

# UNICEF Uganda – Terms of Reference

## **Project/Assignment Title: Learning and Development Strategy Consultant**

### **1. Background and Objectives:**

UNICEF works in 190 countries and territories to protect the rights of every child. UNICEF has spent 750 years working to improve the lives of children and their families. Defending children's rights throughout their lives requires a global presence, aiming to produce results and understand their effects. UNICEF believes all children have a right to survive, thrive and fulfill their potential – to the benefit of a better world. UNICEF Uganda country office (UCO) implements one of UNICEF's largest programmes in the Eastern and Southern Region with approximately 214 staff (31 international and 183 national staff) based in Kampala and three Field Offices.

The UNICEF Uganda Country Programme for 2021 – 2025 is fully aligned with the UN Sustainable Development Cooperation Framework (UNSDCF) and the National Development Plan (NDP) III. The overall goal of the country programme is to support national efforts to accelerate the realization of children's rights and progress towards the achievement of the Sustainable Development Goals for children, in line with the vision of the Agenda 2063 for Africa. In partnership with the Government of Uganda, the programme will be guided by the principles of children's rights, equity, gender equality and resilience and will support evidence-based, integrative, and innovative programming. The vision is for all boys and girls in Uganda, especially the most vulnerable and disadvantaged, to realize their rights and have equal opportunity to survive and thrive.

To achieve programme results for the remaining part of the country programme, Uganda Country Office intends to develop a long-term learning and development strategy to address skills and capacity gaps required to deliver the 2021 – 2025 Country Programme. UNICEF-Uganda is committed to the ongoing training, up-skilling, and development of the staff to ensure that the changes envisaged in the new country programme are implemented. This commitment is part of its long-term policy of supporting the development of staff across the office by enhancing the overall level of core workplace skills and in turn the performance of the office.

### **2. Scope of Work**

The consulting firm will develop a learning and development strategy and implementation plan to address identified skills and competency gaps identified through the skills mapping exercise and performance management workshops. The strategy links to:

- The achievement of the goals set out in the UNICEF Strategic Plan and Skills Mapping exercise undertaken during the development of the new country programme.
- The best practice, maximization of in-house learning capability, innovative and cost-effective approaches to staff learning and development, and contributes to continuous improvement in staff performance.
- Providing an overview and lay down the foundation of a learning culture oriented to organizational results, to the acquisition of new knowledge and skills and to support the career aspirations of staff.

### **3. Areas to be Considered**

Under the direct supervision of the HR Manager and in consultation with the Chair Person, Staff Development Committee (SDC), the consulting firm will develop a learning and development strategy and implementation plan to address identified skills and competency gaps identified through the skills mapping exercise.

#### **The duties and responsibilities of the firm are:**

- Review key documents of UNICEF, including: 1) UNICEF Uganda Country Programme 2021-2025 2) 2020 Annual Work Plan of the Country Office; 3) Skills mapping report Fit for Purpose Exercise 4) 2018-2021 HR strategy; 5) UCO 2019 & 2020 L&D reports; 6) the UNICEF strategic plan 2021-2025; 7) Global learning strategy.
- Analyze the findings of the skills mapping exercise report, and other UNICEF strategic documents listed above, and develop draft learning and development strategy and implementation plan for presentation to the SDC and CMT members.
- Upon review and endorsement of the learning and development plan by the SDC, prepare final plan for implementation for the remaining part of the country programme, 2022-2025, clearly outlining an M&E strategy to evaluate the impact of learning.

#### 4. Expected Outputs and Deliverables:

The selected firm will be responsible for delivering the following specific outputs and deliverables, comprising of the main milestones:

No	Task	Deliverable	Timeframe
1	Review key documents	Report with key insights and recommendations for L&D strategy	14 January 2022
2	Analyze the findings of the skills mapping exercise report and other UNICEF strategic documents and develop draft learning and development strategy and implementation plan for presentation to the SDC and CMT members.	Draft L&D strategy and implementation plan	4 February 2022
3	Upon review and endorsement of the learning and development plan by the SDC, prepare final plan for implementation for the remaining part of the country programme, 2022-2025, clearly outlining an M&E strategy to evaluate the impact of learning.	Final L&D strategy and implementation plan	25 February 2022

#### 5. Duration:

The total duration of this assignment is from 3 January to 28 February 2022. The consulting firm or consultant is responsible for accomplishing the deliverables set forth above.

Note: The mentioned number of working days has been estimated as being sufficient/ feasible for the envisaged volume of work to be completed successfully and is proposed as a guideline for the duration of assignment. It cannot and shall not be used as criteria for completion of work/assignment. The provision of envisaged deliverables approved by the HR Manager shall be the only criteria for the consulting firm's work being completed and eligible for payment/s. No travel is envisaged for this assignment, however, in the event that there is need to travel, UNICEF-Uganda Office shall ensure appropriate logistical support.

#### 6. Performance Evaluation:

The firm's performance will be evaluated against such criteria as: timeliness, responsibility, initiative, communication, accuracy, and quality of the products delivered.

#### 7. Desired background qualification and experience and competencies

##### **Qualifications of Successful Firm**

- Education:** Advanced university degree in the social/behavioral sciences e.g. Organizational Psychology, Organizational Development; Human Resources Management/Development, Business Administration, or related field.
- Work Experience:** Substantive experience (at least 8 years) in designing and implementing learning and development strategies
- Well-developed skills and demonstrated experience in skills development and training needs assessment,
- Good knowledge of different training methods, skills in facilitating stakeholder/working group consultations and training on learning and development,
- Excellent writing, editing, and oral communication skills in English.
- Excellent analytical, interpersonal, and reporting skills.
- Proven capacity to supervise and coordinate all administrative and technical aspects of the consultancy.
- Recommendation from at least three reputable organizations where a similar activity has been conducted in the last 5 years.

## 8. Submission of quotations

Interested firms are invited to submit their quotation by the date indicated in the RFQ, including the following documents:

- A company profile, including records on past experience in similar assignment and the CVs of the key personnel.
- Financial proposal – specifying a total lump sum amount for the task specified in Terms of References. The Financial proposal shall include a breakdown of this lump sum amount.

## 9. Terms of Payment

Payment will be disbursed to the firm in two- installments, upon submission of draft learning and development strategy and implementation plan and approved strategy and deliverables set forth in Expected Outputs and Deliverables above and certification by UNICEF that the services have been satisfactorily performed.

Contract price is fixed to activities/deliverables indicated in the ToR, regardless of the changes in the cost components (such as days invested for completion of the deliverables.)


## 10. Travel costs and Daily Subsistence Allowance:

All envisaged travel costs must be included in the financial proposal.

**Prepared by**

**Irene Hungwe, HR Manager**

Signed:



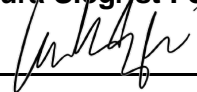
Date:

13/12/2021

**Reviewed by**

**Laura Siegrist Fouché, Deputy Representative, Operations**

Signed:



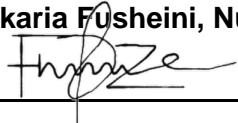
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**Endorsed:**

**Zakaria Fusheini, Nutrition Manager (SDC Chairperson)**

Signed:



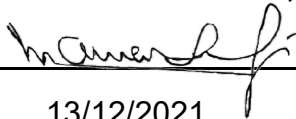
Date:

02 December 2021

**Approved by:**

**M. Munir A. Safiaddin, Representative**

Signed:



Date:

13/12/2021