



Annex A: Terms of Reference

Coaching Services

2024

UNHCR RFP: 320

1.1 Introduction

The United Nations High Commissioner for Refugees (UNHCR) is soliciting proposals from qualified companies with experience in coaching to provide services to multiple internal stakeholders including senior managers, mid-level managers, first-time/new managers as well as on Demand 24/7 Self paced coaching for all UNHCR and affiliate workforce. The Coaching proposal may be focused on individual stakeholders, wherein we leverage Executive Coaching for one-to-one sessions, or coaching for groups or multiple stakeholders for example career coaching or cohorts of senior executives transitioning to strategic roles or coaching support to staff going through transition such as for realignment purposes in lots1, 2, 3 or 4.

The required coaching services' objective is to support personal and professional development. The coaching may be incorporated into and/or be independent from the already existing initiatives offered by UNHCR.

UNHCR will engage in a Long-Term Agreement with various vendors to deliver on the following services.

- LOT 1: Executive coaching services
- LOT 2: Coaching services for New and Mid-Level Managers and Teams
- LOT 3: Coaching Services for Workforce Globally (individual contributors)
- LOT 4: on Demand 24/7 Self paced coaching for all UNHCR and affiliate workforce
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Background

UNHCR's Global Learning and Development Centre (GLDC) within the Division of Human Resources (DHR) has been entrusted with the mandate of providing development solutions for all colleagues across UNHCR. The GLDC delivers tailor-made and needs-based development solutions for UNHCR's colleagues worldwide with a special focus on the organization's management and leadership.

1.2 Statement of Purpose & Objectives

Purpose and objectives

The purpose of this Request for Proposal is to identify one or more suitably qualified team(s) of coaches / vendors / providers to support the development of UNHCR employees across the organization including senior leaders, mid-level managers, first-time and new managers as well as individual contributors and teams by the coaching services provided.

UNHCR has identified coaching as an essential developmental tool to support the enhancement of self-awareness, self-management, career management and ability to manage others and manage transitions. As a result, we aim to provide coaching services to a variety of audiences to better equip our managers at all levels as well as our individual contributors and teams to deliver on our mandate to support our efforts to protect and provide assistance to people forced to flee.

Among the **types of coaching services** envisioned to be covered via the proposals, please find relevant examples and their rationale.

Executive coaching: Senior Managers and Senior Leaders can benefit from this professional development tool that consists of one-on-one or group sessions wherein an executive coach uses thought-provoking discussion to guide and support clients through professional challenges and opportunities. Examples of some capabilities and skills that can be developed via Executive Coaching are as below;

Leadership development: Coaching can support them in developing their leadership skills, building trust with their teams, manage and leading with external stakeholders and be able to inspire their teams to perform at their best.

Team building: Managers need to foster a cohesive and high-performing team. Coaching can aid them in understanding team dynamics, resolving team conflicts, and creating a collaborative and inclusive work culture.

Change management: Managers frequently face the challenge of implementing organizational changes. Coaching can assist them in navigating change, managing resistance, and effectively leading their team through transitions.

Performance management: Managers play a crucial role in managing the performance of their team members. Coaching can help them develop performance management strategies, set meaningful goals, provide constructive feedback, and motivate employees to excel.

Stress management: Managers often experience elevated levels of stress due to their responsibilities and demands. Coaching can provide them with techniques to manage stress, promote work-life balance, and enhance their well-being.

Self-awareness and personal development: Managers can benefit from self-reflection and personal growth. Coaching can help them increase self-awareness, identify strengths and areas for improvement, and develop strategies for continuous professional development.

Career Management: Individual contributors and managers alike can benefit from talking to a career coach to assess their values, understand their motivations, plan and receive guidance on how to best manage their careers.

Executive Transition Coaching (1st 90 Days Onboarding): Please note that Executive Transition Coaching and Onboarding is a specialised service (vs executive coaching). We would like to offer this service to Senior leaders such as Representatives who are moving into Representational roles for the first time. The role of the Representative is a key strategic role with the need to support them to enhance their leadership capabilities as well as expedite their transition using tools and guidance that allows them to take stock of their new environment, such as new stakeholders – both internal and external, map their priorities and develop a transition roadmap with the support of trained transition coaches and specialists. We hope to provide them with specialist transition coaches to support them with Executive Coaching and Transition services in the 1st 90 days (or so) of them taking on their roles. Executive Transition Coaching and Onboarding support would be expected to service both the individual leader as well as peer-based learning circles for a cohort of newly appointed Representatives.

Women in Leadership: Provide women leaders the opportunity and the expertise of coaches who can help upcoming and existing women leaders the support needed to identify and leverage their strengths, including build contextually relevant leadership skills to help them grow and foster thriving careers in an often-challenging humanitarian environment

Communication skills: Effective communication is crucial for managers. Coaching can assist them in improving their communication techniques, active listening, and providing feedback to their team members.

Conflict resolution: Managers frequently encounter conflicts within their teams or between team members. Coaching can equip them with strategies to address conflicts constructively, facilitate productive discussions, and promote a positive work environment.

Decision-making: Managers are often faced with complex decisions that require careful consideration. Coaching can help them enhance their critical thinking skills, problem-solving abilities, and decision-making processes.

Therefore, this project is undertaken to develop, implement, and monitor viable prospects for coaching offers aimed at a variety of stakeholders.

The **expected benefits** of a UNHCR coaching programme include but are not limited to the following:

- Enhanced effectiveness of senior leaders, managers, and individual contributors across the organization,

- Enhanced job satisfaction and engagement
- Enhanced ability to navigate ambiguity and change whether as a manager or individual contributor.
- Development of a supportive culture for colleagues,
- Improved alignment to organizational mission and strategies,
- Cultural change within UNHCR is moving towards a more people-focused and growth mindset approach that supports performance enhancement, wellbeing and career growth.

