

TERMS OF REFERENCE

PCHP Framework and Process Harmonization Consultant

CONTRACT MODALITY Individual Consultancy

DUTY STATION Home-based /Geneva, Switzerland

DURATION OF CONTRACT 12.5 months

Purpose of Assignment

UNICEF is committed to ensuring that children, adolescents, families and communities affected by humanitarian crises are placed at the centre of humanitarian decision-making and programming. This requires programmes to be designed, implemented, monitored and adapted based on the expressed needs, priorities, capacities and feedback of affected populations. It further requires approaches that are inclusive of children and young people, persons with disabilities, women and girls, and local actors representing affected communities, while ensuring meaningful participation, accessibility, dignity, safety and protection from all forms of harm. Over the years, UNICEF has developed a wide range of commitments, guidance, tools and resources that contribute to putting people at the centre of humanitarian action, strengthening the inclusion of the most vulnerable, ensuring accountability and responsiveness to people's needs, all contributing to better quality humanitarian programming. These include commitments and approaches from the following teams in UNICEF: Accountability to Affected Populations (AAP), community engagement and social and behaviour change (SBC), disability inclusion, gender equality, youth participation/Education, risk management and safeguarding/OSE, and localization team (humanitarian policy section). While these areas of work are closely connected and mutually reinforcing, they are often supported through separate guidance, tools, capacity-building resources and organizational processes. This creates duplication, fragmentation and inconsistencies, and makes it difficult for regional offices, Centres of Excellence and country offices to apply people centred approaches in a coherent and practical way across the humanitarian programme cycle. The 2026 AAP report recommends clearer organizational ownership and leadership accountability (Recommendation 1); stronger community voice throughout the programme cycle and practical, sector-specific support (Recommendation 2); a unified cross-cutting people-centered approach and consolidated guidance (Recommendation 3), and positioning AAP as a core component of quality, rights-based programming in humanitarian and development contexts (Recommendation 4). This consultancy contributes to these recommendations through PCHP finalization, harmonized humanitarian guidance and practical sectoral AAP Handbook annexes, particularly responding to recommendations 2.5 and 3.1–3.3. To address this, UNICEF is developing a People-Centered Humanitarian Programming (PCHP) Framework. The framework brings together, consolidates and amplifies existing commitments across these people-facing approaches into one coherent approach. It aims to support simplification, coherence, inclusion, accountability and quality in humanitarian programming, while ensuring that affected populations can meaningfully influence humanitarian analysis, planning, implementation, monitoring and decision-making. The purpose of this consultancy is to support the finalization of the PCHP Framework, its operationalization and mainstreaming of PCHP principles across UNICEF's humanitarian work. In particular, the consultancy will help ensure that UNICEF's commitments to people-centered, inclusive and accountable humanitarian action are translated into practical, measurable and consistently applied guidance and tools in UNICEF.

Scope of Work

Specifically, the consultancy will:

- Prepare an inception report setting out the methodology, analytical questions, stakeholder engagement plan, workplan, timeline, risks and mitigation measures, and outlines of all deliverables.
- Support the finalization of the PCHP Framework through a participative, inter-divisional process.
- Support the consolidation and harmonization of existing PCHP-related technical implementation guidance, tools and capacity-building resources. Identify duplication, gaps and opportunities for simplification.
- Develop a consolidated, user-friendly PCHP global package, incorporating the corporate planning and measurement products developed under the separate PM&E consultancy, without duplicating their development.
- Support the country-level testing of new or amended PCHP-related guidelines and tools.
- Support the integration of AAP and PCHP principles and minimum requirements into UNICEF humanitarian policies and operational procedures, including emergency procedures, preparedness procedures, preparedness tools and guidance, and anticipatory action guidance. Identify entry points, prepare technical revisions and support consultations with the responsible owners.
- Develop comprehensive sectoral examples of practical AAP implementation as annexes to the AAP Handbook, covering all UNICEF sectors and relevant cross-sectoral areas, including WASH, child protection, health, nutrition, education, social protection and climate resilience.
- Strengthen capacity and deployment arrangements for AAP and PCHP by identifying required Standby Partner profiles and competencies, developing standardized profiles and assignment descriptions, and preparing orientation, induction and training materials for deployed personnel and relevant UNICEF staff.

