

TERMS OF REFERENCE FOR INDIVIDUAL CONSULTANTS

Title	Funding Code	Type of engagement	Duty Station:
Technical support to the Functional Review for the Lao PDR 2027-2031 CPMP.	Non Grant WBS: 2460/A0/06/880/005/002	International Consultant	Vientiane, Lao PDR (remote and onsite)
<p>Purpose of Activity/Assignment:</p> <p>The purpose of this consultancy is to provide technical support to the functional review that will inform the Lao PDRs Country Office's business structure for the Country Programme Management Plan (CPMP) for 2027–2031.</p> <p>More specifically, the consultant will support the Laos Country Office from a human resource planning and management perspective and is expected to carry out the following tasks:</p> <ul style="list-style-type: none"> ▪ Collaborate with the CPMP Taskforce and Conduct a desk review of the current country programme structure and its implications for the office structure. ▪ Undertake a Functional Review following the UNICEF Step-by-Step Guide review of the scope of activities, the organization and delivery channels, the delineation of responsibilities, and the capabilities the UNICEF Lao PDR requires to deliver the 2027-2031 Country Programme. ▪ Recommend a 'Fit for Purpose' office structure that aligns with CPD focuses and funding scenarios. 			
<p>Background/ Job organizational context:</p> <p>The Laos Country Office is currently developing its new Country Programme Document (CPD) for 2027–2031. An essential component of this process is the Functional Review. To enhance UNICEF Laos Country Office's effectiveness and efficiency in achieving outcomes for children and women during this new five-year program, it is essential to align staffing with programming priorities and business processes. This alignment can be realized by ensuring the office structure is appropriately designed and that staff are well-equipped with the necessary skills, knowledge, and competencies.</p> <p>To support these efforts, a consultant with seasoned expertise in job analysis and organizational design is being sought to assist UNICEF Laos in achieving its objectives.</p>			
<p>Scope of Work:</p> <p>The consultant will support the design of the Country Programme Management Plan (CPMP) for the upcoming country programme through a well-informed and participatory Functional Review following the UNICEF Step-by-Step Guide. This approach will leverage insights gathered from staff during the CPD planning phase reviews and consultations. The consultant will collect input from senior management, various levels of the organizational structure, and staff association as needed.</p> <ul style="list-style-type: none"> ▪ Conduct a desk review of the current country programme structure and its implications for the office structure. <ul style="list-style-type: none"> ○ Review documentation related to current CP and structure. ○ Assess how the current office structure aligns with the new CPD programme requirements. ○ Evaluate the flexibility of the office structure to adapt to different programming contexts. ○ Interview key staff to further understand the aims of the 2027-2031 CPD and relevant contextual elements. ▪ Undertake a Functional Review following the UNICEF Step-by-Step Guide review of the scope of activities, the organization and delivery channels, the delineation of responsibilities, and the capabilities the UNICEF Lao PDR requires to deliver the 2027-2031 Country Programme. ▪ Recommend effective strategies to bridge any identified skill gaps, including a proposed staff development plan. ▪ Integrated Programming and Cross-Sectoral Functions: <ul style="list-style-type: none"> ○ Evaluate how the current office structure and processes facilitate integrated programming. ○ Assess the effectiveness of cross-sectoral functions in supporting sectoral programmes to achieve their objectives. 			

Methodology

Using a results-based management approach, the consultant will provide both quantitative and qualitative inputs from all programme and operations sections, employing the following suggested methodologies (The final methodology to be used shall be proposed by the consultant in the inception workplan):

- **Desk review.** The consultant will review available documentation (including current CPD, current CPMP, current organogram, MTSR recommendations, workplans, Job profiles, and Annual Management plans, Risk Profiles etc). The consultant will also be given access to minutes of key internal meetings as well as internal Standard Operating Procedures. The desk review should feed into the discussion with sections.
- **Section consultations.** The consultant will discuss with the sections in coordination with People and Culture and Operations, aiming for participatory discussions and increased awareness of all staff.
- **CPMP taskforce meeting:** the consultant will brief the CPMP taskforce meeting on progress and findings, and will receive input as well as feedback from various stakeholders.
- **Job analysis tools:** The consultant will use the standard organizational tools and templates to document the functional review.
- **Compliance:** Ensure coherence and compliance with UNICEF guidelines, lessons learned from previous PBR and any other CPMP-related documents.