Typical scenarios to use coaching.

- Transition into a new leadership role, such as First Time Representatives
- Support leaders across the spectrum of leadership challenges in people management, team management and performance management
- The safe space to reflect on leadership challenges with a trusted coach
- Need to reflect on and enhance leadership style, relationships, work life balance
- Dealing with change and supporting others manage change including implementation of newer ways of working, workplan adjustments, downsizing and career management
- Coaching for staff impacted by Realignment (or downsizing); staff who may not be either managers or senior leaders
- Coach Senior Women leaders to develop their leadership capacity

1.2.1 Core requirements:

- 1.3 *UNHCR is looking for one or more seasoned consultancy company / consortia of consultants with extensive experience in Coaching stakeholders across levels (including Senior leaders, new managers, mid-level managers, teams, and individual coaching). UN leadership coaching experience at all levels would be desirable.*
- 1.4 *UNHCR is seeking vendor/s to offer services in one or more of the following areas, as mentioned below. Vendors can bid for all the services below or only those that are relevant to their line of business and where they can demonstrate previous relevant experience supported by necessary testimonials and references*
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- LOT 1: Executive coaching services
- LOT 2: Coaching services for New and Mid-Level Managers and teams
- LOT 3: Coaching Services for Workforce Globally
- LOT 4: on Demand 24/7 Self paced coaching for all UNHCR and affiliate workforce

1.5 Other services, required for the performance of key requirements.

1.5.1 Communication during the project

The project is anchored within the Global Learning and Development Centre of UNHCR and will be led by a UNHCR appointed Project Lead. UNHCR may appoint dedicated Project Managers for service lines within specific lots to enhance agility and delivery and to provide logistical support to the selected provider and ensure the necessary internal UNHCR coordination and consultations are happening.

The selected provider(s) will appoint a Project Manager to act as a focal point for eventual consultations and joint coordination of the programme with UNHCR before the launch. A different Project Manager (but subject to approval by UNHCR's Project Manager/Project Lead) may be appointed to manage communication and logistics related to the execution phase and to monitoring, evaluation, and reporting. The Project Manager(s) of the selected provider(s) will be guided by and work with the UNHCR Project Manager and Project Lead.

Communication related to monitoring and assessment of the coaching sessions as well as reporting about them must respect the preliminary agreements and guidance about confidentiality. In case of the stand-alone individual coaching sessions for developmental purposes the content of the sessions must be strictly confidential to enable the managers and leaders to openly discuss their challenges and consider effective ways of addressing them. In the case of the programme-related coaching, the coaches will be requested to provide general feedback about the pattern of the content to UNHCR, particularly related to shortcomings or strengths of the existing support systems within UNHCR. In case of both types of coaching, the number of attended sessions will be reported back to UNHCR as well as duration and timeframe. More feedback about the coaching may be collected through anonymized surveys annually.

1.5.2 Assigning the coaches

Each selected coachee will receive the invitation to be paired up with an external coach and we expect that at least one session of introduction will take place. Should the coachee wish to work with someone else than the coach originally assigned to him/her, it should be possible to change the coach once during the programme or year.

1.6 Customer Responsibilities

The Expected Role of the GLDC

- The GLDC appoints a Project Lead and maintains regular contact with the focal point of the coaching team(s)
- The GLDC will determine and agree on concrete timelines, project milestones and deadlines with the selected vendor(s).
- If travel will be required (for instance, face-to-face workshop) UNHCR, upon approval by UNHCR Manager, will reimburse the vendor's travel costs, however, UNHCR will not accept travel costs

exceeding those of an economy class ticket. Should company personnel wish to travel in a higher class, they must do so using their own resources. Under no circumstances will UNHCR's reimbursement of living expenses exceed UNHCR's Daily Subsistence Allowance (DSA) rates for each duty station (country) for the period of each mission, and as per UNHCR DSA policy, reduced DSA rates will apply for provided meals and accommodations. This provisional amount will be payable to the supplier and will be determined during the contract implementation phase.

The Expected Role of the Provider

- Provider selects and trains/ onboards coaches in cooperation with the GLDC
- Provider allocates coaches to coachees
- Provider monitors the coaching progress
- Provider (lead) maintains regular contact with the GLDC
- Provider regularly reports on activities to the GLDC
- Provider puts quality assurance practices in place
- Provider evaluates the coaching process

The service provider(s) shall be responsible for ensuring compliance with all applicable data protection and data security laws, regulations, and requirements, including but not limited to the General Data Protection Regulation (GDPR) in the European Union. This includes implementing appropriate technical and organizational measures to protect personal data processed, ensuring confidentiality, integrity, and availability of such data. Service Provider shall be responsible for contractually requiring and causing any subcontractor or other third-party service provider engaged in connection with the Services to implement and comply with data security protections.

The Supplier(s) must maintain adequate data security and protection measures, consistent with industry standards and technologies best practices to protect UNHCR Data from unauthorized disclosure or acquisition by an unauthorized person. The data security and protection measures shall take into consideration Annex F UNHCR Special Data Protection Conditions.

Sustainability considerations.

UNHCR is committed to make a positive contribution to the environment and society whilst also meeting its organizational needs when purchasing goods and services.

In line with this commitment, UNHCR seeks to engage suppliers who share our dedication to environmental stewardship and social responsibility. Suppliers are encouraged to demonstrate their sustainable practices and initiatives in their proposals. UNHCR values transparency and encourages suppliers to provide relevant documentation supporting their sustainable efforts, including but not limited to certifications, policies, reports and case studies. By prioritizing collaboration with suppliers who embody these principles, UNHCR aims to not only meet its



operational needs efficiently but also contribute positively to global sustainability goals.

LOT1: Executive coaching service

Background and Rationale

The project scope covers conducting executive coaching sessions for requesting colleagues in senior leadership positions.

