

TERMS OF REFERENCE FOR INSTITUTIONAL CONTRACT FOR SERVICES

Revision and Update of UNICEF's Existing Competency Framework, Integration of Humanitarian Competencies, and Alignment with People and Culture Processes

.....

1. Background

The UNICEF Strategic Plan 2022-2025 identifies fostering a dynamic and inclusive people and culture as the leadership Strategic Plan 2022–2025. Through the People and Culture Transition and Transformation Initiative, One People strives to shape an adaptive and capable people-centered People and Culture Community that actively works with its partners to accelerate results for the children we serve. In 2020, for the first time, UNICEF launched the Competency Framework to establish common standards of behavior to guide the way we work aligning to our core values of Care, Respect, Integrity, Trust, Accountability and Sustainability. The framework consists of eight competencies and a set of behavioral indicators.

The COVID-19 pandemic has dramatically changed the future context of work, employee expectations and ways of working. It provided stimulus to embed organizationally, people-centered best practice policies and processes that UNICEF had struggled to integrate into its work context. The pandemic has also made clear the challenges of a fast-changing global context that requires UNICEF to remain adaptable, constantly evolving to deliver results for children. In 2022, UNICEF continued to respond to 442 new and ongoing humanitarian crises in 128 countries (compared to 455 in 2020 and 483 in 2021). UNICEF's credibility and reputation depends largely on how fast and how well the organization can respond to humanitarian crises and emergencies. As a result, business models are changing across the organization and there is a need to adjust the existing competencies to align with the demands of the business environment. There is an urgent need to develop and integrate the humanitarian competencies in the overall framework which is not existent now, therefore UNICEF is seeking to establish a one-off institutional contract with a highly technically qualified provider. The duration of the one-off institutional contract will be one year with a possibility of extension depending on UNICEF needs and the selected vendor's performance.

2. Purpose and Objectives of the consultancy

The aim of this consultancy is to clearly define the competencies that personnel require for UNICEF to deliver on its' humanitarian mandate and policy framework as defined in the Core Commitments for Children in Humanitarian Action (the CCCs, Core Commitments for Children | UNICEF). UNICEF has a unique dual mandate to provide both humanitarian assistance and development support. UNICEF is seeking to strengthen the competencies of all personnel to work in both development, and humanitarian and emergency contexts. The consultant is expected to integrate humanitarian competencies into the existing [UNICEF's Competency Framework](#) with an overall goal of integrating competencies and behaviors that better equip personnel to navigate complex environments, respond to emergencies effectively, and uphold the principles of humanitarian action.

Specific Overall Objectives:

Review and document UNICEF's current competencies, identifying strengths, weaknesses, and gaps such as lack of behavioural indicators and level of proficiency required to demonstrate successful humanitarian interventions that ensure UNICEF's humanitarian ambition is achieved. Another gap to be addressed is that UNICEF has been working internally on creating a leadership profile that focuses on specific aspects of UNICEF's core competency framework, tailored for humanitarian contexts. These aspects, such as change

management, stress management, risk appetite and risk management, are considered top priorities and need to be demonstrated promptly in humanitarian settings.

- Define the scope of humanitarian competencies, and similarities and differences to the current competencies.
- Engage systematically and strategically with internal and external stakeholders, including UNICEF's senior management.
- Develop a revised UNICEF Competency Framework ensuring that UNICEF's dual humanitarian and development mandate is adequately reflected.
- Review and map existing training programmes, materials and methodologies, including humanitarian leadership programmes, of other UN agencies, international organizations and other relevant sectors.
- Support full integration of the revised UNICEF Competency Framework into their HR processes, including recruitment, performance management, and staff development.

3. Deliverables

Deliverable 1: Identify and integrate humanitarian competencies into UNICEF's Competency Framework ensuring that UNICEF's dual humanitarian and development mandate is adequately reflected.

