



TERMS OF REFERENCE FOR INDIVIDUAL CONSULTANT

TERMS OF REFERENCE (to be completed by Hiring Office)	
Hiring Office:	UNFPA Cambodia CO
Purpose of consultancy:	<p>UNFPA Cambodia is implementing its 7th Country Programme (CP7) 2024-2028, marking a strategic shift in the organization's support to the Royal Government of Cambodia's development priorities. As Cambodia progresses toward upper middle-income status by 2030, CP7 focuses on accelerating UNFPA's transformative results through four key areas: Sexual and Reproductive Health and Rights, Adolescents and Youth, Gender Equality and Gender-Based Violence, and Population and Data. The programme aligns with Cambodia's Pentagonal Strategy, National Strategic Development Plan, and the country's ICPD commitments.</p> <p>To effectively respond to Cambodia's evolving development landscape, UNFPA Cambodia is undertaking a strategic realignment of its human resources to strengthen technical advisory capacity and operational effectiveness. The Country Office requires expertise in Human Resource planning support to implement a newly approved staffing structure while ensuring compliance with UNFPA procedures and maintaining organizational performance.</p>
Scope of work: <i>(Description of services, activities, or outputs)</i>	<p>General objective of the mission</p> <p>The overall objective of the consultancy is to support the UNFPA Cambodia CO Management with the implementation of the recently approved organizational structuring. This will involve, among other things, the development and execution of a sound implementation plan, taking into account the prevailing priorities and the need to maintain a functional Country Office throughout the entire process. The Consultant will assist with the overall coordination of the realignment plan actions including recruitment to ensure that the best candidates are retained and that recruitment and other processes run smoothly, in strict compliance with UNFPA Human Resource management and procedures.</p> <p>Specific Outputs and Deliverables</p> <p>The specific outputs and deliverables are structured according to the HR Strategy consultancy outputs table as Annex A. Please refer to this table to understand detailed requirements.</p> <p>1. Human Resource Alignment Plan based upon approved organizational structuring, plus Roadmap (February 2025)</p> <ul style="list-style-type: none"> ▪ Output: TOR for an Advisory Panel completed. Advisory Panel appointed and in place. ▪ HRAP final - Reviewed and approved by the Advisory Panel <ul style="list-style-type: none"> ▪ Brief an Advisory Panel together with the APRO HRBP team ▪ Develop a clear Human Resource Alignment implementation Plan based upon: <ul style="list-style-type: none"> ▪ Approved Organizational structuring ▪ Draft HR Strategy documentation provided by the Cambodia CO which includes key tasks, background, draft job descriptions <p>2. Human Resource change management actions implemented (March 2025)</p>

	<ul style="list-style-type: none"> ▪ Output: Meetings and coaching held with all impacted staff. Management and Supervisors equipped to support staff. ▪ Based upon the HR alignment implementation plan and roadmap, support the staff who are impacted by the change, plus all staff through in person support, coaching and counseling ▪ Support to Cambodia CO management in the implementation of the HR Alignment Plan and Roadmap – coaching and guidance <p>3. Review of draft recruitment plans, processes and job descriptions for final submission to the Compliance Review Board (CRB) (March 2025)</p> <ul style="list-style-type: none"> ▪ Output: Final Recruitment Plans with all job descriptions approved ▪ Draft job descriptions and recruitment plans including interview questions and guidelines are already available in draft. These will need to be reviewed and edited, aligned with UNFPA standards. <p>4. Implementation of recruitment plans (March to June 2025)</p> <ul style="list-style-type: none"> ▪ Output: Recruitment processes for new posts completed ▪ Once approved, new posts can be advertised and normal recruitment processes supported ▪ Consultant will continue to monitor to ensure that all recruitment is conducted in strict accordance with UNFPA's recruitment processes <p>5. Handover of HRAP and strategy to management completed (June 30th, 2025)</p> <ul style="list-style-type: none"> ▪ Output: Final HRAP completed with notes for management ▪ Coaching and supporting the CO management and staff through the changes ▪ Final report that documents the process and any lessons learned that can be handed over to the CO and APRO HRBP team
<p>Duration and working schedule:</p>	<p>Maximum of 50 working days, during February – July 2025</p> <p>The consultant is required to propose the # of working days, as per deliverable, specify under “Specific Outputs and Deliverables,” with a maximum of 50 working days.</p> <p>Full-time presence required during critical implementation phases. Should in-country mission be required, the office will cover (1) the most direct and economical route of airfare (round trip), (2) DSA in Phnom Penh, (3) Terminal expenses, and (4) Visa expenses. The cost reimbursement is made after each in-country mission is concluded.</p> <p><u>Note:</u> three quotes submission is required for airfare and all receipts (as applicable) is required for the reimbursement.</p> <p><u>Note:</u> this is a results-based contract and payment will be made strictly as per deliverables and <u>not based upon a daily rate.</u></p>
<p>Place where services are to be delivered:</p>	<p>Phnom Penh, Cambodia</p> <p>The consultant will combine in person with remote work with agreed in person period based upon the initial workplan.</p>
<p>Delivery dates and how work will be delivered</p>	<ul style="list-style-type: none"> ▪ All positions to be recruited have strictly followed the various steps involved in UNFPA recruitment process

