

Terms of Reference (ToR) for Team Building and Coaching & Mentoring Support for Staff Team (2 lots)

Ghana Somubi Dwumadie
(Ghana Participation Programme)
February, 2022

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1. Background

Ghana Somubi Dwumadie (Ghana Participation Programme) is a four-year disability programme in Ghana, with a specific focus on mental health. This programme is funded with UK Aid from the UK government. The programme is run by an Options-led consortium, which also consists of BasicNeeds-Ghana, King's College London, Sightsavers and Tropical Health, and focuses on four key areas:

1. Promoting stronger policies and systems that respect the rights of people with disabilities, including people with mental health disabilities
2. Scaling up high quality and accessible mental health services
3. Reducing stigma and discrimination against people with disabilities, including mental health disabilities
4. Generating evidence to inform policy and practice on the effectiveness of disability and mental health programmes and interventions

2. Rationale and Purpose of the coaching and mentoring support

The programme has a team of approximately 18 staff and a complex consortium structure. This results in a number of matrix management relationships between the Team Leader and embedded staff from partner organisations (BNGh, KCL, Sightsavers, Tropical Health), as well as matrix management relationships between senior leaders and embedded staff, especially within the Grants and Monitoring and Evaluation teams (see appendix 1, organogram).

Many of the team joined during COVID restrictions and have not had many opportunities to meet colleagues. Currently the office operates a COVID prevention rota system, so only half the team is in the office at any one time. Even once restrictions are lifted, many of the staff spend considerable time in the field or embedded within ministries. One senior team member is based remotely, while another is 30% role, not full time. Two of the team are not Ghanaian.

These structures, limitations and variations can create stress and friction with the team, and extra support is needed to build a strong, coherent and harmonious team who are supportive of each other.

There are two areas of support required:

2.1 Whole team building

To support the entire staff team during a 2-day planning/team building meeting by providing 2 half day team building sessions. This event is currently scheduled for 23

and 24 March 2022, with staff arriving on 22, departing 25. The meeting is likely to be in the Aburi area.

2.2 Leadership coaching for senior leadership team (SLT)

The programme is looking to provide support and opportunities for growth in the SLT during the third year of the programme, as we seek to consolidate our learnings and ways of working.

We require a supplier to work with the team, in a mixture of group work (quarterly) and individual team member work (quarterly) across the following themes:

- Working and learning styles of the team
- Building collegiate team and reduce siloed working
- Ownership and leadership of technical areas
- Having the confidence to adapt skills and experience to 'new' areas of work
- Addressing power dynamics and hierarchies
- Build new starters into the team (Programme Manager, Finance Manager and Grants Adviser)

3. Scope of the Assignment

The supplier should indicate whether they are applying for Lot 1, Lot 2, or both, and indicate their suggested approach and methodologies, as well as budget and CV of lead:

- Lot 1 – team building support – 2 half days
- Lot 2 – leadership coaching and mentoring – over 12 months

4. Timeframe, Deliverables and Payment Schedule

4.1 Timeframes and deliverables

Table 1: timeframes and deliverables

Lot 1	Tasks	Timeframe
1.	Submission of bids	16 February
2.	Due Diligence checks and contracting completed by	25 February

Lot 1	Tasks	Timeframe
3.	Presentation of detailed plan to for 2 half day capacity building sessions to Programme leadership	01 March
4.	Delivery of team building sessions	23-24 March
5.	Debrief with Programme leadership	30 March

Lot 2	Tasks	Timeframe
1.	Submission of bids	16 February
2.	Due Diligence checks and contracting completed by	25 February
3.	Presentation of detailed leadership coaching and mentoring plan to Programme leadership	01 March
4.	Commence implementation of leadership coaching and mentoring plan	TBC

4.2 Payment Schedule

Lot 1 – 50% payment of signing the Service Agreement and 50% payment on completion of debrief. Payment will be made on submission of invoices.

Lot 2 – Payment terms should be outlined in the supplier bid and will be agreed when negotiating the Service Agreement.