- Conduct a thorough review of the organization's current competencies, identifying its strengths, weaknesses, and gaps to support UNICEF humanitarian ambition.
- Conduct research on existing competency frameworks within the humanitarian sectors, as well as other relevant humanitarian organizations, to identify best practices and ensure alignment with industry standards.
- Integrate a focus on the Level 3 behaviours (Manager of Multiple teams) that will ensure that all UNICEF's managers and leaders are prepared to lead in both development and humanitarian contexts.
- Integrate UNICEF's value of Sustainability into the competency framework positioning it as a core element, ensuring that it is embedded in all HR processes.
- Review existing organizational documentation, including competency frameworks, policies, procedures, and reports, related to humanitarian goals.
- Draft recommendations on the proposed approach to the integration of all three levels of behaviours, and any new competencies if relevant, into the broader organizational framework. Ensure that the competencies framework can be used to map existing training programs and identify development needs.
- Engage with relevant stakeholders, including HR staff, divisions, EMOPS, country and regional offices' heads, section's chiefs, staff representatives, humanitarian leaders, and technical subject matter experts, to gather inputs and insights on competency requirements for humanitarian contexts. The stakeholders for the leadership competencies will include senior leaders within UNICEF.
- Pilot test the competencies framework with a sample of targeted staff from humanitarian sectors to gather feedback and validate its effectiveness. This will involve focus group discussions on behavioural indicators and proficiency levels required for successful deployment of humanitarian interventions. The effectiveness of the competency framework will be assessed through strengthened humanitarian leadership capacity and successful integration with other People and Culture processes.
- Develop a draft revised competency framework, solicit feedback from stakeholders, and finalize the revised draft. The framework should include the identified humanitarian and development competencies, behavioural indicators, and proficiency levels required for each competency. The framework should be adaptable to different roles and levels within UNICEF.
- Organize a validation workshop with key stakeholders to present the proposed humanitarian competencies to be integrated and gather feedback for refinement.

- Based on the feedback received, finalize the revised UNICEF Competency Framework, incorporating necessary adjustments and improvements.

The completion of Deliverable 1 encompasses **sub-deliverables** to be submitted as per the payment schedule.

- An Inception Report which analyses UNICEF's documentation and previous draft humanitarian competency documents and proposes an approach to the integration of humanitarian competencies into UNICEF's current framework.
- A Stakeholder Engagement Report, including documented inputs, feedback and recommendations collected through interviews, focus groups, validation workshop and pilot testing.

Deliverable 2: Mapping to Training and Development

- Review and map existing training programmes, materials and methodologies, including humanitarian leadership programmes, of other UN agencies, international organizations and other relevant sectors.
- Draft a Mapping Report that documents different training and L&D programmes and materials (internal and external). Review end user training materials and briefing sessions related to the revised framework.

Deliverable 3: Support Implementation and Integration

- Presentation of the framework to the One People leadership team and key stakeholders.
- Webinars for One People community and global UNICEF staff to explain the competency approach and the new revised framework.
- Work closely with other Units to ensure full integration of the revised UNICEF Competency Framework into their HR processes, including recruitment, performance management, and staff development.
- Review and make updates to existing training programme to strengthen existing humanitarian leadership capacity.
- Develop an Integration Report documenting how all competencies will be combined and integrated across all human resource management functions, including Job Descriptions, performance management, staff development, and recruitment.

4. Timelines

Description of Deliverables	Timeline
Inception Report which analyses UNICEF's documentation and previous draft humanitarian competency documents and proposes an approach to the integration of humanitarian competencies into UNICEF's current framework.	Within 4 weeks after contract award
Deliverable 1: Revised UNICEF Competency Framework that reflects UNICEF's dual humanitarian and development mandate. The framework includes the identified competencies, behavioral indicators, and proficiency levels required for each competency.	Within 8 weeks after the completion of the Inception report

Deliverable 2: Mapping Report on training and development. Review end user training materials and briefing sessions related to the revised framework.	Within 8 weeks after the completion of the revised UNICEF Competency Framework
Deliverable 3: Integration Report that documents how the humanitarian competencies are combined and integrated across all human resource management functions.	Within 8 weeks after the completion of the Mapping report
Final Stakeholder Engagement Report which integrates the engagement activities across all 3 deliverables.	Within 2 weeks after the completion of the Integration report

5. Reporting Requirements

Lists of the reporting guidelines and the reports to be prepared during the assignment as well as deadlines for submission; it includes requirements such as contents, number of copies, language, who should receive the reports and whether they should be submitted electronically (specify the file format e.g. "pdf"), in hard copy, or both.

