

TERMS OF REFERENCE

Rights & Results Programming learning programme revision Consultant – for the revision of UNICEF’s Rights & Results Programming learning programme

CONTRACT MODALITY Individual Consultancy

DUTY STATION Florence, Italy & Remote

DURATION OF CONTRACT 4 months

Purpose of Assignment

The consultant will undertake a revision of UNICEF’s existing Rights & Results Programming (RRP) learning programme, which comprises 3 parts, to ensure its continued relevance and alignment with the UNICEF Strategic Plan 2026–2029, the revised Country Programme Planning (CPP) Guidance, and the organizational changes introduced through the Future Focus Initiative (FFI).

The assignment will preserve the programme’s core approach, structure and learning value while updating its content, references, practical examples, exercises and facilitation materials to reflect the new strategic and operational context. The consultant will work closely with OSE to review, validate and finalize the revised learning package for delivery to UNICEF staff.

Scope of Work

The consultant will undertake the following activities:

1. Review the existing RRP learning programme in its entirety, including the curriculum, learning objectives, modules, handouts, participant materials, exercises and case studies, to identify content that remains valid, requires updating or should be streamlined.
2. Review the relevant corporate frameworks and guidance, including the Strategic Plan 2026–2029 and its Integrated Results and Resources Framework (IRRF), the 2026 revised CPP Guidance, applicable Country Programme Procedure requirements, Foresight and Futures Thinking, the new UN Cooperation Guidance (CF) (2026) and relevant FFI decisions and implementation updates.
3. Map the implications of these changes for the existing RRP curriculum, identifying where revisions are needed to learning objectives, concepts, terminology, processes, practical exercises and supporting materials, while avoiding unnecessary redesign of established content.
4. Clarify in the training the relationship between corporate strategic direction and country-specific programming, including how the Strategic Plan informs CP priorities and how programming aligns with national priorities and the UN Cooperation Framework.
5. Strengthen the practical application of the revised CPP Guidance throughout the learning programme, particularly the switch to focus, scale and impact, and differentiation.
6. Reflect the implications of FFI for country programme development and support, including relevant changes to UNICEF’s organizational arrangements, technical-support functions, Centres of Excellence and regional and headquarters roles and responsibilities.
7. Review and update practical exercises, case studies and examples, collecting real country examples, so participants can apply the revised strategic and procedural requirements to realistic country-programming situations.

8. Check cross-module coherence and technical consistency, ensuring that terminology, references, examples and messages are consistent across the learning programme and with the latest applicable corporate guidance and approved frameworks.
9. Consult with OSE and designated technical colleagues to discuss proposed revisions, clarify interpretation of the new frameworks, resolve outstanding technical issues and incorporate feedback on the revised materials.
10. Finalize the revised learning package, incorporating feedback and preparing the updated curriculum (Parts 1, 2, and 3 of the RRP) learning objectives, presentation materials, facilitator guidance, participant resources and exercises in a coherent, ready-to-deliver format.
11. Provide a concise record of revisions, identifying the principal changes made, to facilitate future maintenance and updating of the programme.

Work Assignments Overview	Deliverables/Outputs	Delivery deadline to complete the deliverable
1. Review and technical alignment. Review the complete existing RRP programme (Parts 1, 2 and 3), including modules, presentations, facilitator and participant materials, exercises and case studies. Review the Strategic Plan 2026–2029 and IRRF, revised 2026 CPP Guidance, applicable Country Programme Procedure, 2026 UN Cooperation Framework guidance and relevant FFI decisions. Identify necessary revisions while preserving valid content and the programme's core learning approach. Define list of content owners with SPA/OSE to engage.	Deliverable 1 – Deliverable 1: RRP curriculum review and revision matrix. A module-by-module assessment of all three parts, identifying content to retain, revise, add or streamline; the implications of the revised corporate frameworks; and a prioritized plan for updating learning objectives, content, practical exercises and supporting materials.	7 December 2026
2. Revision of Part 1 — online learning. Revise the mandatory online component for all UNICEF staff, ensuring that the content, learning objectives, terminology, examples and references reflect the updated strategic and programme-planning framework. Consult with content owners for each section of Part 1 (Human Rights, Division of People and Culture, Ethics, OSE, GPD, etc.). Maintain its suitability for self-paced learning and its role as the foundation for Parts 2 and 3.	Deliverable 2 – Deliverable 3: Draft revised Part 2 learning package. Updated materials for all modules in both parts, including revised learning objectives, presentations, facilitator and participant resources, practical exercises and relevant country examples. Materials should be internally coherent and ready for technical review and validation by OSE.	21 December 2026
3. Revision of Part 2 — in-person learning. Revise the 7 modules delivered in person to Country Offices. Update substantive content, presentations, facilitator guidance, participant materials, exercises and case studies. Incorporate relevant country examples and strengthen practical application of the Strategic Plan's focus, scale and impact, and differentiation; the revised CPP process; alignment with national	Deliverable 3 – Deliverable 3: Draft revised Part 2 learning package. Updated materials for all modules in both parts, including revised learning objectives, presentations, facilitator and participant resources, practical exercises and relevant country examples. Materials should be internally coherent and ready for	11 January 2027

