



TERMS OF REFERENCE

- A. Job Title:** Consultant for the Corporate Training on Team Building for the Democratic Governance Cluster
- B. Type of position:** International, short-term
- C. Post reference:** MNE/10/024
- D. Duty Station:** Podgorica, Montenegro
- E. Contract Type:** Special Service Agreement
- F. Deadline for Application:** Thursday, 6th May 2010

i. Background

UNDP Montenegro's strategy is firmly anchored in the Montenegrin political, institutional and economic context and fully aligned with the new country's macroeconomic reform agenda and EU accession. Thus, all programmatic activities of UNDP Montenegro are clustered under four thematic (programme) areas:

- Economy and Environment,
- Social Inclusion
- Democratic Governance
- Regional Environmental Programme

The United Nations Development Programme (UNDP) Montenegro, through Democratic Governance Cluster promotes a democratic, secure and human rights based society by improving the legislative framework and increasing institutional and administrative capacities at the central and local level to meet the strategic priorities of the public administration reform while empowering civil society to participate in and monitor of the European and Euro-Atlantic integration process.

This will be achieved through 5 sub-programmes:

1) Capacity Development Programme (support for the EU integration, Acquis approximation and IPA programming; Ministry of Foreign Affairs, Ministry of Finance; Ministry of Environment and Spatial Planning, Donor Coordination; and support to Public Administration Reform Strategy);



- 2) Judicial Reform Programme (capacity development of the Ministry of Justice; strengthening capacities of the judiciary to fight corruption and organized crime; legal aid; mediation; and human rights and torture);
- 3) Montenegro Demilitarization Programme (stockpile management; demilitarization for the disposal of small arms ammunition; and small arms prevention and awareness);
- 4) Anti-corruption initiatives will aim at rolling out a 360 degrees capacity development response to the Directorate for Anti-corruption Initiative; developing an assessment, and possibly a joint UN initiative to reduce corruption in the health sector; and trainings on conflict of interest; and
- 5) Local Governance Programme (organizational development; local public financial management; municipal networking; citizens' participation (UN Alliance of Civilizations); local benchmarking indicators; and support to municipal assemblies). In addition to the ongoing initiatives, taking into consideration the UNDP's value-added, the following will be explored: creation of a Capacity Assessment facility; access to information and support to Media; and regional programmes.

At the moment, the Democratic Governance Cluster includes three portfolios:

Capacity Development Programme
Montenegro Demilitarization Programme and
Judiciary Programme.

Each programme has a team which consists of at least: Programme Manager and Assistant while some teams have Chief/Core Technical advisor and Project manager as well.

In addition to the three portfolios, the Democratic Governance Cluster includes a:

- Team leader
- Programme Assistant
- Project manager for Local Governance project
- Intern and
- United Nations Volunteer



UNDP Democratic Governance Cluster has currently 15 employees, who perform different tasks but make a team which has the same mission and vision and strives towards the common goal. In that respect and with an aim to be more than the sum of parts the team needs to cooperate, coordinate, and collaborate to facilitate synergies. Creative thinking, efficient team work and joint development of new ideas, are essential for addressing the cross-cutting activities, but also for creating a good team environment. Within this context, UNDP Country Office Montenegro, Democratic Governance cluster is seeking an International Consultant for designing and implementing a two-day corporate training on team building for the Democratic Governance Cluster.

ii. Duties and Responsibilities

Scope of Work: The Short-term International Consultant will be engaged to design and implement the corporate training for the Democratic Governance Cluster with the aim to: enhance generation and exchange of new ideas; stimulate direct communication and cooperation and increase the quality of the creative thinking especially in relation to importance of cross programme, project and cluster collaboration and how that can add value to specific project interventions, cluster performance and outcomes.

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 team performance. The training is expected to include, but is not to be limited to the game(s) and problem situation(s), that should be linked to innovative thinking, generation of new ideas, concrete problem solving or addressing complex issues, while it should lead to/result in: better understanding of the importance of cross-cutting cooperation and exchange of experience, exchange of information in general, better communication and interaction among Cluster team members, development of “cluster” thinking, increase the awareness/self conciseness of people about their own behaviour and contributions within the group, 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 Cluster and his/her own role within the wider team in that context.



- Better knowledge of skills, responsibilities, challenges and achievements of other team members.
- Clear understanding of responsibilities and initiatives within the wider team and how they contribute to the cluster goal.
- Higher level of creativity in everyday problem solving and generation of new ideas.

Therefore, the overall responsibility of the consultant is to:

- Design two-day highly participatory training with modern approach on topics in the context of the out of office, not standard training approach, based on the inputs from the Team Leader that would address issues ranging from team building and inter-personal communication to raising awareness on benefits/added value of the cross programme, project, cluster collaboration, individual roles and responsibilities and encouraging initiative and flexibility.
- Provide a first draft of the proposed training program at least two weeks before the designated dates of the training, and based on the potential inputs and revisions of the Team Leader, to provide the final draft at least one week before the training.
- Implement the training, providing facilitation as well as all necessary material and equipment.
- Provide a Report, two weeks upon the completion of the training, that will outline the findings and provide recommendations for further team building/development.

Timing and Duration: 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 20th to June 20th 2010.

Confidentiality: The Consultant undertakes to maintain confidentiality on all information that is not the public domain and shall not be involved in another assignment that represents a conflict of interest to the prevailing assignment.



iii. Competencies:

- Demonstrates integrity by modelling 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
- Perform any other duty as may be assigned by the Programme Manager

iv. Requirements and 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;

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, 6th May 2010.

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. 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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