**TERMS OF REFERENCE**

**Purpose of the Assignment:** Individual Consultant for Creation of the Human Resources Strategy for UNICEF Mozambique

**Section Submitting:** Operations – Human Resources

**Purpose and Objective:**

The **MCO Human Resources Strategy** will be developed in alignment with UNICEF’s organizational strategy to support common and clear management of the HR function across the office.  The MCO continues to build HR capacity to define and achieve programme and management results and apply effective and efficient human resource management practices. As the local HR team continues to deliver on our ambitious 2018–2021 Global HR Strategic Plan, including the 2017 HR Reform initiative that created OneHR, we have made significant investments to ensure that our most important resource, our highly skilled and dedicated people, are provided the work environment and support to give their best in service of our mission. Building on several key reform initiatives, the CO HR function is committed to supporting managers and staff in shaping an empowered workforce that meets UNICEF’s values, competencies, and evolving needs.

This new UNICEF Mozambique Human Resource Strategy for the period 2021-2025 will support UNICEF’s Strategic Plan and new Country Programme Document.

1. **Methodology and Technical Approach:**
* Review and acquire a deep understanding of UNICEF’s 2018–2021 Strategic Plan and 2017 Human Resources Reform initiative
* Reflect on Mozambique UNICEF’s relevant policies and procedures, new Core Competencies, the 2019 ITF report and all other important documentation related to organizational culture.
* Engage with MCO staff and management to comprehend their expectations for the HR Strategy and how it aligns with the overall strategy for the office
* Design a communication plan to inform on the launch and components of the strategy, emphasizing the benefits of strong human resources management and the importance of collaboration to implement it.
1. **Activities and Tasks:**

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| **Priority 1: Streamlining the recruitment, making it faster, simpler, and in adherence with the global Recruitment Guidance & Toolkit, thereby ensuring that we place the right people at the right time.** |
| * Workforce planning designed to anticipate our workforces’ changes
* A Strategic Recruitment meeting (SRM) before each recruitment to discuss the best approach, timing and plan.
* Gender diversity at IP, NO and GS level.
* Geographical diversity at IP level.
* Effective and timely feedback to unsuccessful candidates to a recruitment process.
* Weekly recruitment report *(highlighting the recruitment frequent issues and bottle necks)* shared with CO CMT members, hiring managers and approving authorities.
* Talent group for NO and GS posts.
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| **Priority 2: Creating an honest and agile performance management culture, thereby enhancing organizational effectiveness and efficiency** |
| * Performance management workshop for Mozambique Country Office.
* PER Planning done on time and with quality
* SMART objectives during the PER planning phase.
* Performance progress discussion between supervisor and supervisee happening on each quarter
* Year-End PER review meetings done on time and recommendation from the meetings implemented
* PER conversations and feedback completed on time and with quality, with input from all relevant stakeholders
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| **Priority 3: Developing and leveraging the talents of staff through learning and clear career paths** |
| * All new staff received robust orientation /onboarding during the first 3-6 months on the job.
* The MCO learning plan and strategy is defined and implemented. Office-wide, group learnings, and individual learnings plans are aligned with the CO’s strategic direction and individual development needs.
* Staff will have a career conversation with their supervisor at least one a year and create development plans that align with their career goals.
* Career Development Workshops delivered to all staff
* The local Female Talent Initiative is aligned with the global strategy and promote a culture of diversity.
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| **Priority 4: Increasing Staff well-being through a culture of Respect, Care, Integrity, Trust, and Accountability** |
| * Invest in the well-being and work-life balance of staff through a flexible workplace, where Flexible Work Arrangements are fully utilized
* The core value “Care” is an integral part of the MCO culture and reflected on our day-to-day actions
* PSVs are available and work in partnership with the Staff Association and Senior Management to promote staff well-being.
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1. **Deliverables and Payments:** Payments will be processed upon acceptance of the corresponding deliverable and against an invoice that will make reference to the contract reference and deliverable number. Payments will be approved by the respective section chief.

