SEforALL Terms of reference

Facilitation Services for Sustainable Energy for All

All Staff Retreat to be held on 29 – 30 September 2022

SEforALL Background:

Sustainable Energy for All (SEforALL) is an International Organization that works in partnership with the United Nations and leaders in government, the private sector, financial institutions, civil society and philanthropies to drive faster action towards the achievement of Sustainable Development Goal 7 (SDG7) – access to affordable, reliable, sustainable and modern energy for all by 2030 – in line with the Paris Agreement on climate change.

Achieving these goals will require a radical rethink of the way we produce, distribute, and consume energy. SEforALL is at the heart of this foundational shift to ensure no one is left behind. Drawing on data and evidence, we identify a critical path to success in achieving SDG7.

Former UN Secretary-General Ban Ki-moon launched Sustainable Energy for All as a UN initiative in 2011. The initiative was instrumental in ensuring energy was at the heart of the 17 Sustainable Development Goals (SDGs) that were adopted by UN members in 2015.

The ambitions of SDG7 are extraordinary. Aiming to achieve them in the context of the Paris Agreement on climate change involves transformation at a scale never undertaken before. Swift action must be taken by leaders in governments, private sector companies, institutions, financiers, development banks, unions, communities, entrepreneurs, and civil society. As we enter the final decade to achieve SDG7, SEforALL has strategically chosen to strengthen global agenda-setting while expanding its activities to an engagement model that prioritizes data-driven decision-making, partnerships with high-impact countries and implementation on the ground. The current SEforALL three-year business plan outlines “results offers” that scope out our planned interventions and demonstrate to our funding partners the impact of their support. http://www.seforall.org

Context

Sustainable Energy for All (SEforALL) plans to hold its only 2022 All Staff Retreat in Vienna on 29 and 30 September 2022. The Retreat will have approximately 95 staff members (if full attendance is assumed) operating from various geographic areas of the world.

The organisation has grown in staff numbers and work programmes since its inception, but particularly over the past two years. A major restructure was held in 2020 which resulted in the establishment of the current “Results Offers” based structure and a New Business Plan 2021 -2023. With this retreat, the SEforALL team will kick off work to develop its next 3-year business plan, 2024 – 2027. The creation of the new business plan requires significant strategic reflections on the priorities for the organization as we get closer to the target of 2030. Gathering all staff for a retreat would offer an excellent opportunity to engage employees at all levels on this strategic discussion, to ensure that the plan reflects the direction the
organization is taking and the lessons learned from the past, as well as to enable building more participation and consensus among staff. SEforALL seeks facilitators to support discussions with all staff on the business strategy going forward.

While the primary focus of the retreat is expected to be on the business strategy, the retreat should also include elements that address culture, cohesion and staff well-being. The 2022 Staff Survey confirmed and deepened the analysis of SEforALL as an expanding organization whose organizational culture and staff well-being are under duress – a duress exacerbated by both the growing success of the organization and the consequences of the COVID-19 pandemic, which has necessitated virtual working for more than two years. The overall organizational culture seems to be experienced through a sense of fragmentation. There is a need to build staff cohesion around a "shared" organizational culture.

One of the key recommendations included in the feedback on the 2022 Staff Survey, compiled by Oxford HR consultants, was to bring all staff together in one place in person for a 2-3 days Staff Retreat with a team of facilitators, and as part of the agenda, look at investing in activities that help to re-create a sense of the organization as a whole (e.g. Gallery walk: Who does what at SEforALL? How are we working together? What in that do we want to shift and how? What connections can be made that are either dormant or missing? Co-create an overall organizational biography; How do we understand and live? (equity, diversity and inclusion)

Objectives of the Staff Retreat:

Expected Outcomes of the Staff Retreat should include:

- Strategy Development: Generation of input and ideas from staff on the priorities and strategic direction of the organization, reflecting on the successes we can build on from the last two years and identifying shifts and developments in the energy access and energy transition sectors. [We need to include the specific Business Strategy objective/s]
- Inclusion and ownership: Discussion on the strategy development of the organization ensures staff's participation, more inclusive decision-making and ownership of the process.
- Connection: In-person connection of the whole staff for the first time in two and a half years. A rare opportunity for in-person relationship-building. Have SEforALL staff, many of whom would be meeting for the first time, feel more connected and build relationships with other staff members.
- Integration: An opportunity to experience SEforALL as an integrated entity and discover the glue that binds the diverse activities – versus the current day-to-day silo RO experience.