- An **Inception Report** which analyses UNICEF's documentation and previous draft humanitarian competency documents and proposes an approach to the integration of humanitarian competencies into UNICEF's current framework.
- A **Stakeholder Engagement Report**, including documented inputs, feedback and recommendations collected through interviews, focus groups, validation workshop and pilot testing.
- Humanitarian competencies integrated in **UNICEF's framework**.
- **Mapping Report** that documents different training and L&D programmes and materials (internal and external). Review end user training materials and briefing sessions related to the revised framework.
- **Integration Report** that documents how all competencies will be combined and integrated across all human resource management functions, including Job Descriptions, performance management, staff development, and recruitment.

6. Location

Location(s) and schedule of the assignment: Home-based with one anticipated visit of 30 days maximum, to engage with stakeholders in either New York or Istanbul. Proposers should provide their travel cost to the two locations in the financial Template, Annex C

7. Qualifications or Specialized Knowledge/Experience Required

We are seeking a provider with Extensive experience and breadth of services related to human resources management, with specific experience in organization design and development, and excellent understanding (gained through experience working on similar initiatives) of competencies/capabilities and their relationship to performance management, learning and development, talent management and career development.

Potential qualifying providers should possess the following experience:

- Experience in research/best practice analysis in the field of HR management and development.

- Proven experience in leading organizational change initiatives and adapting competency frameworks to evolving organizational needs.
- Experience working with UNICEF or similar humanitarian organizations is highly preferred, with a strong understanding of the unique challenges and operational requirements in humanitarian and emergency contexts. Familiarity with UNICEF's Core Commitments for Children in Humanitarian Action (CCCs) and experience integrating competencies within complex humanitarian settings will be considered a significant advantage.
- Demonstrated prior experience developing competency and capability frameworks and their relationship to performance management, learning and development and other talent management systems and processes.
- Experience engaging with multi-functional stakeholders, including at the senior management level of international organizations, ideally UN.
 - Experience with UN contracts and other similar agencies.
- Experience with UNICEF is an asset. Knowledge of UN common practices in HR an added advantage.

The Technical Proposal should include but not be limited to the following:

- **Methodology:** Detailed Methodology / approach on how to meet or exceed UNICEF requirements for this assignment.
- **Company Profile:** Ensure to include information related to the experience of the company as required.
- **References:** Details of similar assignments undertaken in last three years including the following information. References should include details of projects that closely align with the integration of competency frameworks, particularly in humanitarian or emergency settings.
 - Title of Project
 - Year and duration of project
 - Scope of Project
 - Outcome of Project
 - Reference / Contact persons
- **Work Plan:** Proposed work plan showing detailed sequence and timeline for each activity. A strong work plan should outline a detailed sequence of activities, realistic timelines, and clearly assigned roles and responsibilities, ensuring that the project can meet its milestones effectively.
- **Team Lead Profile:** CV of the Team Lead. The expertise and experience of the Team Lead will be critically assessed to ensure they have the capacity to guide the integration of humanitarian competencies and drive the project to successful completion.

8. Evaluation process and methods

The bidding institutions will be assessed based on the stipulated criteria. The providers will firstly be evaluated on their technical capacity after which a financial evaluation will be conducted. The ratio between technical and financial offer weight will be 70/30 and only providers who will receive a minimum of 49 points under a technical evaluation will be considered technically compliant and assessed on price proposal. Technical proposals must be separate from financial offers.

