



TERMS OF REFERENCE

- A. Job title:** Consultant for the Corporate Training on Team Building for the Ministry for European Integration
- B. Type of position:** International
- C. Post Reference:** MNE/10/022
- D. Duty Station:** Podgorica, Montenegro
- E. Bureau/Office:** UNDP Montenegro/ Government of Montenegro
- F. Duration of appointment:** six working days
- G. Contract type:** Special Service Agreement
- H. Deadline for Application:** Thursday, 29th April 2010, CoB.

i. Background

The Capacity Development Programme (CDP) has been successfully operating since September 2003 as a partnership between the Government of Montenegro, the Foundation Open Society Institute (FOSI-ROM) and the UNDP. During the first phase CDP successfully provided selected pilot ministries with relevant expertise to help them (including the Ministry responsible for European Integration) to make necessary structural adaptations, undertake on-the-job training, develop consultative procedures, employ new technology, and make international connections that render access to additional expertise in future more self-sustaining and needs-driven.

The second phase of CDP started in February 2007, following a formal request from the Deputy Prime Minister for European Integration (DPM EI) to assist the Government of Montenegro in meeting its strategic priorities for the European Integration and associated public administration reforms. During the second phase, priority is given to strengthening of administrative capacities for implementation of the Stabilization and Association Agreement and introduction of new coordination machinery and personnel at the centre of government. In the next phase, from March 2010 onwards, CDP will be focused on assisting the Montenegrin administration to fully meet requirements for preparation to EU membership.

The main counterpart and beneficiary of CDP in the Government of Montenegro is the Ministry for European Integration (MEI). This Ministry is obligated to coordinate overall European Integration (EI) process within the state institutions, as well to lead cooperation on EU with civil society organizations.

The Ministry for European Integration (MEI) is established in 2009 as specific Ministry committed to overall coordination of European Integration process in Montenegro. The main tasks of the MEI are: to lead the accession process, to lead process of harmonization of the national legislation with EU acquis, as well as translation of acquis in Montenegrin language, to lead programming of the EU IPA support to Montenegro, and to provide overall communication and advocacy service regarding the EI process in Montenegro. All of these demanding tasks need strong regular cooperation with other state institutions as well with civil society and business organizations. The MEI is composed from following sectors:

- Sector for Translation services, Information Technology and Communication;

- Sector for cross border cooperation programme;
- Sector for coordination of accession process;
- Sector for programming, monitoring and evaluation of technical and financial EU assistance;
- Sector for general administration issues.

The leading team of the MEI makes the Minister, Secretary of the MEI and four Assistant Ministers responsible for different thematic areas. Ministry for European Integration has currently 45 mostly very young, employees, who perform different tasks but make a team that needs to cooperate and coordinate with all other state institutions, in order to provide synergy of the EI effects. Therefore, creative thinking, efficient team work and joint development of new ideas, are essential for addressing the cross-cutting activities, but also for creating good team environment.

Within this context, CDP is seeking an International Consultant for designing and implementing two-day corporate training on team building for the Ministry for European Integration.

ii. Duties and Responsibilities

Objective of the Assignment: The Short-term International Consultant will be engaged to design and provide the corporate training for the whole MEI with the aim to: improve performance of the members of the MEI; enhance generation and exchange of new ideas; stimulate direct communication and cooperation within the different sector; and increase the quality of the creative thinking especially in relation to importance of horizontal coordination and cooperation within the Government.

The training should provide a systematic approach that influences perceptions which then leads to new ideas and increased problem solving, and consequently results in improvement of the overall performance of the MEI team. The training is expected to include, but is not to be limited to the problem solving or addressing that should lead to: better understanding of the importance of cross-cutting cooperation and exchange of experience, exchange of information in general, better communication and interaction among MEI, development of joint sectors or/and departments thinking as MEI approach, increase the awareness/self conciseness of people about their own tasks, behaviour and contributions within the MEI, enhancement of the creative approach in problem solving etc.

Consequently, the training should help each participant to reach:

- Better understanding of the added value of being part of the MEI and his/her own role within the wider team in that context.
- Better knowledge of skills, responsibilities, challenges and achievements of members of all departments and sectors within the MEI.
- Clear understanding of responsibilities and initiatives within the wider MEI team and how they contribute to the overall mission of the MEI.
- Higher level of creativity in everyday problem solving.

Job Content: The overall responsibility of the consultant is to:

- Design two-day training with modern approach on topics in the context of the out of office, not standard training approach, based on the inputs from the Minister and CDP Programme manager that would address issues ranging from team building and inter-personal communication to raising awareness on benefits/added value of the EI, individual roles and responsibilities and encouraging initiative and flexibility.
- Expert will be expected to provide a first draft of the proposed training program at least one week before the designated dates of the training.
- Implement the training, providing facilitation as well as all necessary material and equipment.
- Provide a report that will outline the findings and provide recommendations.

Timing of the work: For the requested task the contractor will be given six working days: three days for preparation, two days for the execution and one day for reporting in the period from May 1st to June 30th 2010. It is planned to have one visit to Podgorica, Montenegro (total: 2 overnights).

iii. Competencies

- Demonstrates integrity by modeling the UN's values and ethical standards
- Promotes the vision, mission, and strategic goals of UNDP
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
- Focuses on result for the client and responds positively to feedback
- Consistently approaches work with energy and a positive, constructive attitude
- Demonstrates openness to change and ability to manage complexities

iv. Qualifications and expertise

The Short-term Consultant is expected to have the following qualifications:

- Minimum of five (5) years work experience in the area of corporate trainings and facilitation with the emphasis on improving team effectiveness and team building;
- History of performance excellence in corporate trainings and facilitation with the emphasis on team effectiveness and team building;
- Excellent Communication and Analytical Skills;
- Excellent Delivery Skills;
- Proved knowledge of EI process.

v. Application Process

Interested applicants are requested to submit their applications to UNDP Office in Podgorica by e-mail to consultancy.me@undp.org by Thursday, 29th April 2010, CoB.

The application should contain:

1. Duly completed Personal History Form (P11) can be downloaded from <http://www.undp.org.me/files/jobs/index.html>
2. Cover/Motivation Letter

The short-listed candidates only would be requested to submit a letter of interest including a price quotation indicating the lump sum (in USD) requested for the work envisaged in the section "Duties and Responsibilities".

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