



TERMS OF REFERENCE

Management and leadership training

Consultancy reference number: **CCD/22/EO/C/72**

Introduction

Established in 1994, the United Nations Convention to Combat Desertification - UNCCD - is the sole legally binding international agreement linking environment and development to sustainable land management. Its 2018-2030 Strategic Framework states as the vision "A future that avoids, minimizes, and reverses desertification/land degradation and mitigates the effects of drought in affected areas at all levels and strive to achieve a land degradation-neutral world consistent with the 2030 Agenda for Sustainable Development, within the scope of the Convention". The Convention's 197 Parties work together to improve the living conditions for people in areas affected by land degradation, to maintain and restore land and soil productivity, and to mitigate the effects of drought. The UNCCD is particularly committed to a bottom-up approach, encouraging the participation of local people in combating desertification and land degradation.

Decision-making under the UNCCD is done at the Conference of the Parties (COP) that brings together all signatories to the Convention every two years. The COP is assisted by two subsidiary bodies: the Committee on Science and Technology (CST) and the Committee for the Review of the Implementation of the Convention (CRIC). The work under the UNCCD is supported by two entities: the UNCCD secretariat that organizes the intergovernmental process and facilitates cooperation and information exchange among countries, development partners, the scientific community, the civil society and other key stakeholders; and the Global Mechanism (GM) that promotes the mobilization of resources for sustainable land management.

Background

The UNCCD operates in an evolving political context, with land restoration becoming increasingly recognized as one of the key solutions for many global challenges. Healthy land is essential for ensuring food production and jobs for billions of people, and it is also critical for efforts to mitigate and adapt to climate change and to maintain biodiversity, to mention just a few examples.

For the UNCCD staff, the growing attention to land matters translates into an increasing demand of services, and often also to need for new capacities and skill sets. Achieving the set aims is dependent on motivated and qualified staff, good teamwork and coordination. From the viewpoint of leadership and management functions, this means capacities to

- manage time and commitments through establishing priorities and delegating tasks, in addition to the regular planning;
- coach and influence staff under their supervision to deliver their tasks effectively and efficiently, with focus on the expected results;
- promote innovative and creative thinking;
- build and maintain relationships to develop a motivated, high performing team; and
- grow one's own leadership capabilities while mentoring others to take on more responsibility.

Management is the cornerstone that holds the organisation together, and good management and leadership skills are critically important for success, motivation and innovation. The UNCCD secretariat is looking to organize brief but targeted training to all staff with supervisory functions, to be



conducted by an external expert consultant. The terms of reference of the consultancy are presented in this document.

Objective of the consultancy

The objective of the consultancy is to support the UNCCD staff with supervisory functions to become effective managers that deliver their tasks with success and maintain high team morale. In particular, the management and leadership training is expected to improve communication, give the managers a deeper understanding of the management role, and help with change management. The training will also address diversity in the workplace, with the aim to give the managers tools to proactively handle diversity issues rather than waiting for the issues to arise.

Duties and Responsibilities

The consultant will prepare and run three training sessions, each lasting approximately 90 minutes or as agreed, as follows:

1. Being a supervisor in the UN system: open to all interested staff. The content will be about the key characteristics of the UN system leadership framework, including consideration of effective relationships and leveraging diversity.
2. UN leadership in the changing work environment: for staff with supervisory roles at the level of P4 and above. The content will focus on motivating and engaging staff in remote/hybrid teams, and effective communication.
3. Transformational leadership for personal effectiveness and higher performance: for staff at the level of P5 and above. The content will include consideration of managing change, adaptive leadership, and emotional intelligence.

First training session will be online, while the other two will be organised in-person at the UNCCD premises in Bonn. In addition to the sessions, the consultant will provide material and links on the content of the training and for further self-learning.

Deliverables

The consultant will prepare and run three training sessions, each lasting approximately 90 minutes or as agreed, as presented in the section on duties and responsibilities above.

Contractual terms

The start and end dates of the contract will be agreed with the consultant; it would be ideal to have the training sessions organized in January-February 2023. The workload will consist of three sessions and the preparatory time and not exceed ten working days. This is home based consultancy with travel to Bonn that will be discussed at the beginning of the consultancy.

Requirements

- Advanced university degree (Master's degree or equivalent) in human resources management, business or public administration, social sciences, education or related area. A first-level university degree in combination with two additional years of qualifying experience may be accepted in lieu of the advanced university degree.
- A minimum of seven years of experience in training, including developing and delivering training workshops both online and in-person, is required.
- Extensive expertise in preparing and providing management and leadership training in line with the content outlined in these terms of reference; experience in leadership coaching will be an asset.



- Experience in providing training in the UN context; provision of UN management and leadership training will be an asset.
- Excellent writing skills and fluency in English language is required.

Special notice

Only individuals who can act as independent, individual economical operators are qualified to apply. Individuals who can provide their services only on account of an institution or enterprise not in their individual capacity are not eligible under this procedure.

Individuals engaged under a consultancy or individual contract will not be considered “staff members” under the Staff Regulations and Rules of the United Nations Secretariat and will not be entitled to benefits provided therein (such as leave entitlements and medical insurance coverage). Their conditions of service will be governed by their contract and the General Conditions of Contracts for the Services of Consultants and Individual Contractors. Consultant and individual contractor is responsible for determining tax liabilities and for the payment of any taxes and/or duties, in accordance with local or other applicable laws.

Submission of application

Applications should be submitted by e-mail to staffing@unccd.int with a UNCCD Personal History Form¹, CV and cover letter, specifying the reference number: [CCD/22/EO/C/72](#).

The deadline for applications is **11 December 2022**. Only applications submitted by the deadline and with complete documentation will be taken into consideration.

Due to the volume of applications received, receipt of applications cannot be acknowledged individually. Please address your application as indicated above and please do not address or copy your application to an individual at the Secretariat or Global Mechanism. Candidates who do not receive any feedback within three months of the deadline should consider their application as unsuccessful.

Date of issuance: 26 November 2022

¹ UNCCD P-11 form in electronic fill-in .pdf OR .docx format available: <https://www.unccd.int/about-us/secretariat/vacancies/applying-unccd>