5. Ethics, Data Protection and Safeguarding

The supplier shall be responsible for upholding all ethical standards by ensuring that they follow and apply the good data protection principles in handling reports and materials.

The supplier shall adhere to Options Data Protection, Confidentiality and Company Property requirements which will be detailed in the Service Agreement between the parties.

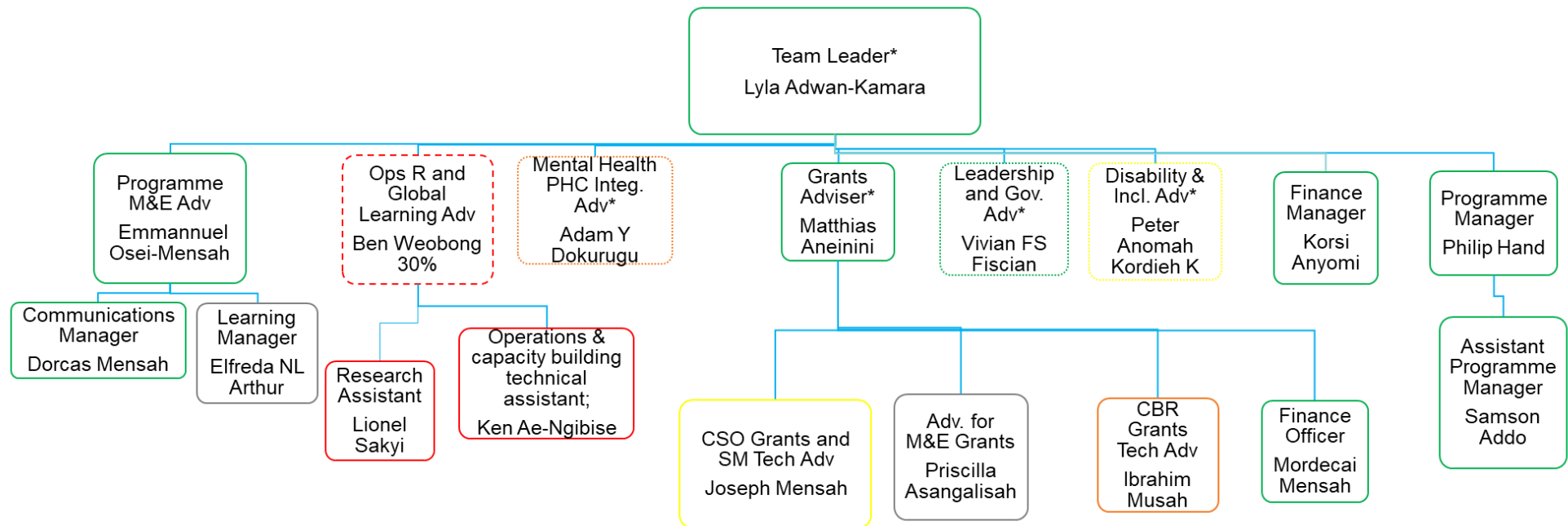
Safeguarding is a priority concern for Ghana Somubi Dwumadie and the Programme is committed to ensuring that its staff, programmes, consultants and activities ‘Do No Harm’. In our context, safeguarding focuses in particular on measures undertaken to protect adults with disabilities, including adults with mental health disabilities, against Programme risks, actions and behaviours which results in them being harmed,

exploited, neglected or discriminated against. In view of this, the supplier is required to be aware of the safeguarding policy in the contract.

6. Points of Contact

The primary point of contact for this agreement is the Programme Manager (p.hand@ghanasomubi.com). Other Ghana Somubi Dwumadie staff to be involved in the work to provide targeted support when required include the Programme Team Leader (l.adwan-kamara@ghanasomubi.com)

Appendix 1 – Organogram



Int./National Pool of Experts

Key:

- Options
- Basic Needs
- Sightsavers
- Tropical Health
- Kings College London

*Key personnel as per Head Contract

Located outside the programme office

Regionally / Internationally based

To be TA embedded within Government—as per proposal