*Deliverable 1:*

Delivery timeframe (specify weeks, months or working days): one week

Deliverable/product(s): Inception Report. a) Review UNICEF’s Global HR strategy plan 2018-2021 and all other relevant documents

Payment (indicate amount or %): 10%

*Deliverable 2:*

Delivery timeframe (specify weeks, months or working days): five weeks

Deliverable/product(s): Draft HR Strategy. To include the proposed actions /content of the HR strategy

Payment (indicate amount or %): 50%

*Deliverable 3:*

Delivery timeframe (specify weeks, months or working days): four weeks

Deliverable/product(s): HR Strategy final document and all supporting documentation

Payment (indicate amount or %): 25%

*Deliverable 4:*

Delivery timeframe (specify weeks, months or working days): one week

 Deliverable/product(s): Communication plan for the roll out of the HR Strategy

 Payment (indicate amount or %): 15%

The language of the deliverables will be in English

1. **Management and Supervision:**

Throughout the assignment, the consultant is expected to work closely with the Deputy Representative Operations/Human Resources Specialist and the local HR team. The direct supervisor will be the HR Specialist.

All documentation related to the assignment shall remain the sole and exclusive property of UNICEF.

1. **Qualifications and Specialized Knowledge:**

Education:

An Advanced University Degree in human resource management, business management, international relations, psychology or another related field is required.

Work Experience:

* 5 years of increasingly responsible professional experience in human resource management in an international organization and/or large corporation is required.
* Knowledge of UNICEF’s policies and procedures, guidelines, and organizational culture is preferred.

 **Skills:**

* Experience and ability to implement targeted and innovative human resources strategies to address clients’ people-related needs.
* In-depth technical knowledge of the principles and concepts of human resources management
* Ability to identify and analyse systemic issues, formulate opinions and make conclusions and recommendations to resolve same.
* Excellent knowledge of organizational/UNICEF HR practices
* A high standard of professionalism and ability to work independently without much supervision.

Competencies:

* Drive to achieve results for impact
* Thinks and acts strategically
* Works collaboratively with others
* Innovates and embraces change
* Demonstrates self-awareness and ethical awareness
* Builds and maintains partnerships

**Language skills:**

* The language of the deliverables will be in English; hence fluency is required. Portuguese language is an asset.
1. **Conditions of Work:**

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| **Items** | **Provided by UNICEF** | **Remarks** |
| **Yes** | **No** |
| Service incurred death, injury or illness | x |  | Per the provisions of CF/IC/2013-001 on insurance coverage “in cases of service-incurred injury, illness or death under a third-party provider”. |
| Health Insurance |  | x |  |
| Office Space |  | x |  |
| Computer in office premises |  | x |  |
| Access to printer in the office premises |  | x |  |
| Airtime |  | x |  |

1. **In-country Travel.**

**N/A**

1. **Evaluation Criteria**

The selection of the consultant will be based on a “best value for money” principle. Interested candidates should, in addition to submitting their CV and cover letter, indicate their all-inclusive fees (including travel, subsistence costs, etc.) for the services to be provided. The office shall select the individual who quoted the lowest fee from the list of individuals who are deemed technically suitable for achieving all tasks in time. The technical evaluation criteria are stipulated below.

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| **Item** | **Technical Criteria/Qualifications**  | **Max. Points** |
| **1** | **Education**  |  |
| **1.1** | Advanced University Degree in human resource management, business management, international relations, psychology or another related field is required. | 10 |
| **2** | **Work Experience**  |  |
| **2.1** | Experience in HR Management  | 15 |
| **2.2** | Knowledge of UNICEF’s policies and procedures/guidelines, and organizational culture | 10 |
| **2.3** | Experience in Recruitment | 5 |
| **2.4** | Experience in performance management | 5 |
| **2.5** | Experience in staff well-being | 10 |
| **2.6** | Experience in learning & development | 5 |
| **3** | **Technical Skills and Knowledge**  |  |
| **3.1** | Experience and ability to implement targeted and innovative human resources strategies to address clients’ people-related needs.  | 10 |
| **3.2** | In-depth technical knowledge of the principles and concepts of human resources management | 10 |
| **3.3** | Ability to identify and analyze systemic issues, formulate opinions and make conclusions and recommendations to resolve same.  | 5 |
| **3.4** | Excellent knowledge of organizational/UNICEF HR practices | 5 |
| **3.5** | Language skills  | 10 |
|  | ecblank**Total Technical Score** | **100** |
|  | **Minimum Technical for pass to financial assessment** | **80** |
|  | *Only those candidates meeting the minimum technical score will be eligible for further review.* |

1. **Remarks:** *Provide any other comments as necessary.*