Scope of Work

The appointed consultant will facilitate the different activities over the two days, during full day workshops (approximately 9 AM to 6 PM). In-depth discussions will be held between the consultant, the CEO and the senior management team to co-create the final agenda and programme. The selected consultant is expected to draw on a existing body of energy access research, organisational development and people relationships to achieve the objective. The consultant should note that they will work with a group of people who have have interacted largely virtually over the last 2.5 years.

Approach:

In order to achieve the goals set for the All Staff Retreat, the format should be interactive, creating space for participants to contribute. The agenda should alternate activities involving the entire group and others, splitting participants into smaller groups to facilitate more in-depth discussions and personal exchanges. It will also be important to include breaks and other opportunities for staff to get to know each other and have non-work-related interactions. Formal presentations are not envisaged, but are not ruled out. The Facilitators are also expected to carry out a survey at the end of the two-days Retreat to get feedback from participants.

Timing and Participants:
The All Staff Retreat is to take place over two consecutive days on 29th and 30th September 2022 in Vienna, Austria. The agenda would comprise of joint sessions, breakout sessions and other activities.

Day 1: 29th September 2022. SEforALL taking stock and the way forward (primary focus on the strategic direction and on the organizational culture). This could include moderated discussions on SEforALL’s achievements and challenges, the evolving global energy access landscape, SEforALL’s evolution from an advocacy organization to one also now supporting in-country work, the development of an organizational biography and some initial thoughts on the way forward.

Day 2: 30th September 2022. Focus on brainstorming and prioritizing next steps. In terms on strategy this should lead to ideas on a fit-for-purpose organizational structure, prioritized programmes and a beginning pathway towards 2030. In terms of organizational culture, focus on practical tips and activities that would help create more sense of unity and understanding better how to work together more effectively.

Draft Agenda:
A draft agenda of the two-days retreat could look as follows:

<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>29th September 2022</td>
<td>9:00 – 9:30</td>
<td>Welcome coffee and introductions</td>
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<tr>
<td></td>
<td>9:30 – 10:30</td>
<td>Setting the tone: Goals and expectations for the Retreat (all staff)</td>
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<tr>
<td></td>
<td>10:30 – 11:30</td>
<td>First activity (Strategy – all staff)</td>
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<tr>
<td></td>
<td>11:30 – 12:00</td>
<td>Coffee break</td>
</tr>
<tr>
<td></td>
<td>12:00 – 13:30</td>
<td>Second activity (Strategy – in sub groups)</td>
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<tr>
<td></td>
<td>13:30 – 14:30</td>
<td>Lunch break</td>
</tr>
<tr>
<td></td>
<td>14:30 – 15:30</td>
<td>Feedback from the groups and facilitated discussion (all staff)</td>
</tr>
<tr>
<td></td>
<td>15:30 – 17:00</td>
<td>Third activity (Working together/Resilience/Organizational culture)</td>
</tr>
<tr>
<td></td>
<td>17:00 – 18:00</td>
<td>Closing remarks – Feedback on day 1</td>
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<td></td>
<td>18:30 – 21:00</td>
<td>Staff dinner</td>
</tr>
<tr>
<td>30th September 2022</td>
<td>9:00 – 9:30</td>
<td>Welcome coffee</td>
</tr>
<tr>
<td></td>
<td>9:30 – 10:30</td>
<td>First activity (Working together/Resilience/Organizational culture)</td>
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<td>15:30 – 17:00</td>
<td>Recap of discussions, identification of key outcomes, decisions and action items (all staff)</td>
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<tr>
<td></td>
<td>17:00 – 18:00</td>
<td>Closing remarks (including participants survey)</td>
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</tbody>
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Participants:
All full-time Limited term Contract and full-time Short-term Consultants will participate in the All Staff Retreat. This means that the number of participants would be approximately 95 people. This includes the CEO / SRSG, as well as all members of the SEforALL Leadership Team, Programme Leads and all staff members.

Location:
Vienna, Austria (headquarters of SEforALL). The venue is to be confirmed also based on the requirements identified.

