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TERMS OF REFERENCE

International Consultant to Conduct a Skills Gap Analysis and Design a Fit-for-Purpose Staffing Structure for UNICEF Jordan Country Office, in line with the Country Programme 2028–2032

CONTRACT MODALITY	Individual Consultancy
DUTY STATION	**Amman, Jordan, Home based with travel**
DURATION OF CONTRACT	**3 months**

Purpose of Assignment

The overall objective of the consultancy is to assist the UNICEF Jordan Country Office (JCO) in defining the 'Fit for Purpose' staffing structure, capacities and skills it needs to effectively deliver the new Country Programme for the period 2028-2032.

The new JCO CPD 2028-2032 will be presented to the UNICEF Executive Board in Sep 2027, considering the shifts in the focus and efforts of the Country Programme, the JCO has recognized the need to review and assess its functions and structure, as well as required and available technical capacities, expertise, knowledge, and skills and is hiring a consultant to lead the process. Under the direct supervision of the Deputy Representative Programme, and in coordination with Senior Management Team (SMT), People and Culture Manager and the Staff Association, the Consultant will conduct a review of the current office skills embedded within a core workforce of 93 staff members,, and compare this with the functions required to enable effective programme delivery and align with the future Country Programme. The review will address the following questions:

- What type of profiles, functions, knowledge and skills do we need to effectively deliver on the Country Programme priorities and pillars in the next country programme cycle operational and programmatic, communication and partnership context?
- What are the existing skills in JCO workforce? What knowledge and skills the current staff have based on their current and all previous functions and education background?
- What new skills and profiles are required to deliver on programmatic, communication, operational, and partnership. How can we ensure the office remains fit for purpose across different funding and risk scenarios? Where do we need them?
- How can we bridge the gap through learning and development, redeployment, recruitment or other means?

The consultant's role is advisory. Decisions on the structure will be taken by JCO senior management through the Programme Budget Review (PBR) process. Post classification remains the responsibility of the Division of People and Culture (DPC).

Scope of Work

Methodology:

A five-phase evidence-based approach will be adopted to allow for the collection, analysis, and presentation of

data considering the programming, operational and cross-sectoral sections, reflecting multiple dimensions. The approach will facilitate a continual emphasis on communication and consultation. The sequence is deliberate. Future functions are defined based on the proposed CPD structure, ensuring the multisectoral character of the future CPD pillars. The current workforce's skills are then mapped, a structure is designed around the functions, and gaps are bridged against that proposed structure, or roles reshaped.

Phase 1: Understand implications of the proposed CPD and define the functions it requires

The consultant will conduct a comprehensive review of the proposed JCO CPD structure and key interventions. This review will include the following activities:

- The Consultant will review proposed CPD structure and related documents and meet with Senior Management and CMT members to explore the impact of new and evolving programmatic, cross sectoral and operational strategies.
- Consultant will facilitate development of the critical skills/functions required for planned CPD results by CPD pillar, independent of the current organigram. The consultant is encouraged to look at innovation, digital/AI and transferable skills needed to ensure the new CPD approach. AI can be used to unpack the skills needed per each intervention, output and outcome, cross-checked afterwards by the consultant manually and agreed with the supervisor.
- Group all needed skills and create staffing profiles.

Output:

- Inception report, which will include a detailed workplan, methodology, and tools to be used for the consultancy – to be presented to the CPD-CPMP Task Force, the CMT, and All Staff.
- Functional requirements map by CPD pillar, covering programme, operations and common services functions.
- Identification of the technical, digital/AI and transferable competencies and skills required to implement the CPD.
- Skill profiles (by functional area, including programme associates) reflecting the differing skills requirements for planned strategies, functions and then posts.
- List of skills to be used in the data collection and analysis process.
- Finalized existing skills profiles by pillar and holistic groupings, identifying also the supporting roles.

Phase 2: Determine currently existing skills and identify capacity gaps

The Consultant will review the current JDs, PERs for the last 2 years and the existing staff CVs using a digital/AI tool to identify the skills and capacities existing in the office. In addition, the consultant will produce an online data collection tool based on relevant skills needed to implement the new CPD. The data will be collected, analysed, triangulated and incorporated into a skills matrix based on the technical, service, cross cutting and transferable skills showing the required and available skills.