Work Assignments Overview	Deliverables/Outputs	Delivery deadline to complete the deliverable
Inception and detailed work planning.	Deliverable 1 – Inception report and agreed workplan. Milestones: <ul style="list-style-type: none"> • Set out the methodology and analytical questions for the assignment. • Define stakeholder engagement, the detailed workplan and timeline, dependencies, risks and mitigation measures. • Confirm the final list and provide outlines of all reports and deliverables, and propose draft/final acceptance milestones. • Confirm the proposed days, 	Draft: 13 Nov 2026 Final: 27 Nov 2026 (10 Days)

	costs and payment schedule with UNICEF, including feasible 2026 milestones and completion in 2027.	
Finalization of the PCHP Framework	<p>Deliverable 2 – Final PCHP Framework incorporating agreed feedback from remaining consultations. Milestones:</p> <ul style="list-style-type: none"> • Participate in remaining consultations and document feedback. • Consolidate comments and proposed changes. • Incorporate agreed revisions and prepare the final Framework version. 	<p>Draft: 17 Dec 2026</p> <p>Final: 30 Dec 2026 (to be confirmed after inception report)</p> <p>(15 Days)</p>
Consolidation and harmonization of PCHP technical guidance, tools and resources	<p>Deliverable 3 – Consolidated, harmonized and user-friendly global PCHP technical guidance, tools and capacity-building package. Milestones:</p> <ul style="list-style-type: none"> • Map and review existing PCHP related technical implementation guidance, tools and capacity-building resources. • Identify duplication, gaps, inconsistencies and opportunities for simplification. • Consolidate agreed resources into a practical global package for regional offices, Centres of Excellence and country offices. • Incorporate the relevant corporate planning and measurement products developed under the separate PM&E consultancy into the global package, without creating 	<p>Draft: 30 Dec 2026</p> <p>Final: 15 Oct 2027 (to be confirmed after inception report)</p> <p>(40 Days)</p>

	parallel products.	
Country-level testing and learning	<p>Deliverable 4 – PCHP country-testing package and implementation tools informed by country experience and learning. Milestones:</p> <ul style="list-style-type: none"> • Consolidate the methodology and tools for country-level testing, using existing measurement approaches and coordinating with the PM&E consultant as needed. • Support the provision of in country and remote technical support to participating country offices, including approved missions within the travel allocation. • Document country experiences, operational challenges, good practices and lessons learned. • Consolidate recommendations for strengthening the Framework and implementation arrangements. • Revise the technical implementation tools based on testing and consultations, and document any recommendations for future refinement of the Framework. 	<p>Draft: 17 May 2027</p> <p>Final: 17 Jun 2027 (to be confirmed after inception report)</p> <p>(30 Days)</p> <p>Travel: Up to 2 country missions to support country-level testing and implementation learning (destinations TBC), estimated 5 days per mission.</p>
Integration of AAP and PCHP into humanitarian policies and operational procedures	<p>Deliverable 5 - Final technical package for integrating AAP and PCHP into prioritized UNICEF humanitarian policies and operational procedures. Milestones:</p>	<p>Draft: 16 Apr 2027</p> <p>Final: 16 Aug 2027 (to be confirmed after inception report)</p> <p>(20 Days)</p>

	<ul style="list-style-type: none"> • Review relevant humanitarian policies, emergency and preparedness procedures, preparedness tools and guidance, and anticipatory action guidance, and identify entry points for AAP/PCHP. • Prepare an integration matrix identifying proposed requirements, responsible owners, review pathways and next steps. • Draft precise technical language and proposed revisions. • Support consultations with responsible owners and relevant technical teams. • Revise proposals based on feedback and prepare the final technical revision package and recommendations for institutional follow-up. 	
Practical sectoral examples as annexes to the AAP Handbook	<p>Deliverable 6 - Comprehensive sectoral AAP Handbook annexes demonstrating practical implementation of AAP across UNICEF sectors and relevant cross-sectoral areas. Milestones:</p> <ul style="list-style-type: none"> • Confirm coverage and structure with technical leads, including WASH, child protection, health, nutrition, education, social protection, climate resilience and any other relevant UNICEF sectors or cross-sectoral areas. • Develop practical sector-by-sector examples, scenarios, actions and tools. • Cover information-sharing, meaningful participation, safe 	<p>Draft: 16 Jul 2027</p> <p>Final: 15 Oct 2027 (to be confirmed after inception report)</p> <p>(15 Days)</p>