Deliverables and Timeline:
1. Concept note on the approach and Agenda for both days of the All Staff Retreat (by 9 September 2022 – with a draft work plan submitted by 5 September 2022 allowing for comments and feedback)
2. Delivery of two-days SEforALL All Staff Retreat (29th-30th September 2022)
3. Retreat report: (30 October 2022). The report is to entail observations about the approach and process taken throughout the Retreat, the results of a survey of participants (participant feedback), and a summary of the discussions and outcomes as well as any decisions taken and follow-up actions. The report is to conclude with suggestions by the consultant(s) with regard to next steps for further development of strategy and 3-Year Business Plan.

4. The total expected days required for the assignment would be 8 days through 15 August to 30 October 2022 (Considering an 8-hour work day)

The deliverables and timeline for this project are as follows:

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Due Date</th>
</tr>
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<tbody>
<tr>
<td>Concept note and Agenda</td>
<td>9 September 2022</td>
</tr>
<tr>
<td>Delivery of the All Staff Retreat (including participant survey)</td>
<td>29-30 September 2022</td>
</tr>
<tr>
<td>Retreat report</td>
<td>30 October 2022</td>
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**Qualification and Expertise:**

**Organization’s requirements:**

- The organization must have a minimum of 10 years’ experience in designing and facilitating in-person workshops and business retreats
- Proven expertise in guiding strategic discussions, leading and moderating brainstorming sessions, and supporting team building activities
- Experience in the post-pandemic context will be considered an advantage
- A good understanding of the sustainable development goals and the energy sector an advantage
- Direct experience working with the non-profit sector, UN agencies and/or the World Bank Group will be considered an advantage.
- The organization must be legally be able to provide business services within the European Union and can operate within the hours of 9:00 a.m. to 18:00 central Eastern Time zone (CET) Monday-Friday.

The key consultant of the firm must have the following experience:

1. The Senior/Lead consultant must have an advanced degree in Business Administration, Organisational Development, Business Strategy, phsycology, political science, public policy, organizational pshychology or similar degree.
2. The senior/lead consultant must have at least 10 years of experience in designing and facilitating workshops and retreats, particularly for organizations in a phase of strategic discussions, organizational change and innovation and rapidly expanding.
3. Experience in facilitating similar staff meetings/retreats while especially demonstrating the ability to create a safe environment for open discussions and manage varied viewpoints and competing interests.
4. At least 5 years’ experience in working with government entities, international organizations or other similar organizations.

Qualifications for support personnel if applicable such as a junior/mid-level consultant should have the minimum requirements:

1. The junior/mid-lead consultant must have at least 2 years of experience in designing and facilitating workshops and retreats, particularly for organizations in a phase of strategic discussions, organizational change and innovation and rapidly expanding.
2. The junior/mid-level consultant must have at least 2 years of experience in facilitating workshops and similar staff meetings/retreats.
3. The junior/mid-level consultant must have a bachelor’s degree in Business Administration, Organisational Development, Business Strategy, Psychology, Political Science, Public Policy, Organizational Psychology or similar degree.

Travel:
The facilitator(s) are expected to work on the Agenda and Plan for the Retreat remotely. Consultations with the SEforALL team in this phase will be held via Zoom as needed. They will be required to travel to Vienna for the Retreat to facilitate the event in person.

Reporting:
The selected organization will report jointly to Chief of Staff and Senior Director of Internal Programmes and the Director of Human Resources. Reporting is to take place as part of the timeline and deliverables specified below.

Bidding Process
Interested organization can submit proposals as a single entity or as a consortium. Proposals must include the following (in either PDF or PPT format):

Technical Proposal:
- Relevant skills, qualification, knowledge, and experience of the individuals in the team that match those set out above
- Your understanding of the assignment and a workplan/approach
- Timing of activities
- Organisation’s gender policy
- Gender balance of the proposed team
- CVs of all proposed team members must be added as Annex to the proposal
- Three (3) organizational references from the last three years
- An overview of similar work carried out in the last 3 years, including the related reports and presentations

A Financial Proposal, outlining the costs associated with carrying out the scope of work, including:
- Labour costs (personnel, daily rates, number of days)
- Other costs
- Costs must be in USD

Bidders are requested to disclose any potential conflicts of interest.

How to Apply
Please submit your proposal to procurement@seforall.org by 2nd September 2022, 17:00 PM Central European Summer Time. In case of questions or queries contact SEforALL at procurement@seforall.org