The Consultant will facilitate meetings with SMT, JCC, CMT and staff to review and validate the data leading to discussions on the implications and opportunities based on the skills gaps.

Individual skills data will be used for aggregate analysis and development planning only. It will not determine any individual's placement, selection or separation.

Output:

- Evaluate the current profiles across the office against requirements of the new CPD

- Identify strengths and gaps of the current workforce, highlighting high-risk and priority areas from CPD delivery and operational effectiveness.
- Draft assessment report consolidating the result of the new CPD needed skills analysis against existing skills and strengths.
- Electronic file (PowerBI or equivalent) containing the skills matrix, mapping the required and available technical and non-technical skills for each section and job group.

Phase 3: Design the future staffing structure

The consultant will design the staffing structure JCO needs to deliver the next CPD priorities and pillars. The work will build on the functional requirements from Phase 1 and the capacity picture from Phase 2, and will be carried out with the SMT, the People and Culture Manager and the CPD-CPMP Task Force. Specifically, the consultant will:

- Agree design principles with the SMT before drafting options. These cover, for example, alignment with the CPD pillars, cross-sectoral delivery, spans of control, the balance between national and international posts, and the mix of staff and non-staff personnel.
- Develop two to three structure options. Each option will include an organigram, reporting lines, a post-by-post table (functional title, indicative level, reporting line, etc.), an indicative cost estimate, and the risks and trade-offs involved.
- Recommend a preferred option, set out the changes from the current structure (new, changed, redeployed and discontinued posts), and draft summary job profile requirements for new or substantially changed posts, ready for classification by DPC.
- Propose a phased transition and change management approach consistent with UNICEF's applicable policies on staff selection, post abolition and separation, and with the JCC communication strategy.

Output:

- Note on structure design principles, endorsed by the SMT.
- Structure options paper with organigrams, post tables, costings and risk analysis.
- Recommended structure, with a change summary against the current structure and draft job profile requirements for new or changed posts, ready to inform the PBR submission.
- Transition and change management plan.

Phase 4: Identify solutions to bridge capacity gaps

This phase will be undertaken by the Consultant with inputs and guidance from the People and Culture Manager. The process will involve working with Section Chiefs in highlighting areas for investment in learning and development with the input of staff within the section to bridge the capacity. Remaining gaps will need to be addressed through other means such as redeployment, recruitment proposals or institutional contracts. The consultant will develop solutions to close the gaps between current skills and the requirements of the recommended structure.

Output:

- A proposal to bridge remaining capacity gaps with include (i) a learning and development plan to close the gaps in functional areas– including how to make the best use of available organizational resources and general guidance for staff to take ownership of their growth and career development (ii) any other recommendations to bridge the gap

Phase 5: Compilation of Report and Presentation of electronic file

A report will be presented to the CPD-CPMP Task Force, SMT, and CMT, documenting the skill assets, gaps, and solutions identified in Phase 3. The recommended structure (Phase 3) and the solutions identified in Phase 4.

Output:

- Draft presentations of salient results (including the recommended structure) to: the Senior Management, the CMT, and all staff to enable targeted solutions to address skill gaps in sections and at office level.
- Final consultancy report.

Tasks and Deliverables:

The projected timeline for support to Jordan Country Office is two (2) months and half beginning (starting from December 1, 2026 to February 28, 2027). The assignment requires 57 input days over about 14 weeks. The SMT must endorse the design principles before Deliverable 4 begins, and the recommended structure must be ready in time for the PBR submission. The Consultant will undertake the exercise in person and remotely with support from the People and Culture team and the Learning and Development Committee (LDC).

A core requirement of this process is to work closely with the JCO to develop appropriate solutions to ensure recommendations have the agreement and support of those responsible for implementation. An effective participatory approach including the CMT, staff and Staff Association is crucial to the process of this exercise to ensure that the Consultant benefits from the enormous knowledge and institutional memory possessed by key staff in the JCO.

- The Joint Consultative Committee (JCC) will agree on a communication strategy to maximize staff engagement, ensuring that the exercise is managed carefully and in a transparent manner with the participation of all staff.
- The Staff Association will be consulted on the structure design principles and the recommended structure before they are finalised.

