

Annex A - TOR for External HR consulting company UNHCR Jordan Staffing review 2023-2025

1. Background

UNHCR, the UN Refugee Agency, is a global organisation dedicated to saving lives, protecting right and building better future for refugees, forcibly displaced communities and stateless people.

UNHCR Jordan operation serves its people of concern from four offices in this country, namely:

Branch Office Amman
Sub-Office Mafrag
Field office Azraq
Field Office Irbid

The total number of employees is over 500 individuals locally and internationally recruited. For more information on UNHCR in general and Jordan operation specifically please refer to the following websites respectively:

<https://www.unhcr.org>
[UNHCR Jordan](#)

2. Context

To a significant extent, the current structure of Jordan operation reflects the functional requirements set up for the emergency response at the beginning of the Syria situation. Currently the operation enters the multi-year planning process for the first time. It is to cover years 2023-2025. In this context, the operational objectives, strategies and ambitions are under review. This process naturally requires review of the workforce structure and capacity to respond to the evolving operational needs in an optimal way.

Hence, UNHCR Jordan has decided to undertake the operation's workforce structure review to assess and validate the mix of functions performed in it, and to ensure they align with priorities and strategic directions, and are well tailored to support the operational priorities for years 2023-2025.

The result of the review should also help the management to determine which functions must imperatively stay in the operation and those that need to be transformed and/or possibly discontinued.

These Terms of Reference (ToR) are drawn up to support Jordan Operation’s review and provide the basic outline for the contracting of Consultancy Services.

3. Purpose and Objective

The objective of the review is to contribute to the Jordan operation’s workforce planning for the years 2023-2025 through the independent review of the workforce structure and proposal of its potential redesign in the above-described context.

The purpose of the workforce review is to affirm the operation’s structure and help redefine, reshape and, if need be, redesign its respective functions. The review will provide a coherent analysis and validation of the current functions in the operation, and help align them with the priorities articulated in the strategic directions for 2023-2025.

The Representative with the support of the Senior Management Team is the ‘owner’ of Jordan operation’s staffing review.

4. Scope, Timelines and Deliverables

This review should accompany the current operational planning and feed into Jordan operation’s strategic direction for the years 2023-2025.

In the framework of the multi-year planning preparations, UNHCR Jordan is to conduct an on-line survey covering some 100 senior national and international heads of units/managers. The purpose of the survey is to take a quick diagnostic, and take stock of the past and present achievements and challenges.

Activity	Deliverable	Time Frame (INDICATIVE)
Introduction: UNHCR’s introduction of the background documents to the Company	n/a	1 working day

Research: Desk review of pertinent documentation; Data analysis of the survey results	Analytical note on the main functions in the operation and, where overlap may be detected, how respective roles could be differentiated	5 working days
Consultations: semi-structured interviews with key national and international heads of units/managers in Jordan operation	Summary notes and audio recording of the interviews	7 working days
Recommendations:	Written report on the recommended structures, with explanations on the directions on changes and transformation. The structure is to be for years 2023-2025 and it should be presented by the operational pillar, by office and by unit.	10 working days
Presentation of the report to senior management of Jordan operation	Presentation of the recommendations and related summary note	1 day

5. UNHCR Responsibilities

UNHCR Jordan operation will make sure that the interviewees are available for the on-line consultations as per the proposed schedule.

In addition, the necessary basic documents on staffing structure will be provided within the existing confidentiality limits.

6. HR Company's qualifications

Functional Requirements

- Experience with UN entities desirable
- Knowledge of UNHCR and its mandate are desirable
- Expertise in organizational design and change management required
- Proven ability to gather and analyze complex data through mixed methods required

Corporate Requirements

- Proven track record of organizational development expertise within the UN system is an asset but not essential
- Ability to commit a team of consultants for a period of up to 2 months
- Proven ability to deliver reports on time
- Proven educational and experience record of team members
- Minimum 3 references are required