Child Safeguarding

Is this project/assignment considered as “[Elevated Risk Role](#)” from a child safeguarding perspective?

YES NO If YES, check all that apply:

Direct contact role YES NO

If yes, please indicate the number of hours/months of direct interpersonal contact with children, or work in their immediately physical proximity, with limited supervision by a more senior member of personnel:

Child data role YES NO

If yes, please indicate the number of hours/months of manipulating or transmitting personal-identifiable information of children (name, national ID, location data, photos):

More information is available in the [Child Safeguarding SharePoint](#) and [Child Safeguarding FAQs and Updates](#)

Budget Year: 2026	Requesting Section/Issuing Office: Office of the Representative, LCO	Reasons why consultancy cannot be done by staff: The TORs require external expertise and to bring an independent perspective with much needed objectivity and neutrality to help the LCO to make strategic decisions that will impact the delivery of the next CPD.
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Included in Annual/Rolling Workplan: Yes No, please justify:
Office CPD/CPMP preparation plan

<p>Consultant sourcing: <input type="checkbox"/> National <input checked="" type="checkbox"/> International <input type="checkbox"/> Both</p> <p>Competitive Selection: <input type="checkbox"/> Advertisement <input checked="" type="checkbox"/> Roster</p> <p>Single Source Selection <input type="checkbox"/> (Emergency - Director’s approval)</p>	<p>Request for: <input checked="" type="checkbox"/> New Individual Contract <input type="checkbox"/> Contract Extension/ Amendment</p>
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Work Assignments Overview	Deliverables/Outputs	Delivery deadline	Estimated Budget
1. Background information collection and workplan formulation (off-site)			10%
1.1 Online meeting with Deputy	An inception report.	5 April 2026	

Work Assignments Overview	Deliverables/Outputs	Delivery deadline	Estimated Budget
Representative Operations, Deputy Representative Programme, and P&C Manager. Desk review of key documents including the draft new CPD, RRP, the previous PBRs, the organigram and all relevant background information to understand the context and the vision. <i>(home based)</i>	A specific workplan including a timetable, the interaction mechanism with stakeholders, per the organisational's functional review guide, and initial feedback.		
1.2 Organize initial interaction with all management, CPMP taskforce, sections to collect information to inform functional review. <i>(onsite)</i>	Facilitation reports and/or minutes of the internal sessions on the process prepared. The workplan is endorsed by management including the methodology agreed by all stakeholders.	10 April 2026	
2. Functional review (onsite)			70%
2.1 Undertake the participatory consultations indicated in the Step-by-Step guidance for functional reviews, and document them using the templates provided.	Draft of functional review document for the CP.	30 April 2026	
2.2 Validate the draft functional review with the CPMP task force and with the CMT.	Final functional review document.	10 May 2026	
3. Final report			20%
3.1 Final report including recommendations for the alignment of skills	Final report of the functional review exercise including lessons learned and recommendations, as well as any identified learning needs and strategies to address them.	20 May 2026	

If Extension, Justification for extension:
Supervisor:

The consultant will be directly supervised by the Deputy Representative for Operations. The P&C team will facilitate the Consultant's interactions with key stakeholders including the Senior Management, the Learning Committee, the Staff Association, Section Heads, and other key staff.

Start date:

1 April 2026

End date:

30 June 2026

Estimated consultancy fee	No. of days and daily rate	USD lumpsum for deliverables	
Travel International (if applicable)		USD	
Travel local (please include travel plan)			
Subsistence allowance (if applicable)			
Total estimated consultancy costs¹		USD inclusive of travel costs	

Payment schedule:

10% on completion of deliverable 1
90% on completion of deliverable 3

Minimum Qualifications required*:

Bachelors Masters PhD Other

Enter Disciplines:

Human Resources, Business Administration, International Relations, Social Sciences, Psychology, or related field.

