

TERMS OF REFERENCE FOR INDIVIDUAL CONSULTANTS AND CONTRACTORS

Title Skills Gap Analysis for 2025-2030 CPMP, Sierra Leone CO	Funding Code WBS:3900/08/800/004/002	Type of engagement <input checked="" type="checkbox"/> Consultant Maximum end date 30 June 2024	Duty Station : Freetown, Sierra Leone
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Purpose of the activity/task:

The objective of the consultancy is to comprehensively assess the current capacities and skills of staff members in relation to the requirements for the forthcoming UNICEF-Sierra Leone Cooperation Programme. This evaluation aims to identify gaps or discrepancies between existing competencies and those necessary for effective programme implementation. Recommendations will be formulated to address these gaps, focusing on developing learning and capacity-building strategies tailored to the team's needs. Additionally, this initiative provides a roadmap for reviewing the staff structure, ensuring alignment with developing the Country Programme Management Plan (CPMP) and Sierra Leone's submission to the Programme Budget Review (PBR) in 2024. The initiative aims to optimize human resource utilization to support the cooperation programme's goals and objectives by integrating staffing considerations into budgetary planning and resource allocation processes.

1. Scope of Work

Sierra Leone has completed the development of its next UNICEF-Sierra Leone cooperation programme, the Country Programme Document (CPD) 2025-2030, and is in the process of developing its CPMP as part of the submission of its PBR 2024.

To enhance the effectiveness and efficiency of the UNICEF Sierra Leone office in delivering impactful results for children and women, staff must have the requisite skills, knowledge, and competencies to support the new program (2025-2030) effectively. Thus, assessing the capacities and skills of current staff is essential. This evaluation will thoroughly review the current CPD 2020-2024 and its PBRs as well as the new CPD 2025-2030 and assess and analyze existing competencies and identify critical skill gaps crucial for realizing the goals and objectives outlined in the new country program. By addressing these gaps through targeted interventions and capacity-building initiatives, the office can ensure its workforce is well-prepared to meet the challenges and demands of the evolving program landscape, thereby maximizing its impact on the lives of children and women in Sierra Leone.

The Office has outlined in the roadmap for CPMP preparation the recruitment of an international consultant to conduct this analysis, which will play a crucial role in supporting the submission to the Programme and Budget Review (PBR) in 2024.

2. Roadmap

Drawing from the objectives outlined in the Country Programme Document (CPD), the Sierra Leone Office aims to achieve the following through questions:

- a. Identify skills needs across all program areas, encompassing both operational and cross-sectoral domains.
- b. Assess the current skills landscape, highlighting gaps in skills and knowledge.
- c. Develop a robust framework for crafting training and development plans to empower our current staff to address these gaps effectively.

This consultancy will address the following key questions:

- What skills are imperative for acquisition under the new curriculum?
- Which new skills are required, and where are they most needed within our Sierra Leone Country Office?
- How do the current profiles of our staff align with the identified skill needs?

- What strategies can be employed to bridge the existing skill gap?

3. METHODOLOGY

Under the general supervision of the Deputy Representative, Operations, the consultant will collaborate closely with the Human Resources Manager. This collaboration will extend to working with the Representative, the Deputy Representative (Programmes), the local staff association and the local Learning and Training Committee (LLTC).

The process will follow a four-phase approach for conducting the skills gap analysis. Throughout each phase, there will be consistent emphasis and focus on communication, ensuring that all stakeholders are informed and engaged at every process step.

Phase 1: Understanding current staffing and training needs.

During this initial phase, the consultant will comprehensively assess the office's current staffing landscape and training requirements. This phase involves:

1. Document Review:

- Thorough examination of CPD documents and submissions to the PBR for the 2020 - 2023 cycle.
- Review of Learning and Human Resource Development plans and reports from the past two years
- Utilization of UNICEF's global skills register on the Skills + platform to assess skills by intervention area.
- Evaluation of the Office Management Plan (OMP), job profiles, requirements, and technical skill levels.

2. Office Structure Review:

- Analyze the current SLCO structure to understand reporting relationships and departmental functions.

3. Individual Interviews:

Conduct interviews with key stakeholders, including:

- Section/Unit Heads: To evaluate programme competency and capacity issues, gather strategic insights on short- and long-term challenges, highlight skills needs within the office, and identify critical skills required by section/unit heads to support the implementation of the new country programme.
- Collaborate with the Human Resources team and the Staff Association to promote staff engagement and ensure alignment with organizational objectives.

Outcomes:

- Identification of technical skills and abilities necessary for successful training implementation.
- Compilation of a comprehensive list of technical skills to facilitate the data collection and analysis.

Phase 2: Determining Availability and Demand for Skills and Identifying Gaps

In this phase, the primary objective is to assess the availability and demand for skills within the SLCO and identify gaps. The activities involved in this phase include:

Assessment of the Current Internal Skills:

- **Assess and analyze** the current skills set of staff and needs that will be needed for the new Country Programme
- Analyze the proficiency levels and expertise across different skill areas.

