**TERMS OF REFERENCE FOR INDIVIDUAL CONTRACTORS/ CONSULTANTS**

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| **PART I** | | |
| Title of Assignment | **Consultancy – Review and analysis of ESAR Country Offices’ annual Learning and Development Plans and Reports, and Development of Templates for L&D Planning and L&D Reporting feedback from country offices** | |
| Section | **Human Resources** | |
| Location | **Home-based** | |
| Duration | **30 working days within a period of three months** | |
| Start date | **From: 15 March 2021** | **To: 20 June 2021** |

**Background and Justification**

The Eastern and Southern Africa Regional Office (ESARO) contributes to effective and efficient management of human resources in the region. With staff learning and development as one of ESARO HR’s key priorities, the Regional Office works with the Human Resources Development Committee (HRDC) to provide strategic guidance on annual regional training and learning priorities, to set the annual regional training and learning agenda, review regional and country level learning plans and reports, analyse trends and make recommendations to the Regional Management Team (RMT). Together, they promote effective human resources development, using existing mechanisms to strengthen and standardize training and learning plans in all offices in the region.

One of the activities in the ESARO HR work plan is to provide an oversight and quality assurance of the annual learning and training plans and reports of the 21 country offices (CO) in the region. To support the Regional Office (RO) in this important task, an independent consultant is required to provide a thorough review and detailed analysis of the progress of offices in fostering a culture of learning and continuous development through planning, implementation, monitoring and assessment of various learning initiatives.

The consultant required will need to have a strong technical knowledge and background in human resources, particularly in learning and staff development as well as training design and delivery, strong analytical skills and excellent writing skills.

**Scope of Work**

1. ***Goal and Objective*:**

Under the overall guidance and supervision of the Human Resources Specialist, the consultant will conduct a thorough review of the annual learning reports and plans of 21 COs in ESAR, providing detailed analysis of the strengths, areas for improvement, and best practices in the learning and development processes observed in each country office.

1. ***Reference to the Work Plan:***

This consultancy assignment is part of the ESARO Rolling Work Plan 2018-2021:

* Output 3: ESAR offices have adequate learning and development strategies that support the continued improvement of staff capacity in the region by 2021.
* Activity 13: Review and provide feedback on CO learning plans and reports, compiling best practices for dissemination by the second quarter of the year. Adequate monitoring mechanisms in place to support COs in the implementation of the agreed priorities and ensure full utilization of regional learning budget.

1. ***Activities and Tasks:***

The assignment requires providing the consultant with the regional and country offices’ 2020 learning reports and 2021 learning plans as soon as the documents are received by the Regional Office. Given the following deadlines to submit these documents to the RO, a rolling approach of reviewing the reports and plans is recommended to facilitate timely preparation and finalization of the RO’s feedback to the offices.

* Annual Learning & Development Report (2020) – 31 March 2021
* Annual Learning & Development Plan (2021) – 30 April 2021

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| **Key activities** |
| 1. Discuss the scope of the assignment, expectations, and deliverables with the HR Manager. |
| 1. Review learning reports and plans on a rolling basis (i.e. as and when received) to identify areas of strengths, weaknesses, lessons learned and good practices; a review of each RO/CO’s learning report and plan from the previous year will be necessary to inform on the progress of the office in achieving learning goals and objectives based on the ROs’ recommendations from previous year’s review. |
| 1. Draft individual RO feedback reports, memos and emails for each of the 21 country offices, and feedback report on the RO learning documents (2020 report and 2021 plan). |
| 1. Incorporate feedback and suggestions |
| 1. Finalize RO individual feedback reports, memos and emails for each of the 21 country offices. |
| 1. Develop a presentation summarizing the key points and analyses, including best practices, budget utilization on L&D and recommendations, from the review of learning reports and plans conducted. |
| 1. Develop simple and informative reporting templates for use by country offices, to use in future years for their L&D reports and L&D plans. |

1. ***Work relationships:***

The consultant will work closely with and will be under the supervision of the HR Specialist.

1. ***Outputs/Deliverables:***

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| **Deliverables** | **Duration**  **(Estimated # of days or months)** | **Timeline/**  **Deadline** | **Schedule of payment** |
| 21 RO feedback reports in draft + feedback report on the RO L&D report & plan | 22 days | On a rolling basis as and when CO reports and plans are received – within the period 15 March – 15 May 2020 | 50% upon submission of draft documents for at least 15 COs – by  15 May 2020 |
| 21 RO cover memo to COs (in draft) |
| Draft RO cover email to COs (to be replicated once finalized) |
| 21 RO feedback reports – final versions incorporating changes from the RO | 2 days | On a rolling basis as and when draft documents are reviewed – within the period 15 March – 15 May 2020 | None |
| 21 RO cover memos to COs – final versions incorporating changes from the RO |
| Final version of the RO cover email to COs |
| PowerPoint presentation on the summary of key points, analysis, best practice, budget utilization on L&D, and recommendations | 1 day | **By 31 May 2021** |  |
| Design of template for CO | 5 days | **15 June 2021** | 50% upon submission of final deliverables |

**Payment Schedule**

Payment will be made in two installments upon the submission of all the deliverables with quality that is satisfactory to ESARO, and completion of evaluation by the supervisor.

**Desired competencies, technical background and experience**

* Advanced university degree or equivalent backgrounds, in Human Resources, Business Administration, International Relations, Social Sciences, Psychology or related areas.
* Eight years of relevant professional HR management work experience, particularly in learning and development as well as in training design and delivery.
* Previous working experience in a similar scope of assignment desirable
* Strong analytical skills
* Excellent knowledge of English and excellent writing skills
* Demonstrated ability to work independently and efficiently under tight deadlines

**Administrative issues**

The Consultant will work off-site, utilizing non-UNICEF equipment, e.g. computers and software. Any cost incurred, including the internet and phone, will be covered entirely by the consultant.

**Conditions**

The contract will be established for 30 working days to be completed within a three-month time period after the signature of the contract. The Consultant will work from home with regular interaction with ESARO Human Resources staff through teleconferences or skype. He/she will be provided with necessary resource materials and reference documents to facilitate the deliverables. The Consultant will be working closely with and under the general guidance and supervision of the HR Specialist.

The final products should be delivered to UNICEF ESARO in Microsoft Word and PowerPoint formats.

As per UNICEF DFAM policy, payment is made against approved deliverables. No advance payment is allowed unless in exceptional circumstances against bank guarantee, subject to a maximum of 30 per cent of the total contract value in cases where advance purchases, for example for supplies or travel, may be necessary.

The candidate selected will be governed by and subject to UNICEF’s General Terms and Conditions for individual contracts.