- The service must be available to all eligible staff members in the relevant categories regardless of physical location, at maximum effectiveness and minimum cost.
- The sessions are to be conducted via a two-way virtual video platform (such as MS Teams or other virtual means) except in case the coach identified is in the same location as the coachee. UNHCR will not reimburse any costs for travel or phone.
- Some exceptions may be made in cases of team coaching offerings as well as need for interventions associated with downsizing, team dynamics and other relevant matters.
- Effectiveness Monitoring and evaluation. The selected provider (s) is/are requested to submit a plan for monitoring the delivery and evaluating the effectiveness of the coaching services. UNHCR reserves the right to review and approve individual elements of the proposed monitoring and evaluation strategy before execution by the selected provider(s).
- Data and Reporting. The coaches will be requested to report back the number of attended coaching sessions and/or hours to UNHCR, and to provide general feedback particularly related to shortcomings or strengths of the existing support services within UNHCR as per their insights gained over confidential sessions with clients. Further feedback about the coaching engagement may be collected by the provider and/or UNHCR through surveys or individual interviews. Documentation of number of sessions provided aligned with services recipient and time frames should also be reportable to UNHCR for auditing purposes. We would expect the provider to have an automated/ non-person dependent system to ensure defensible and auditable processes and transactional validity.

Suggested parameters for the project plan:

- a) Global reach
- b) Diversity of coaches (language, geographical location, experience, and gender)
- c) Relevance of coaching background to target group (i.e.: executive, career, change management...)
- d) Access to off the shelf tools such as 360-degree feedback assessment, Hogan, MBTI, IDI, Strengths Finder, Leadership Effectives and other relevant diagnostic tools/assessments

- e) Distance and face-to-face modalities
- f) Monitoring data
- g) Evaluation approach and quality assurance

Target Audiences

For Executive Coaching, the target audience would be Senior Stakeholders across the D1, D2, P5 (occasionally P4 levels with positions such as Deputy and Assistant Representatives)

Executive Coaching: Senior leaders and Representatives (incl. Deputy and Assistant Representatives and Heads of Sub-offices)

Colleagues in senior leadership positions are expected to lead by example, motivate and demonstrate the care for all employees ensure achieving results through teamwork, have the ability to deal with external stakeholders with tact and diplomacy, including embrace the challenges and demands expected from a UN Leader(ship) both internally and externally. . Coaching services for colleagues in senior leadership positions are meant to support and help develop their leadership capabilities and people management skills. Therefore, coaching support is expected to:

- provide opportunities for reflection and self-awareness including, space for discussing dilemmas and support in decision making, in confidence
- allow them to review, analyze and evaluate team dynamics, and
- provide opportunities to re-assess their leadership skills and shift gears where necessary under the able support of specialist coaches

In case of physical and mental health issues, the clients should be referred to the available internal or external resources of UNHCR staff welfare, ethics, and conflict resolution/mediation.

To address challenges in addition to what is specified in the document, the provider might offer group coaching or other alternative solutions to support colleagues working in remote and isolated duty stations.

In addition to high quality executive coaching services for Senior Colleagues in the UN as outlined above, the provider will also be expected to deliver **the following more specialized coaching services** for executive managers.

1. Resident Coordinator (RC) and Humanitarian Coordinator (HC) candidates

The Resident Coordinator is the leader of the United Nations Country Team (UNCT) and plays a central role at the country level.

The purpose of the RC coaching is to prepare candidates to successfully clear the Resident Coordinator Assessments and Selection process run by the UNDCO on behalf of the UN system. It is therefore desirable that the potential provider have a proven record of having successfully prepared candidates across the UN System (or comparable institutions) for RC Assessments or equivalent.

2. Executive Transition Coaching Support including first 90 days Onboarding for executives transitioning to Representational roles within UNHCR.

Support and accelerate the onboarding process for senior leaders ensuring a smooth transition and impactful performance during the critical first * 90 days of new roles by providing them with support, resources and tools:

- At an individual level, help develop their **Leadership skills**, leveraging appropriate tools (e.g. such as 360, their inhouse tools) to provide them with an opportunity to reflect and analyse their own approach to leadership,
- **Transition Plans and Roadmaps** to successfully transition into new leadership roles in the first 90 days (or whenever a newly appointed Rep is able to avail of the service, sometimes potentially after the 1st 90 day period) - and boost their ability to diagnose and take stock of the challenges they are confronted with (e.g. mapping key stakeholders, key issues, managing teams, cultural, political landscape, strategic focus and key representational skills needed), leveraging the necessary tools, frameworks and formats provided by the Transition Coaching partners to enable the development of their Transition plans and priorities – with the objective of onboarding smoothly and strategically in their new roles,
- **Work with executive transition coaches**, who are experts in Executive Transition Coaching to help practice and develop new leadership skills by way of coaching, using both the Transition Plan and their personalized leadership reports as the North Star
- **Online Resources access to Thematic Topics:**
 - Provide access to online resources and self-paced learning on Thematic topics relevant to the start of their journey (such as Managing Stakeholders (internal and external), Managing Teams, Preventing and Managing Conflict at the Workplace)
 - Enable downloadable support materials (onboarding and Thematic)

- **Cohort Based Master Classes on Leadership for batches of Representatives** appointed and going through Onboarding
- **Peer to Peer Coaching / Learning Circles**

Program Management for a first 90 days transition programme:

- Provide dedicated programme support for the organization. Propose detailed process and communication plan.
- Provide Experienced transitioned coaches with previous senior executive onboarding and transition experience
- Provide Transition tools and roadmaps available for leaders,
- Provide Leadership feedback tools being offered, prior experience of managing a similar programme for senior leaders (within the UN system would be very desirable)
- Provide dedicated programme lead on the first 90 days programme
- Provide accompanied support throughout the 90 days for support on transition roadmap tools, 360 and other feedback tools, effective assimilation, shortening learning curve and enhanced productivity
- Train, retrain and update coaches based on the UNHCR/ New Rep Context
- Recommend best practices and provide professional advice on improvements
- (establish continuous feedback and improvement loop between PM Lead and UNHCR contact, on common themes emerging where Representatives need more support)
- Resources on Leadership and other tools typically hosted on a platform available to be accessed by leaders

For the 90 programme the vendor must have relevant experience from equivalent programmes and be able to deliver a programme along the lines outlined below.