Identification and prioritization of Gaps:

- Identify gaps between the skills currently available within the organization and those required to meet our objectives.
- Prioritize these gaps based on their criticality and the capacities of our staff members.
- Consider factors such as the strategic importance of specific skills, the feasibility of acquiring them, and the potential impact on organizational performance.

The consultant will initiate an online survey targeting all staff to assess the skills necessary to effectively implement the Country Programme Document (CPD). This survey will be accessible to all staff members, encouraging broad participation to gather diverse insights.

The data collected from the survey will undergo thorough analysis and integration into a skills matrix. This matrix will delineate the required skills and abilities against those currently available within the organization. Subsequently, a validation meeting with management will be convened to review the skills matrix.

At this meeting, management can provide input and insights, enabling a comprehensive understanding of the skills landscape in each section. This collaborative effort will facilitate the identification of challenges and expectations regarding skills, fostering alignment.

Results:

- Skills Matrix: A comprehensive skills matrix will be developed, and the technical skills required and available within each section of the SLCO will be documented and mapped. This matrix is a valuable resource for assessing the alignment between skill requirements and existing capabilities, enabling informed decision-making and strategic planning.
- Identification of Skill Gap: Through meticulous analysis, gaps in the skill set of current staff members have been identified and categorized by section. These findings highlight the most sensitive areas where skill deficiencies may impact operational effectiveness and organizational performance. By pinpointing these gaps, targeted interventions can be developed to address specific needs and enhance overall capabilities.

Phase 3: Identify strategies to fill skills gaps.

- In Phase 3, we'll focus on devising effective strategies to tackle the identified skills gaps. This entails collaborating with stakeholders to craft a robust training and development plan tailored to the SLCO's needs, with tangible recommendations for skill enhancement. Furthermore, we'll actively support implementing these recommendations, ensuring seamless execution, and monitoring progress to ensure alignment with organizational goals. We aim to bolster our workforce and enhance organizational effectiveness by proactively addressing skills gaps.

The gap analysis will be conducted with a focus on identifying areas requiring investment in training and development. This process will involve close collaboration with the various sections within our office to ensure alignment with their specific needs and objectives. By highlighting these investment areas in consultation with each section, we aim to effectively tailor our training and development initiatives to address the most pressing skill gaps. This collaborative approach will facilitate targeted interventions that align with organizational goals and foster continuous improvement across all levels.

Result:

- A comprehensive training and development plan will be crafted, featuring targeted solutions to address skill gaps identified within each section and at the office level. The consultant will spearhead this initiative in collaboration with the training committee and the Human Resources (HR) Section. By leveraging the expertise of these stakeholders, the plan will be tailored to meet the specific needs of each section while aligning with broader organizational objectives. Through this collaborative

effort, the CO aims to implement effective interventions that enhance skill proficiency and foster professional growth across the SLCO.

Phase 4: Preparation of a report with recommendations

In Phase 4, the CO focus shifts to preparing a detailed report accompanied by recommendations. This report will comprehensively document the capacities and gaps identified within our office, particularly regarding skills development aligned with the Country Programme Document (CPD). Emphasizing the benefits that our country office stands to gain from achieving its strategic objectives, the report will present the results of our analysis and outline actionable recommendations.

It will also include an overarching training and development plan tailored specifically for the Sierra Leone office, detailing targeted initiatives for each year of the upcoming cycle. Collaboratively developed with input from stakeholders such as the training committee and HR, this plan will address skill gaps and promote professional growth among our staff members.

This comprehensive report aims to provide a clear roadmap for enhancing organizational effectiveness and achieving our strategic goals by consolidating our findings and recommendations.

The consultation will be spread over a period of one (1) month with an effective total of 30 working days:

- a) Remote work: Documentary Review: 5 working days
- b) On-site work in Freetown (interviews, focus groups, meetings, presentations): 15 working days
- c) Drafting of a provisional report remotely: 5 working days
- e) Presentation of the provisional report in person to all staff: 2 days
- e) Final report including annexes in electronic version: 3 days

To fulfill this process, the consultant will operate remotely and from the UNICEF office in Sierra Leone.

The consultant will undertake a 22-day mission to Freetown, ensuring on-site presence for effective collaboration and data collection. The consultant will have access to necessary facilities, including printers and photocopying services, with their own laptop while at the UNICEF premises.

Before commencement, the consultant will submit a comprehensive technical and financial proposal. This proposal will encompass all costs associated with the consultation, including fees, daily allowances, and travel expenses. This aims to ensure transparency and clarity in the consultancy process by providing a detailed breakdown of costs.

