

## TERMS OF REFERENCE

### Regulatory Framework, Policy and Procedure Development Consultant

**CONTRACT MODALITY** Individual Consultancy

**DUTY STATION** Florence, Italy (remote)

**DURATION OF CONTRACT** 12 months

#### Purpose of Assignment

UNICEF's Office of Strategy and Evidence (OSE) will develop or revise an estimated 5-10 organizational regulatory instruments over a 12-month period. The specific instruments will be assigned by OSE progressively during the consultancy, based on emerging regulatory priorities and readiness for review. This consultancy will provide specialist drafting, regulatory coherence, quality assurance and governance-process expertise to produce defined, verifiable document packages.

Each assignment will be recorded in an OSE-approved instrument brief specifying scope, expected outputs, acceptance criteria, review milestones and indicative level of effort within the overall contract ceiling.

#### Scope of Work

Under the direction of the OSE contract manager, the consultant will support an estimated 5-10 regulatory instruments assigned in successive batches over 12 months. For each assigned instrument, OSE will approve a short assignment brief identifying the document, revision objectives, applicable deliverable package, dependencies and target dates.

The consultant will:

- (1) draft and revise policies, procedures and related guidance;
- (2) provide regulatory framework quality assurance and coherence reviews across related instruments;
- (3) advise on policy/procedure/guidance architecture and manage interdependencies and version control;
- (4) support consultations, consolidate comments and maintain decision logs and traceability matrices;
- (5) prepare issue papers and options analyses for unresolved stakeholder positions;
- (6) support regulatory impact assessments, transition planning and related corporate updates;
- (7) prepare Mandatory Decision Review briefs, response packages and compliance documentation;
- (8) quality-assure eGRC and other approval packages; and
- (9) prepare publication-ready drafts and agreed implementation materials such as accountability matrices, FAQs, training content and communication products.

Outputs will be assessed against the approved assignment briefs and documentary evidence of completion. OSE and authorized governance bodies retain all substantive decisions, formal clearance and approval responsibilities.

| Work Assignments Overview                 | Deliverables/Outputs                                                                                                                             | Delivery deadline to complete the deliverable |
|-------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------|
| Inception and rolling assignment protocol | Approved rolling assignment protocol and portfolio tracker (target 5–10 instruments), including assignment-brief template, intake/prioritization | 31 December 2026 – 12 days                    |

|                                                   |                                                                                                                                                                                                                                                                                                                                                                                         |                             |
|---------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
|                                                   | criteria, scope and acceptance criteria, dependencies, version control and milestone schedule. Initial assignment briefs approved by OSE.                                                                                                                                                                                                                                               |                             |
| Batch 1: drafting and regulatory QA               | For first OSE-assigned batch (indicatively 2–3 instruments): complete draft or revised instruments and document-specific QA/coherence checklists, tracked changes, cross-reference findings and updated portfolio tracker, as defined in approved assignment briefs.                                                                                                                    | 28 February 2027 – 30 days  |
| Batch 1: consultation and issue resolution        | For Batch 1: consultation-ready or revised drafts; consolidated comment-resolution and traceability matrices; decision log; and issue/options notes for substantive disagreements, as applicable to approved briefs.                                                                                                                                                                    | 30 April 2027 – 25 days     |
| Batch 2: drafting and regulatory QA               | For next OSE-assigned batch (indicatively 2–4 instruments): draft/revised instruments, regulatory QA and coherence assessments, interdependency register updates and version-controlled files, as defined in approved assignment briefs.                                                                                                                                                | 30 June 2027 – 35 days      |
| Batch 2: consultation and impact assessment       | For Batch 2: comment-resolution and traceability matrices, revised drafts, decision log and regulatory impact/transition assessments identifying changes to related instruments and implementation requirements, where specified in briefs.                                                                                                                                             | 31 August 2027 – 30 days    |
| Further assignments and governance-ready packages | For further OSE-assigned instruments within the 5–10 target, and instruments ready for governance review: draft/revised documents plus applicable MDR decision papers, regulatory compliance documentation, eGRC submission materials, review-response packages and QA records. Deliverables are preparation-ready; external approval is not a condition of acceptance.                 | 30 September 2027 – 35 days |
| Final portfolio handover                          | Consolidated register for all assigned instruments showing status and links to final version-controlled drafts, traceability matrices, issue/decision logs, QA records, governance packages and agreed publication/implementation materials; handover note listing outstanding decisions and next steps. Target portfolio: 5–10 instruments, subject to complexity and approved briefs. | 30 November 2027 – 23 days  |

#### Payment Schedule:

Payment will be made on submission and acceptance of 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.

### Important Notes

- 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 for ensuring that the health insurance (and visa if applicable) 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.

### **QUALIFICATIONS / SPECIALIZED KNOWLEDGE / EXPERIENCE/ COMPETENCIES (CORE/TECHNICAL/FUNCTIONAL) / LANGUAGE SKILLS REQUIRED FOR THE ASSIGNMENT**

#### **Minimum requirements:**

- Education:
  - Master’s Degree in Law, public policy, public administration, governance, international development or related discipline.
- Work Experience:
  - At least 8 years of relevant professional experience in developing or revising institutional policies, procedures or regulatory instruments;
  - Demonstrated experience supporting formal consultation and governance review processes.
- Language requirement:
  - Full proficiency in English
- Skills:
  - Excellent regulatory drafting and editing
  - Regulatory coherence analysis
  - Policy architecture

- Stakeholder comment resolution
- Document control and traceability
- Preparation of decision papers, impact assessments and approval documentation
- Ability to manage complex multi-document deliverables.

**Desirables:**

- Experience with UNICEF/UN regulatory frameworks and processes

**Technical proposal requirement:**

- Short methodology (maximum 5 pages) and
- one relevant redacted writing sample (maximum 10 pages).