**Please note that not all leaders will be in the 1st 90 days period while availing of the Onboarding services and may well be at different points and timelines of their new role – considering the nature of the humanitarian work that we do and the time of appointment into the new role vs start of the programme. However, a transition roadmap and executive coaching services and leadership feedback tools are still expected to be relevant and help expedite their transition journey*

3. Coaching for Women in Leadership: Provide women leaders the opportunity and the expertise of coaches who can help upcoming and existing women leaders at UNHCR, the support needed to identify and leverage their strengths and build contextually relevant leadership skills to help them progress and foster thriving careers in an often-challenging humanitarian environment. This could be both individual and one –on-one coaching to cohort based programmes for women leaders

LOT 1: expected requirements

Grade: P5, D1 and D2 (including P4 roles that could be Representatives, Dep Reps and Assistant Reps as well as Heads of Sub-offices)

Expected number of target audience per year: 150 (includes executive, RC/HC and first 90 types of coaching)

Number of coaching hours required: 1 - 6 per coachee over a period, of up to 12 months depending on the specific service as described above

Estimates Hours per year: between 150 – 900 executive coaching hours over the different activities in lot 1

Timeframe: continuous/rolling

LOT2: Coaching service for new and mid-level Managers and Teams

Background and Rationale

UNHCR has over 19,500 employees, including over 4500 professional level staff with the majority having the responsibility of managing their staff. The ability to manage their teams directly impacts their performance and productivity and promotes a conducive working environment. Mid-Level managers are the backbone of UNHCR as they serve as an important bridge between upper management and frontline employees and play a critical role in communicating and delivering on the organizational strategies.

Our cadre of mid-level managers have typically accumulated a level of experience and technical expertise within their specific area of responsibility. They oversee teams and individuals, providing guidance, support, and manage performance.

Given the nature of the services provided, we recruit many managers and frequently rotate existing managers to various locations and roles. These new and first-time managers, in any organization including humanitarian ones like UNHCR, commonly encounter the following challenges.

- Limited managerial experience: They may have little or no prior experience in managing teams or projects in complex and evolving contexts.
- Skill development needs: They require coaching to enhance essential managerial skills, such as communication, delegation, and decision-making.
- Transition from individual contributor to manager: They are adapting to a new role that requires overseeing the work of others instead of focusing solely on their own tasks.

Design and Programme:

- Co-create a comprehensive coaching programme integrating the unique needs of both new and mid-level managers.
- Design interactive content using action learning principles, ensuring practical application and engagement.
- Utilize blended learning methods, including online or in person workshops, webinars, and self-paced modules.

Facilitation Component:

- Present a team of expert coaches skilled in both group and individual facilitation for UNHCR selection from the pool.
- Ensure facilitators are adept at navigating the humanitarian context of UNHCR's operations.
- Incorporate feedback loops where facilitators adjust sessions based on participant engagement and learning outcomes.

Coaching will support New and Mid-Level Managers on the following but are not limited to:

- **People Management Development:** Enhance people management and leadership capabilities, such as strategic thinking, enabling psychological safety and trust, communication, and team building, enabling effective navigation through complex challenges.
- **Change management:** Support mid-level managers in leading their teams through periods of change, providing guidance on communication strategies, managing resistance, and fostering adaptability.
- **Emotional intelligence and interpersonal skills:** Support managers in developing emotional intelligence, empathy, and effective communication skills, enabling them to build strong relationships with their team members and stakeholders.
- **Conflict resolution and negotiation:** Support mid-level managers to develop effective conflict resolution and negotiation skills, equipping them to handle challenging situations and facilitate constructive conversations.
- **Managing performance:** Support managers in setting clear goals, developing action plans, monitoring progress and providing regular feedback.
- **Career development:** Work with mid-level managers to identify their career aspirations, strengths, and development areas, supporting their growth and preparing them for future leadership roles.

In addition:

We expect the vendor to be able to present coaches with experience in **Team coaching** and team capability development programmes to support teams in UNHCR by addressing various potential coaching topics and capabilities which include:

- **Team Building:** Facilitating team-building activities, fostering trust, enhancing collaboration, and promoting a shared sense of purpose and mission.
- **Individual and Team Diagnostic Tools:** To assess individual strengths and areas for development in addition to team profiles to support team coaching development/capability development.
- **Team Dynamics:** Differences in work styles, and cultural norms can lead to challenging dynamics within teams, requiring effective resolution strategies.
- **Effective Communication Skills:** Improving communication skills, addressing language and cultural barriers, promoting active listening, and enhancing cross-cultural understanding.
- **Conflict Resolution:** Providing strategies and tools for managing conflicts within teams, promoting constructive dialogue, and finding mutually beneficial solutions.
- **Team Performance:** Setting clear team goals, establishing direction, vision and clarity of roles, providing feedback and coaching for improvement, and recognizing achievements.
- **Psychological Safety:** Creating a supportive and psychologically safe team environment, promoting self-care, managing stress, and preventing burnout.
- **Team Well-being:** The demanding nature of humanitarian work can lead to burnout and affect team members' well-being, impacting their performance and effectiveness.
- **Capability Development:** Developing skills within teams, fostering shared leadership, enhancing team dynamics, and promoting accountability and responsibility.
- **Change Management:** Supporting teams in navigating and adapting to organizational changes, fostering resilience, and promoting a growth mindset.
- **Collaboration and Hybrid Teamwork:** Providing strategies and tools for effective virtual collaboration, managing hybrid teams, and leveraging technology for communication and coordination.

