**ANNEX 1. TERMS OF REFERENCE FOR INDIVIDUAL/INSTITUTIONAL CONSULTANTS**

|  |  |  |  |
| --- | --- | --- | --- |
| **PART I** | | | |
| Title of Assignment | Diversity, Equity, and Inclusion Consultant (Roster) | | |
|  | International | National | |
| Contract Type | Individual Consultant  Institution | Individual Contractor (Part-Time/Full-Time) | |
| Indicate level of consultancy | Senior Level | | |
| Hiring Section | ESARO Human Resources Section | | |
| Location | Remote | | |
| Duration | Approximately 25 working days cumulatively per office | | |
| Start date | **From:** September 2021 | | **To:** June 2022 |

**Background and Justification**

In 2020 there were multiple incidents of violence against black men and women in the USA, thousands of people especially young people took to the streets around the world to demand an end to racism, intolerance, and inequality. This resulted in UNICEF staff opening, sharing their stories on the feeling of being discriminated against in our UNICEF workplace including about hurtful and disrespectful comments or actions that betray UNICEF’s core values. With all this background, UNICEF staff are calling on management and everyone else to lead by example and make UNICEF a truly inclusive workplace.

In June 2020, the Executive Director launched an Internal Task Team on Discrimination whose major mandate was to identify and enact measures to address discrimination in UNICEF, with a specific focus on racism and ethnicity. The Task Team was also expected to provide an open space for free and safe conversation for all staff members to make their voices heard on this critical issue. Membership was comprised of colleagues from across UNICEF.

After an extensive nine months of intensive consultation and engagements, the Task Team developed a Draft UNICEF Action Plan on Anti-Racism and Discrimination. The Action Plan outlines key findings and recommendations to make UNICEF a more inclusive organization for all its employees. The Draft Action Plan benefitted from the ideas of hundreds of UNICEF staff members, provided through focus group discussions, ine anonymous portals, emails, and Yammer platforms. It also was reviewed by external experts and peer reviewed by several UN agencies/multilateral institutions[[1]](#footnote-2).

With 2021 designated as a Year of Learning, Reflection and Action on Anti-Racism and Discrimination, UNICEF East & Southern Africa Regional Office is therefore seeking to establish a roster for individual and institutional consultants who will be considered by several Country Offices in the region to facilitate all staff conversations and deliver interventions focusing on building diverse, equitable and inclusive workplace cultures, and including possible reference to the Anti-Racism & Discrimination Action Plan. This roster will be leveraged by country teams to support a range of activities including facilitating dialogs, conducting training, providing expertise to offices, on all forms of racism and discrimination. The roster will have experts with significant representation of Black, POC, employees with disabilities, LGBTIQ+ women/persons, and people from the Global South.

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

The consultant will be required to focus on the following main areas:

1. Identification of country specific issues and awareness-raising
2. Capacity building in relevant areas
3. Action plan development

For effective facilitation of discussions and development of action plans for each office, it is important that the organisation engages external experts who are independent and provide an impartial review of the existing organisational culture and lead in development of a proposed action plan.

**Scope of Work**

**Goal and Objective:**

Under the supervision of a Senior Manager in the office, the Consultant will facilitate office-level conversations in select offices to allow all employees to understand each other’s experiences better, and to increase overall awareness of these issues, especially of issues and behaviours such as unconscious bias and micro-aggressions. The conversations should be able to focus on the existing systematic and systemic exclusions, some of which are institutionalized, different ways in which these manifest and ideas on how to address challenges.

In addition, the Consultant will facilitate and build the capacity of UNICEF personnel (including personnel, managers, Human Resources practitioners, staff counsellors, etc.) regarding different aspects of anti-racism and discrimination, for example on conscious and unconscious bias; bystander/upstander interventions; etc.

**Activities and Tasks:**

The activities and tasks of this consultancy are grouped into four broad outputs as outlined below:

1. **Conduct Situational Analysis of the organisational and office culture**
2. To fully understand the background of the assignment and the organisational culture improvement as part of the organisation’s strategic direction, the Consultant will be required to review the following documentation, inter alia:
3. 2020 Global Staff Survey (GSS) Report for the office
4. 2020 GSS Action Plan
5. UNICEF Task Team Recommendations for Actions on Anti-Racism and Discrimination
6. 2021 Pulse Survey results
7. Hold discussions with the office’s key stakeholders such as Management, Staff Association and Human Resources focusing on the outcome of Situational Analysis.
8. Based on the above two activities and if deemed necessary, administer pre-workshop survey targeting the audience attending the workshops. The survey will be expected to elicit contextualised data thereby enabling the Consultant to review and adjust the content of the material and address these issues substantially.
9. **Develop and present proposed Roadmap focusing on interventions**
10. Following conclusion of the Situational Analysis, the Consultant should develop a proposed roadmap highlighting a list of interventions to be implemented.
11. The Roadmap should focus in detail on how to address the following DEI elements:
12. Racism
13. Disability
14. Gender
15. Ethnicity
16. Organisation and individual biases
17. Diversity (beyond ethnicity and passports)
18. Intersectional
19. Microaggressions
20. The above Roadmap should be presented to Office Management Team for review, inputs, ownership, and commitment for implementation.
21. **Implementation of interventions as outlined in the approved roadmap**
22. This includes facilitating discussions amongst all staff and personnel focusing on the above areas using different engagement approaches such as group discussions.
23. identify specific DEI issues that may be present in some duty stations.
24. identify barriers to reporting DEI issues that may exist due to privilege/lack of privilege of some employees.
25. Facilitate interactive training of all staff and personnel on identified and relevant DEI issues.
26. deliver summary of identified DEI issues as per categories highlighted under 2(b) above.
27. provide technical guidance during the workshops to ensure effective deliberations and brainstorming of ideas required to create an Office Action Plan.
28. **Provide summary report of the assignment**
    1. Synthesise and present a report to management outlining the following:
29. observations (as per SITAN)
30. reflection on implementation of the above interventions
    1. Provide recommendations outlining proposed future roadmap

**Work relationships:**

The Consultant will work closely with office Management, Staff Association and Human Resources. As each context might dictate, the consultant might work closely with other key stakeholders including the Staff Counsellor and Peer Support Volunteers.

**Outputs/Deliverables:**

Below is an outline of deliverables linked to both expected general timelines and payment schedule.

|  |  |  |  |
| --- | --- | --- | --- |
| **Deliverables** | **Duration**  **(Estimated # of days or months)** | **Timeline /**  **Deadline** | **Schedule of payment** |
| Situational Analysis Report summarising key observations | 5 days | TBD | 25% upon completion of output 1 and 2 |
| Roadmap developed and presented to CMT for review, inputs, and adjustments | 5 days | TBD |
| Virtual workshops for all staff and increased staff awareness and capacity enhancement | 10 days | TBD | 75% upon completion of output 3 and 4 |
| Summary Report of the Consultancy | 5 days | TBD |

**Payment Schedule**

The Consultant will be paid as outlined in the above table. Payment is processed upon satisfactory completion of the deliverables. UNICEF reserves the right to withhold partial payment should the deliverables not meeting the expected quality levels.

**Desired competencies, technical background, and experience**

1. An advanced degree in social sciences such as psychology, sociology, or related academic field. \*A first University Degree in a relevant field combined with 2 additional years of professional experience may be accepted in lieu of an Advanced University Degree.
2. A minimum of ten years of relevant working experience including working as a coach/facilitator and with experience in diversity, equity, and inclusion as well as building inclusive leadership and handling sensitive conversations.
3. Experience delivering in an on-line environment in a professional setting.
4. For an institution, proposed team members should possess the above-mentioned technical background and experience.
5. Must exhibit the UNICEF Core Values of:
   * Care
   * Respect
   * Integrity
   * Trust
   * Accountability
6. Competencies:
   * Builds and maintains partnerships
   * Demonstrates self-awareness and ethical awareness
   * Drive to achieve results for impact
   * Innovates and embraces change
   * Manages ambiguity and complexity
   * Thinks and acts strategically
   * Works collaboratively with others
7. Proficiency in English. Fluency in French highly desirable.

**Administrative issues**

* The consultant/contractor is expected to be home based with potential travel to specific countries in ESAR depending on COVID-19 travel restrictions in 2021/2022 for which the UNICEF office would cover DSA and travel costs. Travel will be in economy class. If the consultant/contractor is required to quarantine while traveling, UNICEF will pay for the quarantine if not organized by the host country.

**Conditions**

The following conditions shall apply over and above the general conditions for consultants:

* 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.
* 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.

**Risks**

The following risks could be associated with implementation of this consultancy:

1. This consultancy includes facilitating sensitive conversations with very diverse groups, which if not skilfully managed could stir up divisions amongst UNICEF personnel.
2. As this consultancy will be conducted remotely, the lack of physical interaction might result in less engagement and opening by staff members, leading to limited effective conversations with compromised outputs.

Mitigation: To the extent possible, selected consultants (individual or institutional) should possess relevant experience, ideally from the African continent. They should also have expertise in delivery of remote workshops and discussions.

**How to Apply**

Interested and qualified candidates are requested to submit a cover letter, CV, and their proposals to the online recruitment portal (Talent Management System).

Interested candidates to indicate ability, availability, and daily rate expressed in US$ for international consultancy or institutional contract to undertake the terms of reference.

**Applications submitted without a fee/ rate will not be considered.**

1. https://unicef.sharepoint.com/sites/OED-Non-Discrimination [↑](#footnote-ref-2)