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| Programme: | Management of natural resources and safeguarding of ecosystem services for sustainable rural development in the South Caucasus (ECOserve) |
| PN: | 18.2062.0-002.00 |
| Assignment: | Facilitation of team development process |
| Period: | March 2020 – December 2020 |

1. **Brief programme information**

ECOserve is an environmental programme led by the Governments of Armenia, Azerbaijan and Georgia. It is financed by the German Federal Government and implemented by *Deutsche Gesellschaft für internationale Zusammenarbeit*(GIZ) GmbH. ECOserve follows a regional approach by working with all three countries of the South Caucasus. Together with its partners, ECOserve promotes the sustainable use of natural resources like forests (Georgia), pastures (Armenia) and agriculture lands (Azerbaijan). We want to stop the further degradation of these important natural resources that are at the heart of the rural economy. Future generations should be able to gain a living by using the land. To achieve this, ECOserve cooperates with public institutions and rural communities such as farmers, shepherds, state forestry enterprises and rural households. Their prosperity and well-being depend on the use of natural resources. Together, we are developing innovative ways of managing them.

ECOserve is running from 2019 to 2021. By then we want to make sure that:

* Data for the sustainable, biodiversity-friendly management of natural resources is available;
* The legal framework for environmental protection has improved;
* Environmentally friendly methods and capacities for resource management in rural areas are available (e.g. in farming or in forestry);
* The public is aware of the importance of eco-friendly behaviour, environmental protection and eco system services (i.e. the benefits provided by nature);
* Information and education for resource users and government agencies are improved;
* Professionals from the South Caucasus are working together to address these issues.

1. **Initial situation**

The team of ECOserve Armenia consists of 11 people including the team leader, five advisors, one junior advisor, one administrative professional, one project assistant and two support staff. The team is new in this constellation and confronted with a number of new challenges: high expectations from donor regarding tangible results, diverging interests within the three partner ministries (MTAI, MoE, MoEnv), expected diversification within the framework of ECOserve (possibility of EU co-financing) and the project itself follows different thematic focuses such as sustainable land management (e.g. pastures) and improvement of energy situation for rural households (e.g. energy efficiency).

The team is interested in further development oriented towards a self-organized and cooperative team. This process shall include:

* the clarification of roles and responsibilities
* the concept of a self-organized team and a common understanding of teamwork
* communication- and decision-making-processes and -instruments
* required social competences (especially feedback-, negotiation- and conflict- solving-competences) and how to enhance them.

In addition, the team leader is interested in further strengthening the independence of the employees in his team as well as the overall team spirit.

1. **Objective**

The new team of ECOserve Armenia has been strengthened in its social competences, self-organization and communication skills.

1. **Inputs to be given to the consultant**

* Feedback summary to the team leader (dated 02-2020)
* Strategic Planning documents incl. Plan of Operations of the project
* GIZ Cooperation and Leadership Principles
* MBTI typies of team members

1. **Tasks**

* Individual expectations check with the team members (Skype, phone);
* Drafting of a preliminary process timeline for 2020 and its coordination with the team leader;
* Drafting of a concept (including agenda) for a 2-day retreat workshop with the team (incl. approx. 2-hour journey from Yerevan to and from the conference venue for the retreat), and its coordination with the team leader;
* Assessment with the team regarding self-organization readiness (e.g. system worx tool)
* Training sessions in Yerevan on specific topics of interest (e.g. negotiation and communication skills, moderation and facilitation).
* Team coaching and individual coaching sessions
* Facilitation and documentation of a mutual feedback or feed forward within the team (e.g. using PIR methodology).

1. **Time frame and work schedule**

The assignment covers up to 23 working days.

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| **Consulting days** | **Number of days – up to..** |
| * Preparation and post-processing | 6 |
| * Moderation and facilitation | 4 |
| * Trainings | 5 |
| * Coaching (1 day = 3 coaching sessions) | 8 |
| **Travel costs in Armenia** | **Days – up to …** |
| * Per diem | 2 |
| * Overnight stay | 2 |
| **Other costos** | **Up to…** |
| Materials (e.g. personality profiles, Handouts, moderation material) | 500.000,- AMD |

1. **Other**

* Meetings, trainings and coaching sessions can also be organized virtually upon prior agreement with GIZ/ Tobias Wittmann.
* Full confidentiality is expected.

1. **Profile of Expert**

* 5 years of minimum experience in team coaching and facilitation.
* Extensive knowledge on communication, negotiation and moderation skills and techniques.
* Internationally accepted coaching certification.
* Proven experience working with Myers-Briggs or other personality type indicators.

Yerevan, March 10, 2020.