

**TERMS OF REFERENCE FOR INDIVIDUAL CONTRACTORS AND CONSULTANTS**

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| <b>Title of Assignment</b>        | <b><i>International Individual Contractor: Human Resource Contractor</i></b>          |                            |
| <b>Requesting Section</b>         | UNICEF Malawi - Human Resources   |                            |
| <b>Location</b>                   | Place of assignment: Lilongwe   |                            |
|                                   | <input type="checkbox"/> Home Based <input checked="" type="checkbox"/> Office Based: |                            |
| <b>Contract Duration</b>          | 11.5 months   |                            |
| <b>Number of working days</b>     | monthly   |                            |
| <b>Planned Start and End Date</b> | <b>From:</b> 1 February 2022  | <b>To:</b> 15 January 2023 |

**BACKGROUND**

The fundamental mission of UNICEF is to promote the rights of every child, everywhere, in everything the organization does — in programs, in advocacy and in operations. The equity strategy, emphasizing the most disadvantaged and excluded children and families, translates this commitment to children’s rights into action. For UNICEF, equity means that all children have an opportunity to survive, develop and reach their full potential, without discrimination, bias or favouritism. To the degree that any child has an unequal chance in life — in its social, political, economic, civic and cultural dimensions — her or his rights are violated. There is growing evidence that investing in the health, education and protection of a society’s most disadvantaged citizens — addressing inequity — not only will give all children the opportunity to fulfil their potential but also will lead to sustained growth and stability of countries. UNICEF has therefore been the defender of children around the world, regardless of gender, religion, race or economic background. When the world’s most vulnerable need a champion in the face of conflict, disease or exclusion, UNICEF has been there. This is why the focus on equity is so vital. It accelerates progress towards realizing the human rights of all children, which is the universal mandate of UNICEF, as outlined by the Convention on the Rights of the Child, while also supporting the equitable development of nations. UNICEF works in some of the world’s toughest places, to reach the world’s most disadvantaged children. To save their lives. To defend their rights. To help them fulfil their potential.

In an effort to help UNICEF realize its mandate, and as a strategic business partner to the UNICEF Malawi Country Office (MCO), the Human Resource Team aims at providing continuous and reliable generalist human resource services and efficient support to its clients to shoulder the strengthening of overall Programme and Operations effectiveness. A well-rounded HR unit is critical to an employee-orientated, healthy and psychological safe workplace in which its staff members are energized, engaged, satisfied and productive. Through building a positive culture and its human resource management efforts, HR also contributes significantly to the delivery of impactful results for the children of Malawi.

Given the current typology of the HR core team in relation to the size of the office, and further to the response efforts brought about by the pandemic (and hence the need for redistribution of the workload within the team to optimise on the delivery of the HR workplan), it has become imperative to align the long-term staffing of the HR unit with a more robust and optimal HR structure so to better respond to current office issues and needs as well as to meet the strategic HR global goals. In the meantime, the need for much required HR related services cannot be met from within the current HR staffing resources due to the lack of specialized knowledge, expertise

and capacity. However, one of the major external influences on the recruitment of a fixed-term or temporary appointment HR position is funding constraints due to the global financial crisis and related contraction in Regular Resources and donor funding within the country. This is resulting in an overstretched HR unit and therefore the need to recruit the services of an individual contractor to support the HR team on an interim basis. To address the much needed and continuous requirement for efficient HR services, both on an operational and strategic level, a shift is required in the application of a staffing solution to enable sustained HR performance in an ever-demanding environment, while continuously adding strategic value to the office and improving employee experience of its workforce throughout the employee lifecycle.

One of MCO HR Team's core function is to support talent acquisition and the recruitment of a flexible, agile, highly skilled and motivated workforce as well as strengthening our outreach efforts to identify the best and diverse talent. There is currently also a strong movement to address the Duty of Care that the office has strongly adopted towards its staff. This is reflecting an increase in awareness of mental health issues and the need to address the outcome of bi-annual pulse survey reports.

In view of the still ongoing and critical recruitment processes, as well as interventions to enhance a positive office culture and support with learning initiatives, the office accordingly requires the direct intervention and support from a human resources professional to provide overall recruitment and staff well-being support and partnering with business units, coupled with a strong focus on on-boarding, orientation and induction, off-boarding, data analytics and other key HR interventions such as learning and development, creating a recognition-rich culture and mental health initiatives.

