

Terms of Reference:

Consultant-Trainer on Human Resources for improved staff dynamics and stress management with Malteser International Turkey Staff

Tentative Period:	October - November 2022
Expected Duration:	tbd in physical presence in Gaziantep, Turkey.
Training Report Submission:	Within 7 days after the training.
Consultancy Fees:	Negotiable.

I. Organizational Identity and Background:

Malteser International is a Catholic Faith based NGO with humanitarian missions in different countries of Asia, Africa, Middle East, Europe, and Americas. The Headquarter of Malteser International is in Germany. Catholic Values, Humanity, Trust, Transparency, and Accountability are in the core of Malteser International's generic values. Malteser International has been working for the Syrian crisis since 2012 based in Turkey through cross-border operations to Syria (Northwest Syria) and also inside Turkey. Malteser International works through the local implementing partners.

Malteser International in Turkey has 2 offices in 2 adjacent cities with currently total 18 staff; of whom, 2 are international staff, 4 Syrian and Turkish-Syrian staff and 12 Turkish staff. Although the team is a relatively small team for an international NGO country-based team, the workloads are very high with unpredicted additional workflows. Although team members are very committed, cordial and transparent in their works, sometimes, small challenges appear in the team dynamics with misunderstanding, confusions, gossiping and frustration among the staff. Such situation usually does not continue for long time and does not cause serious operational problem but it was observed that most of the confusions, misunderstanding and frustrations of the staff in the team are based on very trivial issues that do not fall in line of administrative actions but psychosocial supports and motivation.

While the organizational structure has been adjusted only recently it is planned to review its achievements and additional modes for improvement. Furthermore, Malteser International is feeling the necessity of a professional analysis of the team dynamics of the Turkey team as well as motivational tips and supports for the staff to understand the art of working as a team happily with trust, confidence, and respect to each other accepting the colleagues as individual packages of unique strengths and weaknesses unless something really cross the limit of the administrative and official systems, policies, norms and culture.

II. Purpose and Objectives of the Training:

1. Getting a professional analysis of the Malteser International Turkey team dynamics; driving factors for the staff in their works, demotivating factors, common reasons of confusion,



misunderstanding, mistrust among the staff, etc. Tips to improve the quality of the teamwork and the dynamics.

2. A humane understanding of the staff about the unique individuality of each colleague with their individual package of strengths, capacities, and weaknesses rather than cherishing an expectation that everyone should think and work 'like me' with my capacities, skills, and motivation.
3. Staff to learn the art of working as a team happily with trust, confidence, fellow-feelings, and respect to each other; and not grooming confusion, misunderstanding and disregard among the colleagues.
4. Staff to get an idea about stress development and know the art of managing stress and frustration, and converting the stress and frustration to positive energy for self and for others.

III. Modalities and Scopes:

- Training Language: English; translation facilities will be provided for the non-English speaking staff.
- Modes: Lectures, Presentations, Group-Works, Questionnaire.
- Individual sessions/interviews possible.

IV. Deliverables:

- Application of a 360 degree feedback involving all Malteser International staff based in Turkey, including relevant entry points at Malteser International Headquarters based in Germany.
- Recommendations -structural or individual- on potential improvement of staff dynamics
- Direct presence training in Gaziantep, Turkey to all (18) staff of Malteser International Turkey to improve staff interaction particularly in terms of conflict management, communication and handling of stress.

V. Expected Qualifications and Expertise:

- **Education:** A qualified and licensed HR expert with multidisciplinary practice dealing with staff health, stress, conflict, and well-being.
- **Experience:** minimum 10 years progressive experience in stress and conflict management, with significant field experience in relation to NGOs.

VI. Security and Cross-Cutting Issues

Turkey is generally considered as a safe and secured country with high standards of social facilities and services. Turkish society is culturally gentle, respectful to each other in daily dealings, and welcoming to the foreign visitors. However, as a Muslim majority country adjacent to the Arab and

Muslim majority countries, there is an ambience of Islamic culture and practices in the society. Law and order management in Turkey is well systematic and efficient.

VII. Requirements for the presentation of offers:

The offer will be a compilation of the following documents:

1. Technical offer including description of methodology and training plan.
2. Financial offer including all costs for travel, accommodation, per diem etc.
3. Information on previous experience, including CV and references.
4. Information on availability for the assignment.

Expression of Interest: Interested candidates will submit the offer through mail to: mb.procurement-turkey@malteser-international.org by July 31st 2022.