

**TERMS OF REFERENCE FOR INDIVIDUAL CONSULTANTS**

<p><b>Title:</b> Consultant to Conduct a Skills Gap Analysis of Staff in UNICEF Indonesia within the framework of the CPMP</p>	<p><b>Type of engagement</b></p> <p><input checked="" type="checkbox"/> Consultant (ZCNT)</p>	<p><b>Duty Station:</b> Jakarta, Indonesia <i>Consultant will be assigned a desk and an office space.</i></p>
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**Purpose of Activity/Assignment:**

The overall objective of the consultancy is to assist the UNICEF Indonesia Office (ICO) in the identification of the capacity and skills requirements for a ‘Fit for Purpose’ office structure required to effectively deliver the new Country Programme for the period 2026-2030.

Considering the shifts in the focus and efforts of the Country Programme, the ICO has recognized the need to review and assess required and available technical capacities, expertise, knowledge, and skills and is hiring a consultant to lead the process. Under the direct supervision of the Deputy Representative Operations, and in coordination with Senior Management Team (SMT), People and Culture Manager and the Staff Association, the Consultant will conduct a review of the current office skills of a core workforce of circa 170 staff members in comparison with functions requirements to align for effective programme delivery of the Country Programme and as detailed in the Programme Strategy Notes. The review will address the following questions:

- What type of knowledge and skills do we need to effectively deliver on the Country Programme priorities in the current operational and programmatic context?
- What new skills are needed to implement the new approach in the Country Programme Document (CPD)? Where do we need them?
- To what extent do the current staff profiles meet the relevant functions, proposed posts and job requirements?
- How can we bridge the gap?

**Scope of Work:**

Informed by the programmatic, cross sectoral and operational priorities of the 2026-2030 Country Programme, the Consultant will:

- Identify the skills requirements for all programming, operational and cross sectoral areas at all current locations / possible future presence of Indonesia Country Office Analyze the current skills mix available, highlighting the capacity gaps in terms of skills, knowledge and experience.
- Provide a framework and a list of skill sets identified for the CO in different areas of work.

Propose options to, fill in the gaps including through learning and development plans for existing staff. The consultant will work closely with Country Management Team (CMT) members of the UNICEF Indonesia Country Office to discuss issues of skills mapping, capacity gaps analysis, identification of potential skills to support office efficiency and improvement of skills gaps for efficient delivery of new country programme.

### **Methodology:**

A four-phase evidence-based approach will be adopted to allow for the collection, analysis, and presentation of data considering the programming, operational and cross-sectoral sections, reflecting multiple dimensions. The approach will facilitate a continual emphasis on communication.

#### ***Phase 1: Understand implications of the CPD and existing skill profiles***

The consultant will conduct a comprehensive review of the ICO CPD, strategy notes and conclusions of the Mid Point Strategic Reflection. This review will include the following activities:

- The Consultant will review CPD and related documents and meet with Senior Management and Section Chiefs to explore the impact of new and evolving programmatic, cross sectoral and operational strategies.
- Consultant will facilitate development of the critical skills / functions required for planned CPD results.
- Conduct skills assessment through mapping staff capability levels based on the skill sets required to achieve the organization's strategy.

#### Output:

- Inception report, which will include a detailed workplan, methodology, and tools to be used for the consultancy – to be presented to the CPD-CPMP Task Force, the CMT, and All Staff.
- Review of the technical competencies and skills required to implement the CPD.
- Skill profiles reflecting the differing skills requirements for planned strategies, functions and then posts.
- List of technical skills to be used in the data collection and analysis process.
- Finalized existing skills profiles by section and holistic groupings such as Programme Associates.

#### ***Phase 2: Determine current skill levels and identify capacity gaps.***

The Consultant will produce online data collection tool based on relevant skills needed to implement the CPD, differentiated per function, post and grade. The data will be collected, analyzed and incorporated into a skills matrix based on the technical, service, and cross cutting skills, showing the required and available skills allowing for a job matching exercise.