Lot 2: expected requirements

Grade: all levels and contractual modalities depending on needs for new and middle managers up to and inclusive of P4/NOD.

All levels and contractual modalities depending on needs for team coaching.

Expected number of target audience per year: 30 – 50 teams and 300 – 500 individuals

Number of coaching hours required: 90 – 300 hours over a period of 12 months for team coaching and 900 – 1500 coaching hours for individuals along the different activities described above in lot 2.

Timeframe: continuous / rolling



LOT 3: Coaching Services for Workforce Globally

Background and Rationale

Workforce in humanitarian organizations like UNHCR need to develop in multiple areas to continue delivering on our mandate including a steady sense of commitment. On a day-to-day basis, our humanitarians are asked to demonstrate the following traits:

- **Flexibility:** They must be adaptable and can work effectively in diverse and challenging environments.
- **Interpersonal skills:** They must have excellent communication and collaboration abilities, enabling them to work with individuals from various cultural backgrounds.
- **Problem-solving skills:** They must be able to analyze complex situations and find innovative solutions to address humanitarian challenges.
- **Resilience:** They must demonstrate emotional strength and endurance to cope with the emotional demands of their work, including witnessing suffering and trauma.
- **Cultural sensitivity:** They must possess a deep respect for local customs, traditions, and values, allowing them to work effectively in culturally diverse settings.
- **Empathy:** They must have a genuine concern for the well-being of others and can connect with and understand the needs of vulnerable populations.

Challenges faced by workforce in humanitarian organizations include:

- **High-pressure environments:** Humanitarian work often involves time-sensitive and demanding situations, requiring individuals to make quick decisions under pressure.
- **Emotional toll:** Witnessing and dealing with human suffering and traumatic experiences can take a toll on mental and emotional well-being.
- **Limited resources:** Humanitarian organizations often operate with limited funding and resources, necessitating individuals to be resourceful and creative in finding solutions.
- **Security risks:** Working in conflict zones or areas affected by natural disasters can expose individuals to safety and security risks.
- **Cultural and language barriers:** Operating in diverse cultural contexts can present challenges in communication, understanding local contexts, and building trust with the communities being served.
- **Burnout:** The intense nature of humanitarian work can lead to exhaustion and burnout if individuals do not prioritize self-care and manage work-life balance effectively.

Coaching services can support the workforce in humanitarian organizations in various ways, including:

- Emotional resilience and self-care: Helping individuals develop coping strategies, managing stress, and building emotional resilience to deal with the challenges they encounter.
- Leadership development: Supporting individuals in enhancing their leadership skills to effectively navigate complex humanitarian contexts and inspire teams.
- Communication and cultural competence: Assisting individuals in improving their cross-cultural communication skills, understanding local contexts, and building strong relationships with communities.
- Decision-making and problem-solving: Coaching can help individuals develop critical thinking skills, enhance their problem-solving abilities, and make effective decisions in high-pressure situations.
- Career management: Providing guidance on career development, exploring growth opportunities within the humanitarian sector, setting goals, and creating a career roadmap.
- Work-life balance: Assisting individuals in achieving a healthy work-life balance, managing stress, and preventing burnout.
- Networking and collaboration: Supporting individuals in building professional networks, fostering collaborations, and enhancing their teamwork and collaboration skills.

Potential coaching topics for workforce coaching in UNHCR could include:

- Management skills
- Goal setting and career planning within the humanitarian sector.
- Identifying strengths, skills, and areas for development to advance in their careers.
- Developing a personal brand and professional identity in the humanitarian field.
- Exploring different career paths and opportunities within the sector.
- Creating strategies for networking and building professional relationships.
- Enhancing leadership and management skills to take on increased responsibilities.
- Managing career transitions and adapting to new roles or contexts.
- Building resilience and managing stress in the humanitarian workplace.
- Developing strategies for work-life balance and preventing burnout.
- Enhancing cross-cultural communication and collaboration skills.
- Seeking and leveraging mentoring and sponsorship opportunities.

- Enhancing project management skills for effective implementation of humanitarian initiatives.

Scope of Coaching Services:

It is critical for UNHCR that the provider(s) in Lot 3 have references and Coaches with expertise in coaching individuals in managing their careers in the humanitarian context around the following topics.

- **Uncertainty:** Rapid changes in the humanitarian sector leading to job insecurity and uncertainty.
- **Competitive Environment:** Increased competition for limited positions and career advancement opportunities.
- **Skills Mismatch:** Misalignment between skills and the evolving demands of the sector.
- **Stress and Burnout:** High-stress levels and burnout due to the emotionally demanding nature of the work.
- **Change Management:** Difficulty adapting to changes in organizational structures and priorities.
- **Job Insecurity:** Fears of job losses during downsizing and realignment efforts.
- **Skill Obsolescence:** Concerns about skills becoming obsolete in a fast-changing field.
- **Work-Life Imbalance:** Struggles to maintain a healthy work-life balance given the demanding nature of humanitarian work.
- **Lack of Clear Career Path:** Unclear progression and career development pathways.
- **Emotional Resilience:** Building emotional resilience to effectively respond to challenging humanitarian situations.

Potential coaching topics for employees experiencing career transitions due to re-alignment, downsizing and other changes in humanitarian organizations could include:

- **Personalized Guidance:** Tailored guidance to address the unique career needs of everyone.
- **Skill Development:** Coaching helps individuals identify and develop the skills required for their evolving roles.
- **Emotional Support:** Offer emotional support, helping individuals manage stress and uncertainty effectively.