*Minimum requirements to consider candidates for competitive process

Knowledge/Expertise/Skills required*:

- At least 10 years of relevant experience in Human Resources management and/or Organization Development, specifically at a level commensurate with this assignment.
- Senior-Level Expertise: Strong background in Human Resources management and Organization Development, with extensive experience in developing organization structures, profiles, and assessments. Good analytical skills and sound judgment are highly valued.
- UN Experience: Previous experience in CPMP-related assignments within UN agencies is a significant asset.
- UNICEF Profile: Proficiency in HR planning and management in line with UNICEF policies is advantageous.
- Development Knowledge: Familiarity with the strategies and modalities in the development sector.
- Multicultural Competence: Ability to work effectively in a multicultural environment.
- Understanding of the local context in Lao PDR is an advantage.
- Report Writing: Excellent report writing skills.
- Interpersonal Skills: Strong interpersonal skills that facilitate effective collaboration and communication.

*Listed requirements will be used for technical evaluation in the competitive process

Evaluation Criteria (This will be used for the [Selection Report](#) (for clarification see [Guidance](#)))

A) Technical Evaluation (70% of weighted average)

- Qualifications and skills (30 points)
- Expertise and experience in the required field (60 points)
 - ✓ At least 10 years of relevant experience in Human Resources management and/or Organization Development, specifically at a level commensurate with this assignment. Senior-Level Expertise: Strong background in Human Resources management and Organization Development, with extensive experience in developing organization structures, profiles, and assessments. Good analytical skills and sound judgment are highly valued. (30 points)
 - ✓ UN Experience: Previous experience in CPMP-related assignments within UN agencies is a significant asset. (10 points)
 - ✓ UNICEF Profile: Proficiency in HR planning and management in line with UNICEF policies is advantageous. (10 points)
 - ✓ Development Knowledge: Familiarity with the strategies and modalities in the development sector (5 points)
 - ✓ Multicultural Competence: Ability to work effectively in a multicultural environment. (5 points)
- Quality of the technical proposal (10 points)

B) Financial Proposal (30% of weighted average)

The maximum number of points shall be allotted to the lowest Financial Proposal that is opened /evaluated and compared among those technical qualified candidates who have attained a minimum of 70 points score in the technical evaluation. Other Financial Proposals will receive points in inverse proportion to the lowest price.

The Contract shall be awarded to candidate obtaining the highest combined technical and financial scores, subject to the satisfactory result of the verification interview if needed.

The contract may be issued in stages, subject to the availability of the required funding. The work assignment and/or fees of this contract may be amended to modify or add deliverables related to the overall purpose of the consultancy subject to agreement with the selected consultant.

<p>Administrative details:</p> <p>Visa assistance required: <input checked="" type="checkbox"/></p> <p><input type="checkbox"/> Home Based <input type="checkbox"/> Office Based <input checked="" type="checkbox"/> Hybrid</p>	<p>If office based, seating arrangement identified: <input checked="" type="checkbox"/></p> <p>IT and Communication equipment required: <input type="checkbox"/></p> <p>Internet access required: <input type="checkbox"/></p>
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¹ Costs indicated are estimated. Final rate shall follow the “best value for money” principle, i.e., achieving the desired outcome at the lowest possible fee. Consultants will be asked to stipulate all-inclusive fees, including lump sum travel and subsistence costs, as applicable.

Payment of professional fees will be based on submission of agreed deliverables. UNICEF reserves the right to withhold payment in case the deliverables submitted are not up to the required standard or in case of delays in submitting the deliverables on the part of the consultant

Text to be added to all TORs:

Individuals engaged under a consultancy 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. Consultants 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 selected consultant is solely responsible to ensure that the visa (applicable) and health insurance required to perform the duties of the contract are valid for the entire period of the contract. Selected consultants are subject to confirmation of fully-vaccinated status against SARS-CoV-2 (Covid-19) with a World Health Organization (WHO)-endorsed vaccine, which must be met prior to taking up the assignment. The vaccine mandate, does not apply to consultants who will work remotely and are not expected to work on or visit UNICEF premises, programme delivery locations or directly interact with communities UNICEF works with, nor to travel to perform functions for UNICEF for the duration of their consultancy contracts.

UNICEF offers [reasonable accommodation](#) for consultants with disabilities. This may include, for example, accessible software, travel assistance for missions or personal attendants. We encourage you to disclose your disability during your application in case you need reasonable accommodation during the selection process and afterwards in your assignment.