The Consultant will facilitate meetings with Section Chiefs and staff to review and validate the data leading to discussions on the implications and opportunities for the section based on the skills gaps.

#### Output:

- Draft assessment report consolidating the result of the skills gap analysis against existing skills and strengths.
- Electronic file (PowerBI or equivalent) containing the skills matrix, mapping the required and available technical skills for each section and job group.
- Skill strengths and gaps of the current workforce by section, highlighting high-risk areas.

#### ***Phase 3: Identify solutions to bridge capacity gaps.***

This phase will be undertaken by the Consultant with inputs and guidance from the People and Culture Manager using for example a 4 B's strategy: Buy, Build, Borrow and Boost. The process will involve working with Section Chiefs in highlighting areas for investment in learning and development with the input of staff

within the section to bridge the capacity. Remaining gaps will need to be addressed through other means such as recruitment proposals or institutional contracts.

**Output:**

- Facilitate a learning and development plan meeting with the Staff Development Committee (SDC) to enable targeted solutions to close skill gaps in sections and at an organizational level – including how to make the best use of available Organisational resources and general guidance for staff to take ownership of their growth and career development.
- A well-designed internal training/capacity building capacity/development plan with a list of skills to fill the gap addressing the analysis result.
- Proposal to bridge remaining capacity gaps.

**Phase 4: Compilation of Report and Presentation of electronic file**

A report will be presented to the CPD-CPMP Task Force, SMT, and CMT, documenting the skill assets, gaps, and solutions identified in Phase 3.

**Output:**

- Draft presentations of salient results to: the SDC, Senior Management, the CMT, and all staff to enable targeted solutions to address skill gaps in sections and at office level.
- Final consultancy report.

**Tasks and Deliverables:**

The projected timeline for support to Indonesia is two (2) months and half beginning 17 February 2025, with a final report issued by 18 April 2025. The Consultant will undertake the exercise in person and remotely with support from the People and Culture team and the Staff Development Committee (SDC).

A core requirement of this process is to work closely with the ICO to develop appropriate solutions to ensure recommendations have the agreement and support of those responsible for implementation. An effective participatory approach including the CMT, staff and Staff Association is crucial to the process of this exercise to ensure that the Consultant benefits from the enormous knowledge and institutional memory possessed by key staff in the ICO.

The Joint Consultative Committee (JCC) will agree on a communication strategy to maximize staff engagement, ensuring that the exercise is managed carefully and in a transparent manner with the participation of all staff.

<b>Supervisor:</b> Deputy Representative Operations with support of People and Culture Manager	<b>Start Date:</b> 17 February 2025	<b>End Date:</b> 18 April 2025
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**Work Assignment Overview**

Tasks/Milestone	Deliverables/Outputs	Timeline/ Delivery deadline	Estimate Budget (% of payment)
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<ul style="list-style-type: none"> <li>▪ Desk review of relevant documentation to prepare the methodology and timelines.</li> <li>▪ Introductory meeting with Senior Management, People and Culture Team and relevant project stakeholders (CMT and Staff Association).</li> <li>▪ Meet all staff to introduce general methodology, scope, process and timelines of the exercise.</li> </ul>	<p><u>Deliverable 1:</u></p> <ul style="list-style-type: none"> <li>▪ Inception report, including a detailed workplan, methodology, and tools endorsed by Senior Management Team and relevant project stakeholders (CMT and Staff Association).</li> <li>▪ Meeting will all staff to introduce general methodology, scope, process and timelines of the exercise.</li> </ul>	<p>17-20 February 2025</p> <p>4 Working days</p>	
<ul style="list-style-type: none"> <li>▪ Review of the technical competencies and skills required to implement the CPD.</li> <li>▪ Meet individual section chiefs and supervisors to discuss individual skills profiles.</li> <li>▪ Finalize skills profiles and validate them with section chiefs and staff.</li> </ul>	<p><u>Deliverable 2:</u></p> <ul style="list-style-type: none"> <li>▪ Meeting with individual section chiefs and supervisors to discuss required skill sets linked to the strategic objectives of the new CPD as well as existing individual skills profiles held in each section.</li> <li>▪ Report on required and existing skills profiles finalised and validated with section chiefs and staff.</li> </ul>	<p>21 February -14 March 2025</p> <p>16 Working days</p>	<p>50%</p>
<ul style="list-style-type: none"> <li>▪ Design data collection instruments.</li> <li>▪ Hold a staff workshop to introduce the data collection instruments and follow-up on completion.</li> <li>▪ Conduct the initial skills mapping and gap analysis – for validation.</li> <li>▪ Validation of initial findings and skills mapping through meetings with section chiefs, staff, and supervisors.</li> </ul>	<p><u>Deliverable 3:</u></p> <ul style="list-style-type: none"> <li>▪ Data collection instruments designed.</li> <li>▪ Staff workshop to introduce the data collection instruments held.</li> <li>▪ Follow-up to ensure 100% completion.</li> <li>▪ Conduct the initial skills mapping and gap analysis – for validation.</li> <li>▪ Draft report and presentation of validated skills mapping and gap analysis per section completed.</li> <li>▪ Electronic file with data collected for the skills gap</li> </ul>	<p>15 March-04 April 2025</p> <p>15 Working days</p>	<p>50%</p>