Confidentiality and data protection: The consultant will have access to personal data on staff and associated personnel. This data will be held and processed confidentially, in line with UNICEF's policy on personal data protection. It will be used only for this assignment and returned or destroyed at the end of the contract. Findings will be reported at section or job group level, never by named individual.

Draft structure options and all other analyses and documents are confidential to the SMT until the SMT decides to release them to the Office.

Work Assignments Overview	**Deliverables/Outputs**	**Delivery deadline to complete the deliverable**
▪ Desk review of relevant documentation to prepare the methodology and timelines. ▪ Introductory meeting with Senior Management, People and Culture Team and relevant project stakeholders (CMT and Staff Association).	Deliverable 1: ▪ **Inception report, including** a detailed workplan, methodology, and tools endorsed by Senior Management Team and relevant project stakeholders (CMT and Staff Association).	06 Dec 2026

	▪ Meeting with all staff to introduce general methodology, scope, process and timelines of the exercise.	
▪ Review of the technical competencies and skills required to implement the CPD. ▪ Meet individual section chiefs and supervisors to discuss the functions and skills required by each CPD pillar. ▪ Finalize skills profiles and validate them with section chiefs and staff. ▪ Develop and validate the functional requirements map by CPD pillar.	Deliverable 2: ▪ Meeting with individual section chiefs and supervisors to discuss required skill sets linked to the strategic objectives of the new CPD ▪ Functional requirements map by CPD pillar. ▪ Report on required skills profiles by function and job group finalised and validated with section chiefs and staff.	27 Dec 2026
▪ Design data collection instruments. ▪ Hold a staff workshop to introduce the data collection instruments and follow-up on completion. ▪ Conduct the initial skills mapping and gap analysis – for validation. ▪ Validation of initial findings and skills mapping through meetings with section chiefs, staff, and supervisors.	Deliverable 3: ▪ Data collection instruments designed. ▪ Staff workshop to introduce the data collection instruments held. ▪ Follow-up to ensure 100% completion. ▪ Draft report and presentation of validated skills mapping and gap analysis per section completed. ▪ Electronic file with data collected for the skills gap analysis (skills matrix in Power BI or equivalent) delivered.	17 Jan 2027

▪ Agree structure design principles with the SMT. ▪ Analyse the current structure and the continuing functions. ▪ Develop, cost and review structure options with the SMT and the CPD-CPMP Task Force.	Deliverable 4: ▪ Design principles note endorsed by the SMT. ▪ Structure options paper with organigrams, post tables, costings and risks. ▪ Recommended structure with change summary and draft job profile requirements for new or changed posts. ▪ Transition and change management plan.	2 Feb 2027
▪ With inputs collected during the validation meetings, prepare a proposal of various approaches and resources to narrow the gaps identified through the analysis against the recommended structure, for the discussion with , SMT, and CMT. ▪ Produce a narrative report and a Power Point or equivalent summary presentation documenting the skill assets, gaps, and solutions identified. ▪ Facilitate the meeting with the Learning and Development Committee (LDC) and present the results, including the recommended structure, to all staff.	Deliverable 5: ▪ Well-informed discussion and Power Point presentation with, SMT, and CMT facilitated and documented through detailed minutes. ▪ Draft capacity development plan to address the gaps identified throughout exercise focused on the acquisition of technical skills, knowledge, and performance improvement. ▪ Final consultancy report and Power Point summary documenting the skill assets, gaps, the recommended structure, and solutions identified.	16 Feb 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 in Human Resources Management, Organisational Development, Business Administration, Social Sciences, or similar discipline.

Knowledge/Expertise/Skills:

- At least 10 years' experience in management positions, human resources or organisational development, or in managing team or programmes.
- Knowledge of change management principles and methodologies, including staff consultation in restructuring processes.
- Technical knowledge on skills mapping and capacity gap analysis.
- Proven experience in leading and conducting skills mapping and capacity gap analyses.
- Proven experience in organisational design or structure reviews, preferably in the UN system, international organisations or large NGOs, including costing structure options.
- Excellent planning and analytical skills required.
- Demonstrated ability to work independently.
- Knowledge of UNICEF rules/regulations and processes, including the Programme Budget Review (PBR), an asset.
- Communication, facilitation and presentation skills.

Language Requirements:

- Fluency in English is required. Working knowledge of Arabic is an asset.