

TERMS OF REFERENCE FOR INDIVIDUAL CONSULTANTS AND CONTRACTORS

Title Skills Development Assessment (SDA) Consultant	Type of engagement <input checked="" type="checkbox"/> Consultant <input type="checkbox"/> Individual Contractor Part-Time <input type="checkbox"/> Individual Contractor Full-Time	Duty station Lusaka, Zambia
Purpose of Activity/Assignment: Develop a five-year learning strategy for UNICEF Zambia Country Office for the period 2023 to 2027.		
<p>Background</p> <p>UNICEF Zambia country office is starting a new Country Programme for 2022-2025. To enable the country office to deliver results for children efficiently and effectively, it is important that staff are equipped with the necessary skills, knowledge, and competencies to perform their duties. UNICEF, through its staff, needs to be strategically placed to respond and align itself with the dynamic changes arising from the macro-environmental factors prevailing in the country, including the COVID and other emergencies, and be able to respond to the emerging issues affecting women and children. Whilst UNICEF is fully supportive of staff training and development initiatives, this must be focused, structured and relevant so that efforts benefit both individual staff and the country programme, and there is a meaningful return on the time and resources invested.</p> <p>Objectives / Target</p> <p>The consultancy will assist the country office in defining key skills and competencies, assessing staff knowledge and skills in specific technical and competency areas that contribute to meeting the country programme goals and objectives of the new Country Programme. The consultancy will also assist in drafting the 5 years learning strategy of the Country Office.</p> <p>The process will provide management with a clear picture of current staff capacity as well as a roadmap for investing in learning and staff development over the new Country Programme.</p> <p>Specific Tasks</p> <p>Under the overall guidance of the Deputy Representative, Operations and in close collaboration with the Representative, Section Chiefs and the Staff Development Committee, the consultant will facilitate focused discussions with each section, and one-on-one discussions with staff members to determine the required skills, experience, technical knowledge, and competencies to deliver the programme, and assess current skills profiles within the office.</p> <p>In view of the new global organizational and office priorities, the consultant will assess the learning, training strategies and approaches to help identify best practices to build on.</p> <p>The consultant will be responsible for the following tasks:</p> <p><u>Home-Based</u></p> <p>The following will be performed away from the Country Office:</p> <ol style="list-style-type: none"> 1. Review CO documentation on the new Country Programme (Country Programme Document, Strategy Notes), the Country Programme Management Plan, Annual Management Plan 2022, and programme Annual Workplans and job profiles of key positions. <p><u>In-Country/Home-Based</u></p> <p>The consultant will:</p>		

2. Initiate strategic engagement discussions (using appropriate platforms and relevant meetings) and support the further sensitization in the office, to ensure widespread ownership and implementation of the skills development assessment across the office to achieve the milestones identified and address the identified capacity gaps.
3. Facilitate one on one consultations with different individuals, the Staff Learning and Development Committee (SDC) and focus group discussions, as appropriate, to understand key skills and competency requirements and current skills profiles within the various teams:
 - Senior management
 - Section Chiefs, individually and with their section's staff
 - Section Chiefs as a group
 - Operations Units
4. Identify best practice and lessons learned from existing approaches to learning and development, and prepare guidance notes for improvements, as appropriate

Home-Based

5. Prepare:
 - Capacity / skills mapping against expected results and objectives of the Country Programme and for key functions of the office
 - Competency analysis, outlining areas of strengths and areas for further development
 - Recommendations for key elements of the office learning and training strategy 2023-2027.
6. Considering feedback on the analysis in point 5, the consultant will prepare a final report and final draft of the learning strategy document for 2023-2027.

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:	Requesting Section/Issuing Office:	Reasons why consultancy cannot be done by staff:
2022	Operations – Human Resources Unit	<i>While the CO has learning Focal Points (FPs) through the HR Specialist and HR Officer positions, the development of such a high-level learning strategy needs to be done by someone who is experienced in developing learning and staff development strategies and can fully dedicate themselves to this assignment which is also time consuming. This will allow</i>

		<i>HR to also focus on other HR related work, but HR will work closely with the consultant and use this as a learning opportunity. A consultant will therefore address what has been deduced.</i>	
Included in Annual/Rolling Workplan: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No, please justify: This is included in the 2022 HR workplan			
Consultant sourcing: <input type="checkbox"/> National <input type="checkbox"/> International <input checked="" type="checkbox"/> Both Consultant selection method: <input type="checkbox"/> Competitive Selection (Roster) <input checked="" type="checkbox"/> Competitive Selection (Advertisement/Desktop Review/Interview)		Request for: <input checked="" type="checkbox"/> New SSA – Individual Contract <input type="checkbox"/> Extension/ Amendment	
If Extension, Justification for extension:			
Supervisor HR Specialist with guidance from Deputy Representative Operations who is also the SDC Chairperson	Start date: 15 November 2022	End date: 15 January 2023	Number of Working Days: 2 months
Work Assignment Overview	Deliverables/Outputs:	Estimated number of days	Estimated Budget (ZMW/US\$)
Tasks/Milestone:			
Inception Report	Response to the TOR, understanding, interpretation and constructive comments, methodology of carrying out the assignment, work plan and implementation schedule for the assignment, any other issues that need to be raised at the onset of the consultancy.	2-weeks	% Payment TBA
Review of CPD/Strategy Note, CPMP, AMP, and Programme Annual Workplan, job profiles of key programme staff	Presentation summarizing the key findings and recommendations for further assessment and approval	1 weeks	

Facilitation/consultations with individuals, focus groups, and other recommended groups	<p>Presentation to initiate strategic engagement discussions and support further sensitization, ownership, and implementation of the skills development assessment with all staff to achieve the milestones identified and address the identified capacity gaps.</p> <p>Facilitated discussions with each of the identified groups</p>	2 weeks	
Preparation of the first report	<p>A comprehensive report in three parts:</p> <p>Capacity / skills mapping against expected results and objectives of the Country Programme and for key functions of the office</p> <p>Competency analysis, outlining areas of strengths and areas for further development</p> <p>Recommendations for key elements of the office learning and training strategy 2024-2027</p>	2 weeks	
Preparation of final report	A finalized Learning strategy for 2023-2027 based on the overall findings, assessments and feedback provided on the two draft reports	2weeks	last payment cannot be less than 10%
Estimated Consultancy fee			
Travel International (if applicable)			

Travel Local (please include travel plan)	Not Applicable		
Total estimated consultancy costsⁱ			
Advanced degree or equivalent professional qualification in HR Management, Organizational Development, Psychology, or related field	Knowledge/Expertise/Skills required: <ul style="list-style-type: none"> • 10 Years working experience in organizational development, HR management and HR development • Experience in training analysis and delivery as well as coaching, focusing on strategic alignment to organizational objectives. • Work experience with the UN would be an asset • High motivation/commitment to proactively support the team • Ability to express clearly and concisely ideas in written and oral form • Ability to work in an international and multi-cultural environment with good interpersonal skills • Ability to organize and prioritize work • Excellent report writing and facilitation skills (in English) 		
Administrative details: Visa assistance required: <input type="checkbox"/> Transportation arranged by the office: <input type="checkbox"/>	<input checked="" type="checkbox"/> Home Based <input checked="" type="checkbox"/> Office Based/In Country-Based: If office based, seating arrangement identified: <input type="checkbox"/> IT and Communication equipment required: <input type="checkbox"/> Internet access required: <input type="checkbox"/>		

ⁱ 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 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.