	analysis delivered.			
<ul style="list-style-type: none"> <li>▪ With inputs collected during the validation meetings, prepare a proposal of various approaches and resources to narrow the gaps identified through the analysis, for the discussion with CPD-CPMP Task Force, SMT, and CMT.</li> <li>▪ Produce a narrative report and a Power Point or equivalent summary presentation documenting the skill assets, gaps, and solutions identified.</li> </ul>	<p><u>Deliverable 4:</u></p> <ul style="list-style-type: none"> <li>▪ Well-informed discussion and Power Point presentation with CPD-CPMP Task Force, SMT, and CMT facilitated and documented through detailed minutes.</li> <li>▪ Draft capacity development plan to address the gaps identified throughout exercise focused on the acquisition of technical skills, knowledge, and performance improvement.</li> <li>▪ Final consultancy report and Power Point summary documenting the skill assets, gaps, and solutions identified.</li> </ul>	<p>05-18 April 2025</p> <p>10 Working days</p>		
<p><b>Minimum Qualifications required:</b>  <input type="checkbox"/> Bachelors <input checked="" type="checkbox"/> Masters <input type="checkbox"/> PhD <input type="checkbox"/> Other</p> <p><b>Enter Disciplines:</b></p> <ul style="list-style-type: none"> <li>▪ Advanced university degree in Human Resources Management, Business Administration, Social Sciences, or similar discipline.</li> </ul> <p><b>Submission of applications:</b></p> <ul style="list-style-type: none"> <li>▪ Letter of Interest (cover letter)</li> <li>▪ CV or Resume</li> <li>▪ Performance evaluation reports or references of similar consultancy assignments (if available)</li> <li>▪ Technical proposal for the consultancy indicating methodological approach and the timeline for the in-country versus remote delivery of the various stages of the consultancy.</li> <li>▪ Financial proposal: All-inclusive lump-sum cost including travel and accommodation cost for this assignment as per work assignment. Applicants should submit their financial proposals per deliverable.</li> </ul>		<p><b>Knowledge/Expertise/Skills required:</b></p> <ul style="list-style-type: none"> <li>▪ At least 10 years’ experience in management positions or in managing team or programmes.</li> <li>▪ Knowledge of change management principles and methodologies.</li> <li>▪ Technical knowledge on skills mapping and capacity gap analysis.</li> <li>▪ Proven experience in leading and conducting skills mapping and capacity gap analyses.</li> <li>▪ Excellent planning and analytical skills required.</li> <li>▪ Demonstrated ability to work independently.</li> <li>▪ Knowledge of UNICEF rules/regulations and processes an asset.</li> <li>▪ Communication and presentation skills.</li> <li>▪ Fluency in English is required.</li> </ul>		