

Terms of Reference
Consultancy Services
Strategic Human Resources Plan of the IPCC Secretariat

1. Background

The Intergovernmental Panel on Climate Change ([IPCC](#)) is the United Nations body for assessing the science related to climate change. The IPCC provides regular assessments of the scientific basis of climate change, its impacts and future risks, and options for adaptation and mitigation.

In performing its mandate, the Panel is assisted by the IPCC Secretariat. As per its [functions](#) approved by the Panel, the IPCC Secretariat supports the Panel, Bureau, ExCom and the IPCC Chair in the delivery of their mandates. Its primary functions include managing the IPCC Trust Fund, overseeing budgeting and expenditure, preparing documentation for IPCC sessions and meetings, supporting Working Groups and Task Forces in organizing their meetings, facilitating travel support for eligible delegates and experts, and ensuring proper information management and archiving of IPCC reports.

Additionally, the IPCC Secretariat serves as the principal point of contact for IPCC Member Countries and Observer Organizations, fostering cooperation with UN bodies like the UNFCCC and relevant entities within the UN System. It contributes to implementing key protocols, communication strategies, conflict of interest policy, and engages through the IPCC Secretary in his role as Advisory Member in the IPCC Executive Committee. Overall, the IPCC Secretariat remains flexible, ready to undertake any other necessary tasks to effectively support the IPCC in fulfilling its mandate as directed by the Panel, Bureau, or Executive Committee.

The [IPCC Secretariat](#) is housed within the World Meteorological Organization's Geneva, Switzerland headquarters and currently comprises 15 staff members.

The International Panel on Climate Changes (IPCC) at its 60th session through Decision IPCC-LX-10, para. 27, requested the Secretariat to produce a strategic human resources plan, with support from an independent consultant, that considers the critical workforce needs and gaps and adequacy of the structure of the Secretariat, in light of the Seventh Assessment Cycle (AR7) work program and, in accordance with the [Secretariat's Terms of Reference](#), to be presented to the Panel, as soon as possible. These Terms of Reference outline the requirements, delivery, and timeline for the consultancy services to be performed by the Contractor.

2. Objectives

The main objectives of this assignment are as follows:

- To assess the adequacy of the existing IPCC structure in supporting the achievement of the IPCC's goals and mandates in the context of its existing institutional setting.
- To conduct a comprehensive analysis of the current workforce composition of the IPCC Secretariat.
- To identify critical workforce needs and skill gaps within the Secretariat in alignment with the AR7.
- To propose a strategic human resources plan that builds on the recommendations and initiatives to address identified needs, gaps, and structural deficiencies.

3. Methodology of Work

The Contractor's key personnel shall undertake the following tasks:

- Review the relevant organizational documents, including, but not limited to, the IPCC secretariat functions, IPCC work program for the AR7, existing human resources policies and procedures and relevant IPCC documents and decisions.
- Analyze workforce demographics, including skills, competencies, experience levels, and diversity, to identify areas of strength and areas requiring improvement.
- Conduct interviews and/or surveys with key stakeholders, including management, staff members, and relevant external partners, to gather insights on current workforce needs and structural adequacy.
- Evaluate the alignment between the current organizational structure and the organization's goals, mandates, and work program.
- Identify potential risks and challenges associated with workforce planning and structural adequacy.
- Develop a strategic human resources plan that includes recommendations and initiatives to address identified needs, gaps, and structural deficiencies, along with a timeline for implementation and monitoring.

4. Deliverables

The Contractor's key personnel shall deliver the following:

- An inception report outlining the methodology, work plan, and timeline for the assignment, to be submitted within 30 days of contract commencement.
- An assessment of the existing IPCC structure, workforce, needs, and gaps within the IPCC secretariat, to be submitted within 2 months of contract commencement.
- A draft strategic human resources plan for review and feedback by the organization, to be submitted within 3 months of contract commencement.
- A final strategic human resource plan incorporating feedback received, to be submitted within 15 days of receipt of feedback.

5. Duration

The duration of the assignment shall be 6 months from the date of contract commencement.

6. Reporting

The Contractor shall report to the IPCC Secretariat management throughout the duration of the assignment.

7. Travel

The key personnel are expected to travel to Geneva for the inception meeting with the Secretariat. Additional travel will be arranged, as/if needed.

8. Requirements for the Contractor

- A minimum of five years experience in the field of HR and strategic planning.
- A minimum of three references related to similar projects done in the past.

- Demonstrated experience in developing undertaking assessments of the structure, functions, skills, competencies, workforce gaps, needs, etc.
- Demonstrated expertise in developing human resources plan.
- Demonstrated experience in conducting interviews, surveys, and data analysis.
- Familiarity with United Nations organizations system/UN specialized agencies or with other international Organizations or corporations.
- Familiarity with IPCC is an asset.

9. Requirements for the Key Personnel: The Contractor's key personnel (should possess the following qualifications:

- A minimum of 10 years of experience in strategic human resources planning, organizational development, and workforce analysis. Professional HR certificates globally recognized are an asset.
- Demonstrated strong communication and writing skills.
- Fluency in English.
- Detailed CV of key personnel shall be provided to WMO.

10. Sustainability Requirements

IPCC plays an important role in promoting the Sustainable Development Goals (SDGs) – the 17 Interlinked urgent calls to action to all countries in a global partnership to deliver UN's 2030 Agenda for Sustainable Development.

IPCC is committed to include sustainability considerations in all procurement related activities as well as in both new and ongoing contracts, and to promote sustainable business practices. To this end, IPCC would give particular consideration to whether the Contractor meets the following requirements:

1. Have a corporate environmental policy or an environmental management system (ISO 14001 or equivalent).
2. Demonstrate its commitment to support gender equality and women's empowerment through its operations, for example:
 - The company's current or future plans/activities regarding gender diversity in the recruitment process
 - Ensuring equal pay between men and women
 - Opportunities for females to be empowered and promoted internally
 - Prevention of sexual exploitation, abuse, violence, harassment or any form of discrimination at work
 - Paid parental leave policies for men and women
 - Professional safety training and access to equal protection facilities for all staffs without discrimination
3. Include at least a female service team member among its key personnel.
4. Commit to extend all sustainability requirements under points 1 to 3 of this paragraph to its tier 2 suppliers and to report on the status. To this end, an internal policy regarding the sustainability and monitoring of suppliers, their responsible sourcing, the specification of sustainable production and process methods, the conduct of the suppliers' background-check for their record of social and environmental responsibility, should be submitted. Copies of the above-mentioned policies and certificates shall be provided to WMO.

5. The Contractor is also encouraged to join the UN Global Compact. Should the Contractor be already part of the UN Global Compact, it shall share with the WMO its annual "Communication on Progress" report.