priorities and the CF; Foresight and Futures thinking and FFI-related changes to organizational arrangements and technical support.	technical review and validation by OSE.	
4. Revision of Part 3 — in-person learning. Revise the 6 modules delivered in person to Country Offices. Update substantive content, presentations, facilitator guidance, participant materials, exercises and case studies. Incorporate relevant country examples and strengthen practical application of the Strategic Plan's focus, scale and impact, and differentiation; the revised CPP process; alignment with national priorities and the CF; and FFI-related changes to organizational arrangements and technical support.	Deliverable 4: Draft revised Part 3 learning package. Updated materials for all modules in both parts, including revised learning objectives, presentations, facilitator and participant resources, practical exercises and relevant country examples. Materials should be internally coherent and ready for technical review and validation by OSE.	1 February 2027
5. Technical validation and finalization. Consult with OSE and designated technical colleagues, incorporate consolidated feedback, resolve outstanding technical issues and resolve any inconsistencies across all three parts. Document the revisions to facilitate future maintenance of the programme.	Deliverable 5: Final revised RRP learning programme. Complete, technically validated and ready-to-deliver versions of Parts 1, 2 and 3, including all agreed learning materials and editable source files, accompanied by a concise revision log identifying the main changes and their rationale.	31 March 2027

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.
- Contracts are conditional upon the selected candidate's willingness to comply with any current or future vaccination requirements that may be established by UNICEF, where applicable. Failure to comply with applicable vaccination requirements, where required and without an approved medical exemption by UNICEF, may result in the withdrawal of the consultancy offer or termination of the contract in accordance with the General Terms and Conditions of Contract.
- 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: Advanced university degree (Master’s or equivalent) in Education, Adult Education and Learning, Instructional Design, Curriculum Development, Learning and Development, Educational Technology, Communication **or** Communications, International Development, Social Sciences, Public Policy, Human Rights, or another relevant field.

Years of Experience/ Knowledge/Expertise/Skills required*:

Work Experience

- At least **15 years of proven, directly relevant professional experience** in adult learning and capacity development, instructional design, curriculum development, and the design, development or revision of comprehensive professional learning programmes.
- Demonstrated expertise in **designing effective learning experiences for adult professionals**, applying adult-learning principles and evidence-informed methodologies to translate complex technical concepts, corporate strategies and policy frameworks into engaging, practical and results-oriented training.
- Extensive experience developing **structured, multi-module learning programmes**, including learning objectives, curricula, presentations, facilitator guides, participant materials, practical exercises, case studies and assessment tools, for both self-paced online learning and facilitated face-to-face training.
- Proven ability to design learning journeys that combine conceptual understanding with practical application, using participatory methodologies, realistic scenarios and context-specific examples to strengthen participants’ knowledge, skills and professional practice. • Proven experience in UNICEF or UN country-programme development and learning-programme revision is required.

- Substantial experience in programme planning, results-based management, human rights based approach to programming, strategic programming, human rights-based approaches, organizational capacity development or related fields, preferably within UNICEF, the United Nations or other international development organizations.
- Demonstrated ability to collaborate with technical experts and institutional stakeholders, synthesize complex guidance, incorporate feedback and deliver high-quality, technically accurate and implementation-ready learning products within agreed deadlines.

Desirable:

Direct experience with UN work and with UNICEF country programme development and the UN Cooperation Framework, including familiarity with the UNICEF Strategic Plan 2026–2029, the revised Country Programme Planning Guidance and the implications of organizational changes under the Future Focus Initiative (FFI).

Given the technical nature of the assignment, specialization or formal training in results-based management, programme planning, curriculum development or adult learning would be an asset.

Language Requirements:

Fluency in English is required, including excellent written and oral communication skills and the ability to develop high-quality, technically accurate learning materials in English.

Knowledge/Expertise/Skills:

- Strong expertise in adult learning principles, instructional design and the development of competency-based, learner-centred training programmes.
- In-depth knowledge of curriculum design, learning methodologies and the development of engaging, practical learning materials for both online and face-to-face delivery.
- Solid understanding of strategic planning, results-based management, human rights-based programming and country programme development in international development contexts.
- Excellent analytical, writing and synthesis skills, with the ability to translate complex policies and technical guidance into clear, actionable learning content.
- Strong facilitation, consultation and collaboration skills, including the ability to engage technical experts and incorporate feedback effectively.
- Excellent organizational skills and demonstrated ability to deliver high-quality outputs within tight deadlines.