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TERMS OF REFERENCE

International Individual Consultant: Facilitation and Development of the Country Programme Management Plan (CPMP)

(International candidates only)

CONTRACT MODALITY	Individual Consultancy
DUTY STATION	Juba, South Sudan & Remote + travel
DURATION OF CONTRACT	2 months

Purpose of Assignment

UNICEF South Sudan Country Office is preparing its Country Programme Management Plan for the forthcoming country programme. The CPMP will translate the strategic priorities and results of the Country Programme Document into a coherent management, staffing and resource framework. The consultant will facilitate a participatory review and provide technical and analytical support to develop costed organizational options, an updated accountability framework and a consolidated CPMP package for management endorsement and submission through the applicable PBR process.

This consultancy Service is required during the first half of 2027. The start date and place of assignment remain flexible and it will be agreed and communicated at the Offer stage, in line with the completion and availability of the preliminary programme documentation required by the consultant as baseline reference materials for the assignment.

The following is an indicative 45-day schedule. Weeks refer to elapsed time from contract commencement, not continuous daily deployment. Exact calendar deadlines will be agreed before contracting and aligned with CPMP/PBR submission dates. Each output is subject to written acceptance by the contract manager.

Scope of Work

1. Strategic Organizational Assessment: Review the current organizational structure, workforce profile, management arrangements, field presence and operating environment.
2. Workforce and Resource Planning Analysis: Assess current and projected workforce requirements, capabilities, gaps and role-optimization opportunities.
3. Stakeholder Engagement and Facilitation: Design and facilitate consultations with the CMT, programme sections, operations, field offices, People & Culture, staff representatives and relevant stakeholders.
4. Organizational Design and Operating Model Options: Develop evidence-based options and assess risks, benefits and implementation implications.
5. Affordability and Resource Alignment Analysis: Assess affordability and sustainability under projected funding scenarios, including gaps, risks and trade-offs.
6. Development of the CPMP: Produce an integrated management framework covering structure, workforce planning, field presence, governance and implementation.
7. Validation and Management Decision Support: Facilitate validation workshops and management discussions and incorporate agreed feedback.

8. Finalization and Submission Support: Finalize the CPMP package, supporting analyses, affordability documentation, presentations and annexes for governance and PBR processes.

Work Assignments Overview	Deliverables/Outputs	Delivery deadline to complete the deliverable
Inception and desk review	Deliverable #1 Inception report and desk review, including methodology, detailed workplan, document review framework and consultation plan (home-based).	25 January 2027
Organizational review	Deliverable #2 Organizational Assessment Report, including workforce analysis, consultation findings, organizational options and affordability analysis (office and home-based).	16 February 2027
Organizational effectiveness and CPMP framework	Deliverable #3 Draft CPMP Package, including preferred structure, governance arrangements, affordability model and implementation considerations (home-based).	5 March 2027
CPMP package handover	Deliverable #4 Final CPMP Package, Executive Presentation, Response Matrix and Handover Package (office and home-based).	18 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 higher) in Human resources, organizational development, management, public or business administration, strategic planning, project management or a related field. A relevant first university degree plus two additional years of relevant professional experience may be accepted in lieu of an advanced degree, subject to confirmation by the requesting office.

Work Experience:

- At least 10 years of relevant professional experience in strategic workforce planning, organisational design, management reviews, organisational change or related fields.

Knowledge/Expertise/Skills:

- Demonstrated UNICEF CPD/CPMP and PBR experience; staffing structures; accountability frameworks; affordability analysis; workforce and funding-data analysis; participatory facilitation; consultation; communication; and decision-ready report writing.

Language Requirements:

- Fluency in English, including excellent drafting skills.

Desirables:

- Country-office or comparable international-organization experience, familiarity with development and humanitarian contexts, organizational transition experience, and commitment to UNICEF values and competencies.

Technical Proposal: Technical Proposal: Interested candidates are requested to submit a detailed technical proposal that includes the following:

- Understanding of the assignment, methodology, stakeholder engagement and workplan, with examples of comparable work with confidential material removed.

Application package: Cover letter, updated CV, concise technical proposal, examples of comparable work, and a separate all-inclusive financial proposal in USD broken down by deliverable, professional fees and specified travel costs.