- **Mentorship and Networking:** Encourage and facilitate the pursuit of connections with experienced mentors and peers.
- **Performance Improvement:** Assistance in setting and achieving performance goals and targets.
- **Adaptation to Change:** Aid in adapting to organizational changes, providing tools for effective change management.
- **Strategic Career Planning:** Help individuals create clear career plans and goals, aligning with the organization's mission and vision.
- **Work-Life Balance:** Guide individuals in achieving a better work-life balance.
- **Reskilling and Upskilling:** Recommend relevant training and development opportunities.
- **Crisis Management:** Support and strategies for dealing with high-stress situations and emotional resilience.

Lot 3: expected requirements

Grade: All General Service Staff, National Professional Officers, International Professional staff and potentially also Affiliate Staff.

Expected number of target audience per year: 1000 (split between up to 500 for general coaching and up to 500 for career coaching)

Number of coaching hours required: 1000 over a period of 12 months.

Timeframe: continuous / rolling

LOT 4: Terms of Reference for on Demand 24/7 Self paced coaching for all UNHCR and affiliate workforce

Background

UNHCR's Global Learning and Development Centre (GLDC) within the Division of Human Resources (DHR), in line with the UNHCR's revised People Management framework, has been entrusted with the mandate of providing 1:1 or group online coaching and mentoring development solutions for managers and workforce members for different regions, and in the UN official languages.

These coaching services aim to offer a **holistic approach to** enhance skills and knowledge, and performance excellence that foster professional growth, and maximize the impact of individuals and teams in the organization. Whether new managers are transitioning into their new roles, mid-level managers bridging the gaps between upper management and frontline workforce, individual contributors delivering UNHCR's mandates, or teams working collaboratively to address complex challenges; accessing self-paced 1:1 and group coaching opportunities play a vital role in supporting their development journey and experience. The holistic coaching methodology empowers UNHCR colleagues to navigate change, problem solve, environmental challenges, and achieve their goals that contribute to the organization's mandate via people-centered people management, leadership, communication, resilience, collaboration, career transition, and performance excellence.

An on-demand & real-time pilot service Action Coaching Experience (ACE) was designed, implemented, and tested with a targeted audience of 500 plus employees, which included managers and workforce deployed in emergencies and hardship locations in 7 regions. ACE was based on the proof of concept that was tested, and managers, including national & general workforce, and international workforce, and they had unlimited access to a global network of fully vetted and accredited coaches, and they were able to book at their own pace in diverse themes in people management, leadership, feedback, performance, stress management, well-being, etc.

As a result of the pilot programme, participating colleagues learned the dynamics and benefits of active coaching methods and thematic learning contents, especially for colleagues who had not experienced any one-to-one coaching or mentoring opportunities based in remote locations and non-working hours. Furthermore, the initiative showed positive impacts of participants' personal growth and professional development, performance, and mental and emotional well-being. In addition, the pilot has demonstrated evidence that a personalized, private, safe, & customizable coaching journey approached support system can foster good performance, people management, leadership, and professional behavioral outcomes in the workforce. Additionally, participants and other colleagues from different regions have demonstrated keen interests in leveraging and learning new skills and knowledge via active coaching journeys. Also, with the

evolving organizational changes and foresight realignment possibilities, 1:1 real-time coaching will be instrumental in supporting the workforce continuity and transitions. Therefore, GLDC/DHR priorities in People, Process, and Technology, it is considering in expanding and mainstreaming the on-demand, real-time, mobile, innovative, and self-paced active human coaching system concept to a larger demography to support actively our workforce's professional and personal developmental needs.

Statement of Purpose & Objectives

Purpose and Objectives

The purpose of this Request for Proposal is to identify qualified service provider for on-demand and real-time platforms to support the professional development of UNHCR workforce across the organization, which includes first-time and new managers, mid-level managers, specific teams, & special workforce situated in hardship or isolated locations and emergency contexts:

- a. Personalized unlimited 1:1 human real-time coaching session with qualified and vetted coaching experts from diverse backgrounds, and tailored themes to our workforce specific needs and goals in humanitarian settings.
- b. Bespoke real-time group(s) or group(s) coaching journeys with qualified and vetted coaching experts with tailored themes to our regional workforce specific needs and goals in a humanitarian setting.
- c. Self-paced, on-demand, mobility, diverse UN languages (English, French, Spanish, & Arabic), and accessible 24/7 with active concierge services available in different time zones.
- d. Specialized in people management, leadership, professional & personal development, talent development, career transition, and workplace well-being themes.
- e. Customizable access to admin management service portal and share feedback/recommendations, so UNHCR can regularly track workforce progress, control the enrolment or disenrollment of accesses, real-time data management & reporting dashboard, and impact evaluation and feedback mechanisms.
- f. Data protection, confidentiality, privacy, and psychological & personal safe space for workforce, especially for those located in remote settings, coping with isolation, stress, and hardship duty stations.
- g. Access to supplementary learning resource library (for example, educational materials, peer-reviewed articles, & assessment) of pre-post coaching sessions to enhances the workforce coaching learning experiences and impact.
- h. Interactive and engaging communication platform between workforce/colleagues and vetted coaches (real-time chatting & messaging to design personalized coaching journeys)

Scope & Focus

UNHCR has identified coaching as a vital developmental tool to enhance self-awareness, self-management, and ability to manage others with good people management & leadership. As a result, we aim to provide people-centric **coaching services to various audiences and demographics** in UNHCR to better equip our workforce at all levels and our contributors and units to deliver on our mandate to support our efforts to protect people forcibly displaced & stateless. On a day-to-day basis, our UNHCR workforce working is to adopt the new people management principles and ways of working and professional behaviors:

- Connect - Embracing new leadership and organizational models that encourage greater collaboration
- Grow – Recognizing learning and development as a fundamental and continuous necessity
- Evolve – Nurturing the passion and change needed for excellence
- Trust – Cultivating a culture of authenticity, participation and transparency
- Put People First - Fostering employee engagement and inclusion by putting people first
- Leveraging Technology: Leveraging technology to enable new and more efficient ways of working

