

### TERMS OF REFERENCE FOR INDIVIDUAL CONSULTANTS

<b>Title</b>	<b>Support to the Skills Gap Analysis – UNICEF DRC Country Office</b>
<b>National/International</b>	<b>International</b>
<b>Duty Station</b>	<b>Kinshasa, DRC</b>
<b>Duration</b>	<b>50 working days over a period of 4 months</b>
<b>Supervisor</b>	<b>Chief Human Resources</b>

#### **I. Background**

The DRC Country Office is in the process of developing its new Country Programme Document for 2025 – 2029. As part of this important exercise is the development of the Country Programme Management Plan.

To enable UNICEF DRC Office to achieve results for children and women more effectively and efficiently during the next 5-year country programme, staffing must be aligned with programming priorities and business processes. This is possible if the staff is well equipped and possess the skills, knowledge and competencies required. Hence, this TOR is issued to support the recruitment of an individual consultant to conduct a skills gap analysis and provide recommendations.

#### **II. Purpose of Activity/Assignment**

UNICEF DRC Country Office is preparing its Country Programme Management Plan (CPMP) to align its human resources to meet the key results defined in the 2025 -2029 Country Programme Document (CPD). In preparing the CPMP, the Country Office needs to ensure that the expected UNICEF-supported Country Programme is matched by an adequate human resources capacity.

The objective of this consultancy is to have a clear picture of the current staff capacities and competences in relation to the required skills/competencies for the implementation of the new CPD and to develop learning and capacity building strategies in addition to providing a roadmap on the review of the staff structure.

#### **III. Work Assignment**

<b>Tasks/Milestones</b>	<b>Deliverables/Outputs</b>	<b>Timeline</b>	<b>Payment</b>
Desk review of relevant documents, including the most recent PBR submissions , the 2023 and 2024 office training plans, the UNICEF competencies, and skills by focus area (Skills+ platform).	Report of the desk review analysis including the work methodology to be shared with Senior Management for consultation and initial feedback	10 days Remotely	20%
Review of the current organizational structure in the context of the CPD of the next programme cycle, the 2024 Office Annual Management Plan (AMP), the Programme Strategy Notes, etc.			

<p>Assessment of gaps between required skills and current staff capabilities as well as workload analysis through a staff capacity survey, staff self-assessment, supervisors and other key identified staff feedback, and performance review reports, etc.</p> <p>Presentation of findings and draft recommendations to all staff</p>	<p>Finalization of draft analysis based on the consultations and feedback received and submission to senior Management for review and comments.</p> <p>Database / Matrix summarizing the profile and skills gaps analysis findings</p>	<p>30 days Onsite</p>	<p>50%</p>
<p>Final report focusing on strategies to close identified gaps, including capacity-building strategies and roadmap</p>	<p>Recommendations for the office's training and capacity-building strategy and roadmap on the review of the staff structure for the next CPD 2025-2029.</p>	<p>10 days Remotely</p>	<p>30%</p>

#### **V. Qualification/Experience/Competencies/Skills Required**

##### Education:

Advanced University Degree (minimum Master) in Human Resources, Business Administration, International Relations, Social Sciences, Psychology or any other related fields.

##### Work Experience:

- At least 8 years of relevant professional experience in the field of organizational development and human resources planning and management.
- Proven experience in learning and development strategies
- Experience in coaching, with interventions focused on alignment with strategic objectives.
- Experience with UN/UNICEF's CPMP process is an asset.

##### Other skills and competencies:

- Excellent written and oral communication skills, including for relationship-building purposes.
- Demonstrated ability to work well as part of a team, to facilitate discussion and to forge and manage partnerships with internal and external stakeholders.
- Commitment to UNICEF's core values of care, respect, integrity, trust, accountability and sustainability
- Ability to work in a multicultural, multi-ethnic environment.
- Experience working in the UN or other international development organizations is an asset.

##### Language Proficiency:

- Working knowledge in French and English

#### **VI. Working conditions.**

The consultancy duration will be 50 working days over a period of 4 months. 20 days will be remotely and 30 days onsite in Kinshasa. The consultant is expected to use his/her own ICT equipment.

The selected consultant will work closely with the Senior Advisor who is supporting the overall CPMP Process.

## VII. Supervision

The consultant will be supervised by the Chief Human Resources. The Human Resources Specialist (Learning & Development) will be the focal point for this exercise and will facilitate the Consultant's interactions with key stakeholders including the Senior Management, the Learning Committee, the Knowledge Management team, the Staff Association, Section Heads and other key staff.

## VIII. Technical and financial proposals

Applicants are invited to submit with their online application:

- A technical proposal that outlines their understanding of the task and proposed methodology
- a cover letter explaining why they are well placed to undertake this assignment.
- A recently updated CV
- A financial proposal which must be an all-inclusive cost (consultancy fees, mission expenses, travels, etc.).

Applicants are invited to submit their financial proposals in USD using the template below:

Description	Unit	Quantity	Unit cost	Total (USD)
Consultancy fees				
Daily subsistence allowance – Onsite (lumpsum)				
Air ticket (economy class, most direct route)				
Other costs (to be specified)				
<b>Total</b>				

Selection criteria will be based on qualifications, skills, expertise and experience in the required field, and quality of the technical and financial offer. Each application will be assessed first on its technical merits and subsequently on its price (weighting of 70 [technical note] / 30 [financial note]); the maximum points are awarded to the lowest financial offer of the technically qualified application. All other price proposals will receive points in inverse proportion to the lowest price. The best bid combining the 2 notes will be retained.

## Recourse

UNICEF reserves the right to terminate the contract and/or withhold all or a portion of payment if the rules and the regulations regarding confidentiality, ethics and procedures of UNICEF and the partners are not followed, the performance is unsatisfactory, or work/deliverables are incomplete, not delivered or fail to meet the deadlines. The deliverables will remain the copyright of UNICEF.

The consultant must respect the confidentiality of the information handled during the assignment. Documents and information provided must be used only for the tasks related to these terms of reference.

## 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](#)

**Remarks**

Individuals engaged under a consultancy 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. 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.

Prepared by **Estelle Yabi**, Chief Human Resources

Approved by **Paul Andrew Sabatine**, Deputy Representative Operations