



## TERMS OF REFERENCE

### Consultancy for:

- **conducting a collective training “ Line-management for a healthy and thriving organisation” ;**
- **producing learning materials for basic, individual in-house training for future line managers, which may be complementary to or integrated into a broader training offer.**

### FORMAT

- Online sessions, 10 to 16 hours, to be spread over 2024 and depending on proposal (i.e. individual prep time or reading to be included)
- The audience is made of the 14 line-managers in CAN Europe, as well as a few other staff members who could potentially take on a line management role in the near future.

### ABOUT CAN EUROPE

Climate Action Network (CAN) Europe is Europe’s leading NGO coalition fighting dangerous climate change. With over 200 member organisations active in 40 European countries, representing over 1.700 NGOs and more than 40 million citizens, CAN Europe promotes sustainable climate, energy and development policies throughout Europe.

The vision of CAN is a world actively striving towards and achieving the protection of the global climate in a manner that promotes equity and social justice between peoples, sustainable development of all communities, and protection of the global environment.

CAN Europe aims to empower civil society organisations to influence the design and development of effective climate change policy in Europe, both in the European Union as well as in European countries outside the EU.

### BACKGROUND

Following a period of rapid growth, CAN Europe now has a team of around 60 people with a wide range of European nationalities. Forty of them are based in our main offices in Brussels and the others work remotely from several locations in Europe. The working environment is largely digital, but in-person gatherings are still a very important element of our work culture.

Can Europe has 14 line-managers. Approximately half of them were promoted to a managerial position during the last 2 years; while the others, who have been in charge of a team for some time, are self-taught because they have never really had the benefit of training or they did it in previous professional experience, before joining CAN.



The majority of line managers manage 1 or 2 other staff members and department heads manage 5 to 9 other staff members. The 6 departments are: Administration, Communication, Network Development, Climate Policy, Energy Policy, and the Horizontal team. But in practice teams, sub-teams and individuals are highly interconnected and agile self-organisation of work is the main mode of operation, something we want to preserve going forward and that should be complimented by effective line management.

Over the past year, CAN Europe has set up a [Management Team](#) comprising the heads of department and the director, with the aim of strengthening the management and strategic supervision of the organisation.

Improving and consolidating our line management also connects with a new [Culture Statement](#) that the CAN Europe team drafted and adopted in June 2023, which intends to improve the wellbeing and the human quality (collaboration, trust, respect) of our ways of working, and foster healthy and transparent relationships between colleagues. Line management can be a key tool to drive these elements forwards as well as ensure improved coordination between teams and across the organisation.

## OBJECTIVES

Generally speaking, the priority of the training is to contribute to creating a healthy and thriving work environment, by strengthening capacities in both conflict resolution and strategic guidance. This main objective is broken down into three specific objectives, a brief description of which is given below. For each specific objective, the list of potential themes is non-exhaustive and provided for information only. It is up to the trainer to complete and prioritise the themes to be addressed in his training program.

### **1. Line-managers are equipped for successfully conducting their regular managerial duties:**

- Team meetings & team leadership, including:

- Communication and providing vision
- Team development
- Tasks management
- Well-being management (including burn out?)
- Work and time management (timesheet, holiday plan,...)
- Conflict management

- Individual meetings & individual development; including:

- Providing effective feedback and guidance
- Nurturing individual development
- Work load management and burn out prevention...

- Strategic planning workload management, including

- Setting objectives and milestones including KPIs;
- Priorisation;
- Delegation;
- Annual cycles...

- Reporting to their N+1 about their team

- pass on useful information;
- obtain the information they need to manage their team effectively
- ...

- Organisational development

- leadership development including feminist leadership
- organizational culture, values, transformational change management
- personal development: emotional intelligence , self reflection,

## **2. Line-managers are sufficiently equipped to carry out internal processes where they are on the front line:**

- Individual evaluations and their follow-up, including

- Making correct use of the insight and feedback from other colleagues
- Writing a performance review
- Setting individual objectives
- Conducting a productive interview and provide useful feedback

## **3. A training toolkit for training future new line-managers**

- Allowing them to get started with their regular duties
- Laying a sufficient foundation for later more advanced training

## **ACTIVITIES & DELIVERABLES**

<b>Activity Output Timeframe</b>		
<b>Activity 1:</b> Develop a training program adapted to CAN Europe's reality, level of knowledge	<ul style="list-style-type: none"> <li>- 1st consultation with members of the staff to:               <ul style="list-style-type: none"> <li>- understand how CAN Europe's work is structured over the course of a year;</li> <li>- prioritise the training needs;</li> </ul> </li> </ul> in order to design a training plan including a recommended timetable of around 10 to 16 hours	

	<p>spread over 2024 in the most relevant way.</p> <ul style="list-style-type: none"> <li>- First draft of training program presented to CAN Europe</li> <li>- 2nd consultation call to discuss the training program</li> <li>- Final version</li> </ul>	
<b>Activity 2:</b> Provide reading/watching materials ahead of the training		
<b>Activity 3:</b> Online sessions (according to the agreed training program)	<ul style="list-style-type: none"> <li>- Sessions to be run on the trainers platform (zoom or similar) w/o technical assistance from CAN Europe</li> <li>- Ahead of each session trainer would provide a simple (light) exercise requiring from staff to come ready and prepared for the session.</li> <li>- The sessions will last approximately 2 hours</li> <li>- These sessions will be spread out over 2024, in line with our internal processes.</li> </ul>	
<b>Activity 4:</b> Toolkit for new line-managers	<ul style="list-style-type: none"> <li>- The consultant will provide learning materials for basic, individual in-house training for future line managers, which may be complementary to or integrated into a broader training offer.</li> <li>- The toolbox must be able to be used by a more</li> </ul>	



	experienced line manager to train the new line manager, and it must also be able to be used by the new line manager independently.	
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#### **METHODOLOGY:**

- The consultant is free to use his own techniques and methods;
- Ex-cathedra presentations kept to a minimum;
- Wherever possible, use active pedagogy and participatory processes;
- Contents and approach in line with the principles of our cultural statement.

#### **ELIGIBILITY CRITERIA**

Requested experience and main qualifications for this consultancy work are described as follows:

- Expert in management and leadership for non-profit organisations;
- Demonstrated experience in working with NGOs;
- Excellent level of written and spoken English.

#### **TENDER PROCESS**

Please send your methodology proposal together with your relevant experience and a financial bid by the 14th of January at midnight to the following mail address: [cesar.chantraine@caneurope.org](mailto:cesar.chantraine@caneurope.org).

Tenderers whose bids are considered satisfactory will be invited for an interview in January 2024.

#### **ADDITIONAL INFORMATION**

For clarifications and queries: César CHANTRAINE, [cesar.chantraine@caneurope.org](mailto:cesar.chantraine@caneurope.org)