

TERMS OF REFERENCE FOR INDIVIDUAL CONSULTANTS

Consultant to Conduct a Skills Gap Analysis of Staff in UNICEF Cambodia	Funding Code: Various from the Operations allotments	Duty Station: Home based with travel to Phnom Penh, Cambodia
<p>Purpose of Activity/Assignment:</p> <p>The overall objective of the consultancy is to assist the UNICEF Cambodia Office (CCO) in the identification of the capacity and skills requirements to strengthen the CCO's technical capacity to enable effective delivery of the new Country Programme.</p> <p>Considering the shifts in the focus and efforts of the Country Programme, the CCO has recognized the need to review and assess its technical capacities, knowledge, and skills and is hiring a consultant to lead the process. Under the direct supervision of People and Culture Manager, and in coordination with Senior Management and the Staff Association, the Consultant will conduct a review of the current office skills of a core workforce of <i>circa</i> 90 staff members to align for effective programme delivery of the Country Programme. The review will address the following questions:</p> <ul style="list-style-type: none"> ▪ What type of knowledge and skills do we need to effectively deliver on the Country Programme priorities in the current programmatic context? ▪ What type of knowledge and skills do we need to update in the currently evolving global landscape and Cambodia phasing out of least developed country status by 2029? ▪ 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 job requirements? ▪ How can we bridge the gap? by when? by who? by what? 		
<p>Scope of Work:</p> <p>Informed by the programmatic, cross sectoral and operational priorities of the 2024-2028 Country Programme, the Consultant will:</p> <ul style="list-style-type: none"> ▪ Identify the skills requirements for all programming, operational and cross sectoral areas. ▪ Analyze the current skills mix available, highlighting the capacity gaps in terms of skills and knowledge. ▪ Provide a framework and a list of skill sets identified for the CO, for the subsequent development of learning and development plans to support existing staff in the acquisition of skills, knowledge, and performance improvement. <p>The consultant will work closely with all Country Management Team members of the UNICEF Cambodia Country Office to discuss issues of skills mapping and capacity gaps analysis and identification of potential skills to support office efficiency and improvement of skills gaps to enhance efficient delivery of programme implementation and services.</p> <p>Methodology.</p> <p>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.</p> <p>Phase 1: Understand implications of the CPD and existing skill profiles:</p>		

The consultant will review the CCO CPD and provide a detailed assessment, consultation and review activities occur including the following activities:

- The Consultant will review CPD documents and meet with Senior Management and Section Chiefs to explore the impact of new and evolving programmatic, cross sectoral and operational strategies.
- Drawing on existing technical and cross cutting skill profiles, the Consultant will facilitate the contextualization based on the strategic priorities, highlighting the critical skills needed to implement the CPD.

Outputs:

- Inception report, which will include a detailed workplan, methodology, and tools to be used for the consultancy – to be presented to the HRDT, the CMT, and all staff.
- Review of the technical competencies and skills required to implement the CPD.
- List of technical skills to be used in the data collection and analysis process.
- Finalized skills profiles by section and holistic groupings such as Programme Associates, Executive Associates, and Drivers.
- Skill profiles reflecting the differing skills requirements for Professional and General Service staff.

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 grade and function. The survey will be shared with all staff to gather information and offer wide participation in the process. The data will be analyzed and incorporated into a skills matrix based on the technical, service, and cross cutting skills, showing the required and available skills.

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 the capacity gaps:

This phase will be undertaken by the Human Resources Development Team (HRDT) with inputs and guidance from the Consultant. 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.

Output:

- Facilitate a learning and development plan meeting with the HRDT 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 draft capacity development plan with a list of skills to fill the gap addressing the analysis result.

Phase 4: Compilation of Report and Presentation of electronic file

A report will be presented to the HRDT, SMT, and CMT, documenting the skill assets, gaps, and solutions identified in Phase 3

Output:

- Draft presentations of salient results to: senior management, the CMT, the HRDT, and all staff to enable targeted solutions to close skill gaps in sections and at office level.
- Final consultancy report.

Tasks and Deliverables:

The projected timeline for support to Cambodia is seven (7) months beginning December 2024, with a final report issued by end of June 2025. The Consultant will undertake the exercise in person and remotely with support from the People and Culture team and the HRDT.

A core requirement of this process is to work closely with the CCO 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 CCO.

The Joint Consultative Committee 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.