(e.g. electronic, hard copy etc.):	<ul style="list-style-type: none"> ▪ The files for all positions are ready for submission to the Compliance Review Board (CRB) in accordance with UNFPA procedures
Monitoring and progress control, including reporting requirements, periodicity format and deadline:	<p>The mission will be under the overall coordination of the UNFPA Representative in Cambodia</p> <p>The Regional HR Business Partner team will work closely with the Consultant throughout the entire process to guide and ensure proper compliance with UNFPA HR procedures, and facilitate any necessary dialogue and actions required at HQs' level.</p>
Supervisory arrangements:	UNFPA Representative, UNFPA Cambodia CO
Expected travel:	Phnom Penh, Cambodia with some home based
Required expertise, qualifications and competencies, including language requirements:	<p>The consultant to be recruited must meet the following criteria:</p> <p>Education:</p> <ul style="list-style-type: none"> ▪ Master's degree in human resources, Public Administration, or related field ▪ Professional HR certification is an advantage <p>Experience:</p> <ul style="list-style-type: none"> ▪ Minimum ten (10) years' experience in HR management, staff realignments and recruitment processes ▪ Having managed high-level positions in Public or Private Administration for at least seven (7) years with HR Management responsibilities ▪ Strong experience with UN system recruitment procedures, with UNFPA experience required ▪ Demonstrated experience in change management / human resource realignment exercises ▪ Track record of managing sensitive HR transitions ▪ Previous experience working with international organizations in Cambodia or Southeast Asia preferred <p>Skills and Competencies:</p> <ul style="list-style-type: none"> ▪ Excellent analytical skills and high capacity to synthesize information ▪ Strong project management capabilities ▪ Outstanding interpersonal and communication abilities ▪ Proven ability to manage sensitive matters with discretion ▪ Strong facilitation and stakeholder management skills ▪ Ability to coach and support staff, including managers / supervisors through a change process ▪ Excellent English communication skills <p><u>Note:</u> interested consultants will require to submit a draft workplan, as per deliverable specified under <u>Annex A</u>.</p>
Inputs / services to be provided by UNFPA or implementing partner (e.g. support services, office space, equipment), if applicable:	UNFPA Cambodia will provide office space, necessary equipment, and administrative support.

Other relevant information or special conditions, if any:	<ul style="list-style-type: none"> ▪ Adherence to UNFPA confidentiality requirements ▪ Commitment to UNFPA's core values and ethical principles ▪ Regular coordination with Regional Office HR Strategic Partner required ▪ Interested candidates should provide a cover letter and CV to UNFPA Cambodia
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Annex A - HR Strategy consultancy outputs

Output	Details	Timeframe
<p>1. Human Resource Alignment Plan based upon approved strategy, plus Roadmap</p> <p>Output: TOR for an Advisory Panel completed. Advisory Panel appointed and in place. HRAP final - Reviewed and approved by the Advisory Panel.</p>	<p>Facilitate the establishment and briefing of an Advisory Panel together with APRO HRBP team</p> <p>Develop a clear organizational structuring implementation Plan based upon the following:</p> <ul style="list-style-type: none"> - Approved organizational structuring - Draft HR Strategy documentation provided by the Cambodia CO which includes key tasks, background, draft job descriptions. 	February 2025
<p>2. Human Resource change management actions implemented.</p> <p>Output: meetings and coaching held with all impacted staff. Management and Supervisors equipped to support staff.</p>	<p>Based upon the HR alignment implementation plan and roadmap, support the staff who are impacted by the change process, plus all staff through in person support, coaching and counseling</p> <p>Support to Cambodia CO management in the implementation of the organizational structuring and the agreed implementation Roadmap – coaching and guidance.</p>	February 2025
<p>3. Review of draft recruitment plans, processes and job descriptions for final submission to the Compliance Review Board (CRB)</p> <p>Output: Final Recruitment Plans with all job descriptions approved.</p>	<p>Draft job descriptions and recruitment plans including interview questions and guidelines are already available in draft. These will need to be reviewed and edited, aligned with UNFPA standards.</p>	February 2025
<p>4. Implementation of recruitment plans</p> <p>Output: Recruitment processes for new posts completed.</p>	<p>Once approved, new posts can be advertised and normal recruitment processes supported. Consultant will continue to monitor to ensure that all recruitment is conducted in strict accordance with UNFPA's recruitment processes.</p>	March to June 2025
<p>5. Handover of HRAP and strategy to management completed.</p> <p>Output: Final HRAP completed with notes for management.</p>	<p>Coaching and supporting the CO management and staff through the change process.</p> <p>Final report that documents the process and any lessons learned that can be handed over to the CO and APRO HRBP team.</p>	30 June 2025