Challenges faced by UNHCR workforce members in humanitarian organizations include:

- **High-pressure settings:** Humanitarian work often involves time-sensitive and demanding situations, requiring individuals to make quick decisions under pressure.
- **Emotional toll:** Witnessing and dealing with human suffering, traumatic experiences in the field or offices, and isolation can take a toll on mental and emotional well-being, which can affect both the individual, teams, and the organization.
- **Limited resources:** Humanitarian organizations often operate with limited funding and resources, necessitating individuals to be resourceful and creative in finding solutions.
- **Security risks in remote locations:** Working in conflict zones or areas affected by natural disasters can expose individuals to safety and security risks.
- **Cultural and language barriers:** Operating in diverse cultural contexts can present challenges in communication, understanding local contexts, and building trust with the communities being served.
- **Burnout:** The intense nature of humanitarian work can lead to exhaustion, loneliness, and burnout if individuals do not prioritize self-care, well-being, and manage work-life balance effectively.

Coaching services will support individuals in UNHCR in various ways, including:

- **Emotional resilience and self-care:** Helping individuals develop coping strategies, manage stress, build self-confidence, and develop one's emotional intelligence & resilience to deal with their challenges, etc.
- **Empathetic Leadership development:** Supporting individuals in enhancing their leadership skills to navigate complex humanitarian contexts and inspire teams effectively in people centric ways, etc.
- **Interpersonal communication and cultural competence:** Assisting individuals in improving their cross-cultural communication skills, understanding local contexts, conflict communication, and building strong relationships/bonds with the communities, etc.
- **Decision-making and problem-solving:** Coaching can help individuals develop critical thinking skills, enhance problem-solving abilities, and make effective decisions in high-pressure situations, etc.
- **People management and performance:** Coaching can help managers and individual to manage good team dynamic, set clear objectives and expectations, feedback consistencies, and achieve expected or exceeding performance goals and continuous improvement mindset.
- **Career management/Career transition:** Providing guidance on career development, exploring growth opportunities within the humanitarian sector, setting goals, and creating a career roadmap within and beyond, etc.
- **Work-life balance:** Assisting individuals in achieving a healthy work-life balance, managing stress, well-being, and preventing burnout, etc.
- **Networking and collaboration:** Supporting individuals in building professional networks, fostering collaborations, and enhancing their teamwork and collaboration skills, etc.

The project initiation will be for 12 months, and the frame agreement will be 36 months (3 years), which will be evaluated based on budget, performance, and organizational needs.

Perspectives

- **Grade:** All national and international workforce, and affiliate workforce
- **Expected number of target audience per year:** 250-2000+
- **Number of coaching hours required:** 100-2000 over a period of 3 - 12 months.
- **Timeframe:** continuous / rolling / timebound

- **Requirements**

- ***Project title or core requirement***

The proposed on-demand, real time, and self-paced coaching services for all UNHCR and affiliate workforce, and it should be accessible 24/7 in desktop format and mobile devices.

The agreement is for the initial 250 or 2000+ accesses based on users for between 3 to 12 months depending on the project strategic aim(s), its target population, duration, and budget.

Depending on GLDC's goals and workforce needs, users will have a set defined timeframe to utilize the unlimited coaching services given to them, and GLDC will establish the conditions and processes to assign, reassign, repurpose, cancel user accesses periodically. In addition, based on GLDC's reviewing of users of coaching services, it can adjust the allocation accesses based on emergency needs & application usage status and DHR/GLDC strategic priorities.

Core requirement of overall coaching services

The service provider should be able to provide the following:

- a. Personalized unlimited 1:1 human real-time coaching sessions with qualified and vetted coaching experts from diverse backgrounds & cultures, and tailored themes to our workforce specific needs and goals in humanitarian settings.
- b. Bespoke real-time group(s) or group program coaching journeys with qualified and vetted coaching experts with tailored themes to our regional workforce specific needs and goals in humanitarian settings. Vendor shall provide list of vetted coaches for group sessions, and share coaching presentation format, and modify if required by UNHCR, before the live group sessions
- c. Offer real-time coaching sessions with qualified and vetted coaching experts from diverse backgrounds & cultures, and tailored themes to our workforce specific needs and goals in humanitarian settings.
- d. Self-paced, on-demand, mobility, intuitive & user friendly (for all ages), diverse UN languages (English, French, Spanish, & Arabic), and accessible 24/7 with active concierge services available in different time zones, especially in non-working hours & weekends.
- e. The service provider and vetted coach experts must adhere to ethical guidelines established by legal and certified bodies that protect client and organizational information confidentiality during the real-time sessions.
- f. Specialized in people management, leadership, professional & personal development, talent development, career transition, and workplace well-being themes.

- g. Data protection, confidentiality, privacy, and psychological & personal safe space for workforce, especially for those located in remote settings, coping with isolation, and hardship duty stations.
- h. Access to supplementary learning resource library (for example, educational materials, peer-reviewed articles, group coaching PPTs if used in sessions, & assessment) of pre-post coaching sessions to enhances the workforce coaching learning experiences and impact.
- i. Interactive and engaging communication platform between participants and vetted coaches (real-time chatting & messaging to design personalized coaching journeys)
- j. UNHCR has access to real time data of individuals' usage of services, and bimonthly reporting. For example, by region, by countries, by themes, by resources, by genders, by grade, by hours, etc, UNHCR while protecting UNHCR staff data privacy conditions & anonymity.
- k. Service provider will have a dedicated focal point, and s(he) will offer raw qualitative and quantitative data analytics for item (i) if required for auditing purposes, data interpretations, interactive dashboard reporting systems of users for strategic management decision making and impact measurements, and other evolving reporting analytics.
- l. If a joint UNHCR data gathering exercise is performed, service provider will have a dedicated focal point to send direct notifications, implement agile impact evaluation surveys, and testimonial gathering, etc., to the users, and raw data of these surveys will be shared with UNHCR while protecting UNHCR staff data privacy conditions & anonymity.
- m. Customizable and flexible access to admin management service portal and share feedback/recommendations, so UNHCR focal point(s) can regularly track workforce progress, control the enrolment or disenrollment of accesses of population or individuals, real-time data management & reporting dashboard, impact evaluation and feedback mechanisms, and push notifications. Ability to customize coaching themes for any specific group of participants according to designed UNHCR learning and development programmes . The UNHCR admin user can dedicate & share accesses to workforce and repurpose them based on evolving projects, trends, and needs.
- n.