#### **PURPOSE OF THE ASSIGNMENT**

Under the supervision of the HR Specialist, the individual HR Contractor will provide support to HR activities in all areas of recruitment, staff wellbeing and general HR management to support the implementation of the strategic and people-centered HR workplan as well as support the strengthening of an enabled, healthy and productive workforce. The HR Contractor will play a pivotal role in providing a wide variety of generalist HR services in support of the Malawi Country Office's HR team to ensure key deliverables are met to further sustain business continuity of the HR function.

#### **SCOPE OF WORK/OBJECTIVES**

The HR Contractor will be delivering on the following key HR activity areas, but not limited to:

- Provide accurate and timely HR policy interpretation, advice and solution-driven options to clients on HR-related processes, issues and needs.
- Partner with all relevant stakeholders to plan, coordinate, support and drive efficient, transparent, fair and equitable recruitment process for international, national as well as general service vacancies in accordance with UNICEF policies and regulations.
- Plan, coordinate, implement and manage personalized induction and orientation programmes for all new recruits.
- HR data management to help inform decision making on HR processes and strategies.
- Deliver effective HR projects that strengthen HR systems and best practices.

- Support activities related to the improvement of the working environment and culture change initiatives in order to improve the positive employee experiences as well as promote overall staff wellbeing.
- Ensure accurate updates to the weekly HR Reports and data
- Identify opportunities for the country office to support UNICEF’s global HR priorities, campaigns and partnerships, and lead, advise or recommend new initiatives to adopt in the office.
- Assist the HR Specialist and HR team with additional duties and responsibilities as and when required and as deemed necessary for the effective performance of the HR function.

## REPORTING REQUIREMENTS

### To whom will the individual contractor report (supervisory and any other reporting/communication lines):

Direct reporting to the HR Specialist and will work closely with the HR team.

### What type of reporting will be expected from the individual contractor and in what format/style will the submissions of reports/outputs be done:

Daily interaction with the HR team, coupled with weekly updates of the HR Report. The HR Contractor will also submit weekly progress reports and any ad-hoc reports that may be required for the execution of his/her tasks during the overall contract period. The format of the report will be agreed upon with the supervisor.

Any additional tasks and associated deliverables not included in this TOR will be discussed and agreed with her/his supervisor. The HR Contractor will submit to his/her supervisor monthly invoice requests jointly with the monthly report indicating the achieved activities/results.

The HR Contractor will be office based and required to work mostly from office. However, depending on the in-country COVID-19 situation, the HR Contractor may work virtually from within Lilongwe (office presence will be determined as per the Office Footprint guidelines and agreed upon monthly footprint plan for HR Unit).

## EXPECTED DELIVERABLES

In alignment with the scope of work as described above, the HR Contractor will be expected to perform the following activities and deliverables as per the schedule and estimated dates below:

| Task/Milestone   | Deliverable/Outcome (e.g. Inception, progress, final reports, training material, workshop, etc.) | Estimated # of days | Planned Completion date                                     | % of total fee payable |
|--|--|---------------------|---|------------------------|
| Provision of efficient, timely, responsive, client-friendly and high-quality strategic, tactical and administrative generalist HR services within the framework of global UNICEF policies and procedures, and in consultation with the supervisor. | HR Reports and Progress Reports  | monthly             | By the end of each month for the duration of the assignment | monthly                |

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| <p>Provision of information/advice on and successful implementation of the agreed upon monthly workplan, including but not limited to resourcing/recruitment with a focus on enhancing the dashboard statistics (e.g. gender and geographical balance), support to the learning and development focal person, performance monitoring, people analytics, employee wellbeing and policy guidance.</p> |  |  |  |  |
|---|--|--|--|--|

However, as the actual starting date may impact the dates estimated in the TOR, a detailed workplan with exact timeframes and actual delivery dates will be jointly agreed upon between the individual contractor and the supervisor upon contract signature.

**PERFORMANCE INDICATORS FOR EVALUATION OF RESULTS**

The performance of work will be evaluated based on the following indicators:

- Completion of tasks specified in TOR
- Compliance with the established deadlines for submission of deliverables
- Quality of work
- Demonstration of high standards in cooperation and communication with UNICEF and counterparts

**PAYMENT SCHEDULE**

All payments, without exception, will be made upon certification from the supervisor of the contract, of the satisfactory and quality completion of deliverables and upon receipt of the respective and approved invoice. The consultancy fee will be based on an all-inclusive fee.

