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TERMS OF REFERENCE

Learning and Development Needs Assessment Consultant

CONTRACT MODALITY	Individual Consultancy
DUTY STATION	Islamabad Pakistan & Hybrid
DURATION OF CONTRACT	**4 Months**

Purpose of Assignment

Learning at UNICEF focuses on building skills that support individual, team, and organizational goals. It's a shared responsibility between staff, supervisors, and the organization, with plans set during annual career conversations. In line with UNICEF's Global Learning and Development Policy and PCO L&D strategy, UNICEF Pakistan Country Office is planning to conduct an internal learning need assessment to identify current and future learning needs across its workforce. In line with the Learning and Development Committee (LDC) strategy, UNICEF Pakistan seeks an Individual consultant to handle the 2026 learning needs assessment exercise in PCO within the guidance of the Chief of People & Culture, ensuring recommendations are aligned with the learning and development strategy of PCO and office-wide learning plan. The consultancy will be hybrid modality (online and on-site where needed).

Objectives

- Review existing learning plan and conduct internal learning gap analysis.
- Identify priority learning and development needs across PCO and develop pillars.
- Recommend targeted interventions, priorities and capacity-building strategies.
- Align recommendations with UNICEF's strategic goals, LDC guidelines, and the country office learning plan.

Scope of Work

Learning and Development Needs Assessment Consultant will be responsible for the following within the guidance of the P&C Chief:

- Review the internal learning policies, strategies, priorities, in reference to UNICEF Global learning policy and latest PCO LDC Guideline.
- Conduct interviews/focus groups with senior management, staff, supervisors, LDC members and others.
- Propose additional approaches and/or methodologies to conduct proper assessment.
- Map required competencies, capabilities, and professional development needs across different categories of staff.
- Propose a prioritized learning and development plan, including recommendations for Group / individual and online learning modalities to different targeted groups.
- Present findings to P&C and the Learning and Development Committee for validation and integration into the annual learning plan. Present the outcome to CMT.

Work Assignments Overview	Deliverables/Outputs	Delivery deadline to complete the deliverable
Draft an Inception Report	**Deliverable 1** Conduct a comprehensive review and research of existing UNICEF PCO's Learning and Development Committee (LDC) guidelines, and the Global Learning and Development Policy to identify alignment gaps and opportunities for enhancement Develop a work plan and methodology, clearly outlining objectives, indicators, Achievable steps, Relevant alignment with UNICEF priorities.	27 November 2026
Deliver Stakeholder Consultation Summary	**Deliverable 2** Conduct interviews and focus groups with key relevant stakeholders (Section Chiefs, LDC members, Field Offices, Islamabad Offices ensuring diversity of participants) to gather qualitative insights into learning needs and capacity gaps. As an additional assessment methodology conduct all staff survey, Monitor response rate, Close and prepare data. Summarize and analyze key insights from stakeholder consultations and survey identifying recurring themes, priority areas, and alignment with PCO learning strategy to be documented in a consultation summary report	14 January 2027
Programme Associates Capability Assessment and Development Plan	**Deliverable 3** Identify gaps and inconsistencies between formal TORs and actual roles performed Conduct structured interviews with concerned staff, supervisors	5 March 2027

	and/or Chiefs to further analyze need and expectations Document actual responsibilities, evolving role requirements, and key challenges Identify core, technical, and behavioral competencies required for different categories of roles and also existing capabilities against required competencies Identify priority and cross-cutting capability gaps Design role-specific and progressive learning pathways for career development and growth. Define appropriate learning modalities and sequencing for each pathway Validate findings and proposed learning roadmap with P&C and relevant teams Incorporate feedback and finalize the Role Alignment and Learning & Development Roadmap	
P&C Team Capability Assessment and Development Plan	**Deliverable 4** Conduct an assessment of the P&C team's current capabilities, strengths, experience and development needs in the context of the newly established HR Business Partner model. Review the team's current roles and responsibilities, with a focus on identifying areas requiring further strengthening, role clarity, skills development or support to enable effective delivery under the new model. Identify key capability and development priorities needed to support stabilization, efficiency, effective HR partnering and quality service delivery. Consult with P&C team members and relevant stakeholders to	12 February 2027

	understand strengths, challenges and areas where additional capacity, skills or ways of working may be required. Develop a practical 24 - month HR team development plan, including prioritized development plan;	
Draft the L&D Needs Assessment Report	**Deliverable 5** Clearly identify priority learning needs across UNICEF PCO staff, mapped to the different targeted groups (All Staff, Leadership, Middle Management, Field Offices, Specific technical teams etc) Recommend SMART targeted interventions ensuring alignment with the LDC guidelines and UNICEF's strategic objectives.	26 February 2027
Organize a validation Workshop with Learning and development committee (LDC)	**Deliverable 6** Present key findings and recommendations from the draft Needs Assessment Report in a clear and actionable format. Conduct a structured feedback session with P&C and LDC members to gather input, ensure alignment with strategic priorities, and refine the proposed learning interventions. Structured documentation and consolidation of consultation capability themes	10 March 2027
Submit the final Report and action plan	**Deliverable 7** Incorporate a refined analysis of learning needs and proposed interventions. A clear implementation roadmap aligned with UNICEF PCO's LDC guidelines and strategic priorities, detailing	12 March 2027

	recommended actions, responsible stakeholders, and monitoring indicators. Propose practical measures to monitor progress and assess the impact of the development plan	

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: Master's degree in human resource management, business management, international relations, psychology or another related field is required

Work Experience: At least At least 7 years of progressively responsible professional experience in learning and development, learning needs assessment, organizational development, human resources, or capacity building preferably within international organizations and/or UN organizations. Familiarity with UNICEF policies and procedures is considered an asset.

Skills:

Strong knowledge of learning principles, organizational development, and capacity-building frameworks.
Experience in conducting skills gap analyses and learning needs assessments.
Proven ability to design strategic learning plans aligned with organizational goals.
Excellent facilitation and stakeholder engagement skills, including conducting interviews and focus groups.
Strong analytical and report-writing skills.
Proficiency in data analysis and visualization tools.
Ability to work independently and deliver high-quality outputs within deadlines.

Language Requirements: Fluency in English is required.