Highly desirable requirements for administration of users in the coaching platform:

- User friendly and intuitive interfaces all users, including admin users of the real time platform.
- Coaching services to be accessible by any mobile devices (phones, tablets) or personal computers for all OS systems as well.

- Online group coaching sessions accessible via MS Teams.
 - Include mentoring for coaches services for 1:1 and group coaching sessions.
 - Simple booking system of coaches, reminder notifications, and automatic updating of diverse calendar options used by the users (Outlook, Gmail, etc).
 - Users can save their favourites based on coaching themes, categories, content, and coaches.
 - Smart real time coaching catalogue that is thematic based and skills-based, and system can identify hot topics & coaches used by UNHCR workforce.
 - Provide centralized & innovative learning resources to install, navigate, helpdesk services, and information live sessions or webinars of the real-time coaching platform.
 - Continuous improvements of real time coaching platform and services based on feedback/recommendations, and provide information sessions via webinars or clinic to update users of new insights, new coaches, new topics, new or current trends in coaching themes, etc.
 - Sharing of pre and post coaching readings or documents between coaches and coachees via the platform.
 - Customizable and flexible access to admin management service portal and sharing user feedback/ recommendation and understanding the humanitarian and operational contexts of administrative functions needs of UNHCR is an asset.
 - Admin can recommend specific themes or skill platform to be categorized for easy access and repurpose based on evolving trends and priorities.
- Other services, required for the performance of the key requirements

Consider surrounding requirements e.g.:

Equipment and/or materials necessary to perform the service is:

- Access to the online coaching platform itself is essential, including login credentials and any necessary software or apps. The coaching platform should have built-in video conferencing software, and a chat function.
- Verify that the coaching platform and its software are compatible with the various operating systems, browsers, and portable and desktop devices used by workforce members.
- Provide workforce members with clear instructions on how to update the coaching platform and associated software, including any necessary login credentials or authorization steps.
- Depending on the coaching platform, workforce members may need access to tools for sharing documents, presentations, or other materials relevant to their coaching sessions. Additional tools or resources may be recommended, such as assessment instruments, personality tests, or

specialized software, depending on the specific coaching content. Benefit from physical materials like journals, planners, or goal-setting worksheets.

- Regular updates for the coaching platform's software ensure it runs on the latest version with the most recent features and security patches.
- The coaching platform remains reliable, secure, and equipped with the latest features to support workforce development effectively.

Project management and/or UNHCR account management

Communication during the project: The project is anchored within the Global Learning and Development Centre (GLDC) of UNHCR and will be led by a UNHCR appointed Project Managers responsible for the different management development programmes) coordinated by a Project Lead. The UNHCR Project Managers will provide logistical support to the selected provider and ensure the necessary internal UNHCR coordination and consultations are happening. The selected provider will be briefed by the UNHCR Project Lead about UNHCR's culture, the key specific operational directions, management and leadership development efforts, and internal mechanisms of support and addressing grievances.

The selected provider(s) will appoint a Project Manager to act as a focal point for eventual consultations and joint coordination of the programme with UNHCR before the launch. A different Project Manager (but subject to approval by UNHCR's Project Manager/Project Lead) may be appointed to manage communication and logistics related to the execution phase and monitoring, evaluation, and reporting. The Project Manager(s) of the selected provider(s) will be guided by and will cooperate with the UNHCR Project Manager and Project Lead.

Communication-related to monitoring and evaluating the coaching sessions and reporting about them must respect the preliminary agreements and guidance about confidentiality. In the case of stand-alone individual coaching sessions for developmental purposes, the content of the sessions must be strictly confidential to enable the managers and leaders to openly discuss their challenges and consider practical ways of addressing them. In the case of program-related coaching, the coaches will be requested to provide general feedback about the content pattern of UNHCR, particularly related to shortcomings or strengths of the existing support systems within UNHCR. In the case of both types of coaching, the number of attended sessions will be reported back to UNHCR, as well as the duration and timeframe. Further feedback about the coaching may be collected through anonymized surveys on an annual basis. Therefore, and from the offset of the project, keeping project managers informed to maintain accountability, transparency, accountability, and effective decision-making within a project and by establishing a regular meeting cadence to discuss updates, address concerns, and align on project goals and clear communication channels.

The bidders must demonstrate and describe the **quality assurance plan** and mechanism they have in place to ensure consistently high-quality coaching. **Ensure that project processes, workflows, and procedures are well-documented** and accessible to project managers. This helps them understand how the project is being managed.

Provide regular status reports outlining project progress, milestones achieved, and any potential roadblocks and ensure that a complete backup of all relevant data (e.g., coaching records and user profiles) is securely stored and prepared to be shared with the program managers of the project.

Keep project managers informed about budget allocations, expenditures, and resource availability. Discuss any adjustments to ensure financial viability and communicate changes to project scope, objectives, or requirements.

○ ***Customer Responsibilities***

The Expected Role of the GLDC

- The GLDC maintains regular contact with the focal point of the project.
- The GLDC will determine and agree on concrete timelines, project milestones, and deadlines with the selected vendor.

The Expected Role of the Provider

See section on “**Core requirement of overall coaching services**”.