	<p>feedback and complaints, programme adaptation and closing the feedback loop.</p> <ul style="list-style-type: none"> • Incorporate technical feedback and submit final editable annexes. 	
Standby Partner profiles and capacity-strengthening materials on AAP and PCHP	<p>Deliverable 7 - Standby Partner deployment profiles and capacity strengthening package for AAP and PCHP. Milestones:</p> <ul style="list-style-type: none"> • Identify technical profiles and competencies required for AAP and PCHP deployments. • Develop standardized profiles, competency requirements and assignment descriptions. • Adapt and consolidate orientation, induction and training materials for deployed personnel and relevant UNICEF staff, drawing on the global package under Deliverable 3. 	<p>Draft: 15 Oct 2027</p> <p>Final: 9 Nov 2027 (to be confirmed after inception report)</p> <p>(10 Days)</p>
Final Report	<p>Deliverable 8 -</p> <p>Milestone:</p> <ul style="list-style-type: none"> • Brief report of the work undertaken 	<p>10 Nov 2027</p> <p>(10 Days)</p>

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:** Masters degree in Humanitarian affairs, international development, social sciences, public policy, communication for development / social and behaviour change, human rights, protection, gender, disability inclusion, monitoring and evaluation, organizational development, programme management, or another relevant field.

*Minimum requirements to consider candidates for competitive process

- **Work Experience:**
 - Minimum 10 years of relevant professional experience in humanitarian programming, Accountability to Affected Populations (AAP), community engagement, inclusion (gender, disability inclusion, youth participation), localization, programme quality, or related areas.
 - Demonstrated experience developing or consolidating technical guidance, tools, capacity-strengthening materials, minimum standards, or operational resources for humanitarian programmes.
 - Proven experience supporting the operationalization of global frameworks, policies, or institutional priorities at regional and/or country office level.

- Experience supporting country-level testing, learning exercises, consultations, pilots, or implementation processes in humanitarian contexts.
- Experience working with UNICEF and familiarity with UNICEF humanitarian programmes, sectors, and cross sectoral approaches required.
- Experience with another UN agency or international humanitarian organization is desirable.
- **Skills:**
 - Strong knowledge of humanitarian programming and Accountability to Affected Populations (AAP).
 - Knowledge of community engagement, localization, disability inclusion, gender equality, youth participation, safeguarding, and people-centred approaches.
 - Expertise in developing frameworks, policies, guidance documents, operational tools, and capacity-building materials.
 - Strong analytical, facilitation, coordination, consultation, and technical writing skills.
 - Ability to coordinate cross-divisional processes and engage a broad range of stakeholders.
 - Knowledge of UNICEF humanitarian architecture, Core Commitments for Children (CCCs), and people-centred humanitarian programming approaches.
- **Language Requirements:**
 - Fluency in English (written and spoken) is required.
 - Knowledge of another United Nations language (French, Spanish, or Arabic) is an asset.
- **Desirables:**
 - Experience developing sector-specific AAP guidance and practical field implementation examples.
 - Experience reviewing humanitarian policies, emergency procedures, preparedness procedures, and anticipatory action guidance.
 - Knowledge of safeguarding, localization, disability inclusion, and gender-responsive humanitarian programming.
 - Experience supporting organizational change, guidance harmonization, and institutional mainstreaming processes.
 - Knowledge of corporate planning, monitoring, evaluation, and learning approaches in humanitarian settings.

Application requirements: Candidates must submit an updated CV and a cover letter outlining their relevant experience and suitability for the assignment.