**DESIRED COMPETENCIES, TECHNICAL BACKGROUND AND EXPERIENCE**

**Academic qualification:**

- University degree or equivalent backgrounds in Human Resources, Business Administration, Psychology or related field

**Work experience:**

- At least 8 years of professional experience in the field of Human Resources management.
- Proven experience in the full talent acquisition/recruitment process, including strong interviewing and report writing skills
- Good experience in learning and development and performance management
- Proven experience in initiating, planning and managing special HR projects.
- Good experience in employee-centric approaches to employee wellness programmes is required, including in organizational culture change initiatives.

- Experience working in the UN or other international development organization is advantageous, and specifically UNICEF will be a strong advantage.

**Technical skills and competencies:**

- Ability to identify issues, collaborate and make conclusions and recommendations.
- Strong planning and organizational skills
- Accuracy and professionalism in document production and editing
- Excellent interpersonal skills; culturally and socially sensitive; ability to work inclusively and collaboratively with a range of business partners at different levels
- Sound drafting, formulation, reporting skills, high proficiency in preparing clear and concise reports, good presentation skills and ability to communicate with a diverse audience and influence clients
- Solid data management skills
- Self-motivated, ability to work with minimum supervision; ability to work with tight deadlines
- Ability to work and adapt professionally and effectively in a challenging environment; ability to work effectively in a multicultural team of international and national personnel.
- Solid overall computer literacy, including proficiency in various MS Office applications (Excel, Word, etc.) and email/internet; familiarity with database management; and office technology equipment; experience in working in SAP HRMS is highly advantageous
- Commitment UNICEF’s mission and vision, as well as to the UN Core Values.

**Languages:**

- Excellent English command - oral and written skills is essential

**ADMINISTRATIVE ISSUES**

UNICEF will regularly communicate with the individual HR Contractor and provide feedback and guidance and necessary support so to achieve objectives of the work, as well as remain aware of any upcoming issues related to the performance and quality of work.

As per policy on consultants and individual contractors, the individual will be expected to complete a list of mandatory training, including policies on Prohibiting and Combatting Fraud and Corruption; Prohibition of discrimination, harassment, sexual harassment and abuse of authority and other relevant policies for their information and acknowledgment upon acceptance of the offer. Prior to the issuance of the official contract, the consultant/individual contractor is requested to complete the applicable mandatory trainings.

On a monthly basis, the individual HR Contractor is expected to produce and agree with the supervisor and the HR team on work plan schedules for the assignment period.

The HR Contractor will be office based and work from office and attend meetings as and when required. He/she will be issued with an office workstation and data to carry out the work.

## CONDITIONS

- The consultancy will be on a long-term arrangement basis over a period of 11.5 months.
- The candidate selected will be governed by and subject to UNICEF’s General Terms and Conditions for individual contracts.
- No contract may commence unless the contract is signed by both UNICEF and the individual contractor.
- The individual contractor will be based in Lilongwe, Malawi.
- The individual contractor will be paid an all-inclusive fee (stationary, communication and other miscellaneous expenses, including travel and living expenses) as per the stipulated deliverable and payment schedule.
- Under the consultancy agreements, a month is defined as 21.75 working days, and fees are prorated accordingly for actual days worked.
- The individual contractor is not entitled to payment for overtime, weekends or public holidays.
- The individual contractor will receive Paid Time Off (PTO) credit at the rate of one- and one-half days (1.5 days) for each full month of service, to be credited on the last calendar day of the month.
- Standard UNICEF procedures will apply for invoicing and all other financial management requirements set out in the contract.
- Standard penalty clauses will also apply for late and poor-quality deliverables. The supervisor of the contract will provide the consultant with the criteria for the evaluation of the quality of each deliverable.
- Additional details of UNICEF rules, regulations and conditions will be attached to the contract.
- Individual contractors will not have supervisory responsibilities or authority on UNICEF budget.
- Individuals engaged under a consultancy or individual contract will not be considered “staff members” under the Staff Regulations and Rules of the United Nations and UNICEF’s policies and procedures, and will not be entitled to benefits provided therein (such as leave entitlements and medical insurance coverage). Their conditions of service will be governed by their contract and the General Conditions of Contracts for the Services of Consultants and Individual Contractors. Consultants and individual contractors are responsible for determining their tax liabilities and for the payment of any taxes and/or duties, in accordance with local or other applicable laws.
- The assignment is an on-site support.

## HOW TO APPLY

Interested consultants should provide the following:

1. Curriculum Vitae
2. Financial proposal including a breakdown of their all-inclusive fees (including professional fees, travel, living cost, visa and other costs). Complete the attached form.



Financial  
Proposal.xlsx

3. References details