Technical Evaluation will comprise the following:

1. Preliminary Evaluation: All the proposals received will be checked for compliance. The RFPS documents must be signed and returned alongside the technical proposal. The technical proposal must be separated from the financial proposal. Proposals that do not meet the preliminary review will be invalidated and not considered for technical evaluation.

2. Technical Proposal evaluation: All the proposals that meet the preliminary requirements will be evaluated technically per service category. They will be evaluated firstly based on completeness of technical requirements and secondly evaluation of proposals. The maximum score is 50 points and the minimum passing score is 35 points. In making the final decision, UNICEF considers both technical and financial aspects.

3. Technical proposal presentation: The Evaluation Team first reviews the technical aspect of the offer followed by a vendor presentation of technical offers and the maximum score for the presentation of technical offer is 20 points and the minimum score of 14 points. The overall passing score for the technical evaluation is 49.

The criteria for evaluating the submissions of proposals/bids are as below:

Technical Criteria	Description of Technical Sub-criteria	Maximum Points %
Overall Response	Completeness of proposal	5
	Overall concord between terms of reference and proposal	
The institution	Range and depth of experience in conducting similar assignments	10
	Strength of client references	
	Experience with UN/ UNICEF	
Key personnel	<p>Team leader: Master's degree in HR, organizational development, social sciences, and/or other related field.</p> <ul style="list-style-type: none"> • At least 10 years' experience in supporting organizational change processes and design. • Extensive experience and breadth of services related to human resources management, with specific experience in organization design and development. • Experience in research/best practice analysis in the field of HR management and development. • Expertise in communication, customer orientation, and excellent understanding of competency and capability frameworks and their relationship to performance management, learning and development and other talent management systems and processes. • Experience working in UN and other similar agencies. • It is preferable that the consultant has experience with, or in, multilateral institutions. • Knowledge of UNICEF context an asset. Knowledge of UN common practices in HR an added advantage. 	15
Proposed Methodology & Approach	Proposed methodology for this project	15
	Proposed work plan to accomplish the project, including clearly assigned roles and responsibilities. Innovation- Proposals that demonstrate innovative approaches to integrating competencies in complex humanitarian settings, and those that show adaptability to evolving needs, will receive additional consideration	5
Total Score for Technical Proposal		50
Technical Presentation		20
Financial proposal		30

Minimum technical required score to be considered technically qualified: 49 points.

Important note: If the technical component fails to meet the minimum score of 49 points, the proposal will be considered technically non-compliant and rejected at this stage without further consideration.

Financial evaluation

The proposers should ensure that all pricing information is provided in accordance with the Financial Proposal Submission Sheet (Annex C). The financial evaluation of all technically compliant proposals will be conducted. The financial proposals will be scored from the lowest to the highest price offer, with the lowest price proposal scoring the maximum 30 points and the rest of the proposals will receive the inverse proportion of the score as shown in the formula below.

$$\text{Score for price proposal X} = \frac{\text{Maximum score for price proposal} * \text{Price of lowest priced proposal}}{\text{Price of proposal X}}$$

9. Award

The award will be made to the most responsive proposal as a result of the combined technical and financial evaluation scores. The proposal obtaining the overall highest score after adding the scores for the technical and financial proposals is the proposal that offers best value for money and will be recommended for award of contracts. The award will be a one-off institutional contract for the duration of one year with the possibility of extension if needed, based on UNICEF needs and vendor performance.

The total maximum obtainable score is 100 points.

10. Project Management/Contract Supervisor and other stakeholders

The Contract Supervisor will be the Chief of Performance Management, Division of People and Culture. The provider will engage closely with other colleagues in the Division of People and Culture, the Chief of People in Humanitarian Action, the Chief of Talent Management, and with the Director of the Office of Emergency Programmes.

11. Payment Terms and Schedule (Please link to deliverables to the extent possible):

Payment will be made upon submission and approval of deliverables and full and satisfactory completion of the assignment.

UNICEF will pay for services rendered 30 days after completion of tasks and certifying they meet with the standards required or deliverables being completed and approved.