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 immediate physical proximity, with limited supervision by a more senior member of staff:

Child data role YES NO

If yes, please indicate the number of hours/months of handling 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: 2024	Requesting Section/Issuing Office: Operations/Sierra Leone	The consultancy is imperative due to the Office's limited Human Resources (HR) capacity, compounded by pressing priorities and the intricate nature of the exercise. The specialized expertise ensures the exercise's efficiency and effectiveness, allowing internal resources to address other urgent tasks while maintaining the quality of HR operations.
Included in Annual/Rolling Workplan: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No, please justify:		
Sourcing consultant: <input type="checkbox"/> National <input checked="" type="checkbox"/> International <input type="checkbox"/> Both Competitive Selection: <input type="checkbox"/> Advertisement <input type="checkbox"/> <input checked="" type="checkbox"/> Roster Single Source Selection <input type="checkbox"/> (Emergency - Director's approval)		Request for: <input checked="" type="checkbox"/> New – Consultant <input type="checkbox"/> Extension/Amendment
If Extension, Justification for extension:		
Supervisor : <i>Operations/UNICEF Sierra Leone</i>	Start Date: 20 May 2024	End Date: 30 June 2024

Work Assignments Overview	Deliverables/Outputs	Delivery deadline	Estimated Budget
Review of both current CPD 2020-2024 and its PBRs and the new CPD 2025-2030.			
<ul style="list-style-type: none"> Review the CPD documents as well as the submissions to the PBR for the 2020 – 2023 cycle, the learning and human resources development plans and reports for the last two years, the global UNICEF skills inventory by area of intervention available on the Skills + platform. He/she will also review the Office Management Plan (AMP), review job profiles, requirements and technical skill levels. review the organisationnel structure. 	Technical skills and abilities required to implement CPD.	5 days	15%
Individual interviews with key players and relevant stakeholders throughout the process, including: <ul style="list-style-type: none"> Section/Unit Heads to review program competency and capacity issues. foster staff engagement by working closely with the human resources team and the staff association. 	List of technical skills to use in the data collection and analysis process.		25%
<ul style="list-style-type: none"> Assess curent internal skills identify gaps and prioritize them according to the criticality and capacities of the staff, etc. 	<ul style="list-style-type: none"> Skills matrix that documents and maps the technical skills required and available by section. skill gaps of current staff by section, highlighting the most sensitive areas. 	25 days	25% upon presentation of the interim report
<ul style="list-style-type: none"> Support the development of a training and development plan with tangible recommendations to fill gaps and implement the recommendation. 	<ul style="list-style-type: none"> A training and development plan developed with targeted solutions to fill skills gaps in the sections and at the Office level. This activity will be carried out by the consultant with the training committee and HR. 		25%
<ul style="list-style-type: none"> Preparation of a report with recommendations 	Final report		10%

Estimated Consultancy fee	30 working days		
Travel International (if applicable)	Ticket and visa, etc.		
Communication (Telephone and Internet)			
DSA (if applicable)	25 days of mission in Freetown		
Total estimated consultancy costsⁱ			
Minimum Qualifications required *: <input type="checkbox"/> Bachelor's <input checked="" type="checkbox"/> Masters <input type="checkbox"/> PhD <input type="checkbox"/> Other <ul style="list-style-type: none"> A minimum master's degree in human resources, Business Administration, International Relations, Social Sciences, Psychology, or any other related field. 	Knowledge/Expertise/Skills required *: <ul style="list-style-type: none"> Eight years of relevant professional experience in organizational development and human resources planning and management. Proven experience in training and development and coaching, with interventions focused on alignment with direction and strategic objectives, will be an added advantage. Fluency (written and oral) in French and English is an asset. Experience working with the United Nations and particularly UNICEF would also be an advantage 		
Evaluation Criteria (This will be used for the Selection Report (for clarification see Guidance)) A) Technical Evaluation (eg maximum of 75 Points) B) Financial Proposal (eg maximum of 25 Points)			
- Required diplôme : 15 points - area of organizational development and human resources planning and management: 20 points - Proven experience in training and development as well as coaching, with interventions focused on alignment with direction and strategic objectives, will be an added advantage. : 30 points - Proficiency (written and oral) in French and English is: 5 points. - UN/UNICEF experience: 5 points			
Administrative details: Visa assistance required: <input type="checkbox"/> <input type="checkbox"/> Home Based <input checked="" type="checkbox"/> Office Based:	If office based, seating arrangement identified: <input checked="" type="checkbox"/> IT and Communication equipment required: <input type="checkbox"/> Internet access required: <input checked="" type="checkbox"/>		
Request Authorized by Section Head	Request Verified by HR:		
_____ _____	_____ _____		
Endorsed by, Deputy Representative, Programme	Approval of OIC, Representative		

¹Costs indicated are estimated. Final rate shall follow the “best value for money” principle, ie, 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.

The selected candidate 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 candidates 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. It does not apply to consultants who will work remotely and are not expected to work on or visit UNICEF premises, program 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.
