* Each training module will consist of narrative parts delivered by the trainer and practical parts, during which the group will be tasked to analyze a case study or to jointly come up with a presentation/idea/document/pitch. The trainer will provide his/her immediate input and feedback to the group’s work in the classroom.

**Tentative Timetable**

Scheduling of exact days will be done following the selection of trainers and their final recommendations on the module’s duration and sequence. A tentative timetable is as follows:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Day 1 | Day 2 | Day 3 | Day 4 | Day 5 |
| 9:00-12:30  Module 1 | 9:00-12:30  Module 2 | 9:00-12:30  Module 3 | 9:00-12:30  Module 4 | 9:00-12:30  Module 5 |
| 12:30-2:00  Lunch break | 12:30-2:00  Lunch break | 12:30-2:00  Lunch break | 12:30-2:00  Lunch break | 12:30-2:00  Lunch break |
| 2:00-5:00  Module 1 | 2:00-5:00  Module 2 | 2:00-3:00  Module 3 | 2:00-5:00  Module 4 | 2:00-4:30  Module 5 |
|  |  | 3:00-5:00  Module 4 |  | 4:30-5:00  Wrap up |

**Trainer(s) Responsibilities and Deliverables**

**Phase 1 (March 26-May 10):**

* Develop training module objectives, content and methodology;
* Research and gather information, conduct a short email-based survey with the training participants; conduct a phone consultation with the UNAOC Director in order to customize the training content as much as possible to the UNAOC group’s needs;
* Prepare all presentation material, video/audio aids;
* Prepare a training booklet for each participant containing hand-outs and any relevant material for the training;
* Design interactive group exercises and simulations on the basis of prepared material, including instructions, role descriptions, etc.;
* Design an evaluation form to be filled in by each training participant at the end of the training;
* Share all draft materials with the UNAOC Director for feedback, incorporate any suggestions as needed;
* Advise on the training venue requirements, equipment, supplies and any other technical needs to the UNAOC contact officer;
* Send the training booklet to the UNAOC contact officer for copying and binding
* Several days prior to the training, send to participants reading material in order to introduce topics and basic terms in advance, to bridge the knowledge gap between various groups of participants who may have or have no prior knowledge of the subject.

(*If the set of deliverables under Phase 1 will not be satisfactory, UNAOC will have the right to terminate the contact and not engage the bidder for the second phase of the assignment*).

**Phase 2 (May 14-18 *– tentative dates, subject to final confirmation by the client*):**

* Deliver an in-person 5-day long training, including facilitation of exercises, group discussions and reflections; provide feedback to participants’ responses;
* Submit a short post-training report to the UNAOC Director on the training’s overall success, feedback provided in evaluation forms, problem areas and proposals for further improvement.

**Phase 3 (May 21-25, *optional*):**

* If requested, provide 1 hour-long individual post-training session to any participant, on the basis of individual needs.

**Contribution from the Beneficiary**

UNAOC will provide screening equipment, stationery supplies, conference room with high speed Internet, flipchart and other materials as requested. UNAOC will use its on-site printing facilities to prepare copies of all documentation required for the training.

**Duration of Consultancy**

Tentative: March 26-May 25, 2018

**Trainer(s)’ Qualifications**

* Advanced University Degree in social sciences, anthropology, communications, marketing, or similar areas;
* All trainers must be licensed professionals who have an internationally recognized certification to deliver trainings on topics, outlined in the training modules;
* The lead trainer must have minimum 7 years of professional experience in designing, preparing and delivering trainings and various capacity-building workshops;
* Experience of delivering trainings for the clients who are part of the United Nations system (agencies, departments, etc.) is mandatory;
* Experience of delivering trainings on topics related/relevant to the mandate of UNAOC is desirable;
* Excellent skills in presenting complex information in an easily comprehensible way;
* Excellent skills in drafting analytical and informative materials;
* Excellent presentation and communication skills;
* Ability to establish a learning atmosphere characterized by openness, mutual respect and participation within a group;
* Fluency in English is mandatory.

**Scope of Bid Price Schedule of Payments**

Professional fees: Payment will be done in 2 instalments:

* upon delivery of outcomes under Phase 1 (35% of the contract price);
* upon delivery of the in-person training and issuance of the training report under Phase 2 (65% of the contract price).

Contract price will be inclusive of any administrative overhead, taxes and charges due to the national government, where the vendor is registered.

Travel and accommodation: if the selected vendor is located outside of New York City, USA, UNAOC will issue a round-trip air ticket (economy class) to the trainer(s), Terminal Allowance and a standard DSA Allowance for New York City for 6 nights.