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: 2024/2025	Requesting Section/ Issuing Office: UNICEF Cambodia	Reasons why consultancy cannot be done by staff: Given the workload and the sensitivities involved, these kinds of initiatives produce better outcomes if outsourced.
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Included in Annual/Rolling Workplan: Yes No, please justify:

Consultant sourcing: National International Both

Competitive Selection: <input checked="" type="checkbox"/> Advertisement <input type="checkbox"/> Roster <input type="checkbox"/> Informal competitive (Low Value Contract) Single Source Selection: <input type="checkbox"/> (Emergency - Director's approval)		
Supervisor: People and Culture Manager	Start Date: 1 December 2024	End Date: 30 June 2025

Work Assignments Overview	Deliverables/ Outputs	Delivery deadline	Estimated Budget (Percentage of payment)
<ul style="list-style-type: none"> Introductory meeting with senior management and People and Culture Team and relevant project stakeholders (staff association, CMT, section chiefs). Desk review of relevant documentation. 	<u>Deliverable 1.</u> <ul style="list-style-type: none"> Detailed project plan, with milestones, key participants, and target dates. Workplan, timeline, methodology, and tools endorsed by senior management and relevant project stakeholders. 	31-Dec-2024	10%
<ul style="list-style-type: none"> Meet all staff to introduce general methodology and timelines. Meet individual section chiefs and supervisors to discuss individual skills profiles. Finalise skills profiles and validate them with section chiefs and staff. Design data collection instruments. Hold a staff workshop to introduce the data collection instruments and follow-up on completion. Conduct the initial skills mapping and gap analysis – for validation. 	<u>Deliverable 2.</u> <ul style="list-style-type: none"> Meeting will all staff to introduce general methodology and timelines held. Meeting with individual section chiefs and supervisors to discuss individual skills profiles held. Skills profiles finalised and validated with section chiefs and staff. Data collection instruments designed. Staff workshop to introduce the data collection instruments held. Follow-up to ensure 100% completion. Conduct the initial skills mapping and gap analysis – for validation. 	15-Apr-2025	35%
<ul style="list-style-type: none"> Validation of initial findings and skills mapping through meetings with section chiefs, staff, and supervisors. 	<u>Deliverable 3.</u> <ul style="list-style-type: none"> Draft report and presentation of validated skills mapping and gap analysis per section completed. Electronic file with data collected for the skills gap analysis delivered. 	30-Apr-2025	20%
<ul style="list-style-type: none"> With inputs collected during the validation meetings, prepare a 	<u>Deliverable 4.</u>	30-Jun-2025	35%

Work Assignments Overview	Deliverables/ Outputs	Delivery deadline	Estimated Budget (Percentage of payment)
<p>proposal of various approaches and resources to narrow the gaps identified through the analysis, for the discussion of the HRDT.</p> <ul style="list-style-type: none"> Produce a narrative report and a Power Point or equivalent summary presentation documenting the skill assets, gaps, and solutions identified. 	<ul style="list-style-type: none"> Well-informed discussion with the HRDT facilitated and documented through detailed minutes. Draft capacity development plan to address the gaps identified throughout exercise. Final consultancy report and Power Point summary documenting the skill assets, gaps, and solutions identified. 		

<p>Minimum Qualifications required*:</p> <p><input type="checkbox"/> Bachelors <input checked="" type="checkbox"/> Masters <input type="checkbox"/> PhD <input type="checkbox"/> Other</p> <p>Enter Disciplines:</p> <ul style="list-style-type: none"> Advanced university degree in Human Resources Management, Business Administration, Social Sciences, or similar discipline. 	<p>Knowledge/Expertise/Skills required *:</p> <ul style="list-style-type: none"> At least 10 years' experience in management positions or in managing team or programmes. Knowledge of change management principles and methodologies. Technical knowledge on skills mapping and capacity gap analysis. Proven experience in the conduction of skills mapping and capacity gap analyses. Excellent planning and analytical skills required. Demonstrated ability to work independently. Knowledge of UNICEF rules/regulations and processes an asset. Communication and presentation skills. Fluency in English is required.
<p>Submission of applications:</p> <ul style="list-style-type: none"> Letter of Interest (cover letter) CV or Resume Performance evaluation reports or references of similar consultancy assignments (if available) Technical proposal for the consultancy indicating methodological approach and in-country versus remote delivery of the various stages of the consultancy 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, as the contract will be issued to the selected consultant in phases as funding becomes valid and available. 	
<p>Evaluation Criteria (This will be used for the Selection Report (for clarification see Guidance))</p> <p>A) Technical Evaluation max 100 points (70% weight)</p>	

Advanced university degree in Human Resources Management, Business Administration, Social Sciences, or similar, relevant discipline and at least 10 years' experience in management or human resources, including on change management processes – 10 points

- Knowledge of change management principles and methodologies and technical knowledge on skills mapping and capacity gap analysis – 15 points
- Proven experience in the conduction of skills mapping and capacity gap analyses – 15 points
- Excellent planning and analytical skills and demonstrated ability to work independently – 10 points
- Quality of the technical proposal – 20 points
- Knowledge of UNICEF rules/regulations and processes an asset – 10 points
- Communication and presentation skills – 10 points
- Fluency in written and spoken English is required – 10 points

B) Financial Proposal max 100 points (30% weight)

The maximum number of points shall be allotted to the lowest Financial Proposal that is opened /evaluated and compared among those technical qualified candidates who have attained a minimum of 70 points score in the technical evaluation. Other Financial Proposals will receive points in inverse proportion to the lowest price.

The Contract shall be awarded to candidate obtaining the highest combined technical and financial scores, subject to the satisfactory result of the verification interview.

¹ 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

1 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, programme 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.