We are pleased to announce the following vacancy:

**VA JID 1701 - Human Resources Alignment Consultant:**

**Closing Date:** 30 January 2017 (5:00 pm Bangkok time)

**Category:** Individual Consultant Contract

**Duty Station:** Bangkok (Thailand country office)

**Duration:** February 2017 – April 2017 (maximum 50 working days)

**Organization Unit:** UNFPA Country Office, Bangkok, Thailand

<table>
<thead>
<tr>
<th>Terms of Reference: Human Resources Alignment Consultant</th>
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<tr>
<td><strong>Hiring Office:</strong> UNFPA Country Office (CO), Bangkok, Thailand</td>
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<td><strong>Purpose of consultancy:</strong> To assist the Country Office Management of the UNFPA Thailand (Malaysia) in the alignment of its human resources capacity with the 2017-2021 Country Programme Document (CPD). This consultancy will be comprised of 2 parts, the main exercise being the development of HR alignment proposal for Thailand Country Office followed by a brief exercise of developing options for Malaysia Country Office, given its new programme development.</td>
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<td><strong>Current:</strong> Currently, the Thailand Country Office Representative acts as Country Director for Malaysia Country Office per inter-agency policy of 1996, stipulating that a respective UNFPA Resident Representatives act also as Country Directors of neighbouring country offices and UNDP Resident Representative as UNFPA Resident Representative. Thus UNFPA Thailand Resident Representative currently acts also as Country Director for UNFPA Malaysia country office, and the country office programme is managed from Thailand.</td>
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<td><strong>Thailand Country Office is undergoing a major transition not only due to the new country programme that will start 2017 but also with the diminishing resources that is affecting all UNFPA country offices. Thus it is uncertain whether the post of a Representative and/or international staff would remain. As such, the management arrangement of Malaysia Country Office would need to be rethought as well, especially as it will develop its new country programme (starting 2018).</strong></td>
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<td><strong>In this context, the consultant will specifically provide strategic advice/guidance and share best practice on:</strong></td>
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<td><strong>Part 1 – Thailand CO Human Resources Alignment (70% of total work)</strong></td>
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<td>- overall balance/structure/functions/types of contracts/posts to meet the programme requirements;</td>
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<td>- how organizational support should be provided to staff during the transition process (including support for staff members who leave the organization);</td>
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<td>- overall human resource management;</td>
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<td>- development of few options for the future structure of the office where the international representative post is uncertain.</td>
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<td><strong>Part 2 - Malaysia CO structural options (30% of total work)</strong></td>
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<td>- development of options for Malaysia CO, reviewing its function within the context of its new country programme as well as the office restructuring of the Thailand Country Office.</td>
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<td><strong>Scope of work:</strong> Under the overall guidance and supervision of the Country Director (ai), and in close consultation with the UNFPA Country Office Management together with the UNFPA Representative ai APRO Human Resources Strategic Partner Advisor, Programme Specialist the HR consultant will:</td>
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<td>1. Identify the competencies and staff skill mix needed for the next five years based on the final draft Country Programme Document (CPD), and to the extent available and possible, Country Programme Action Plan (CPAP) or its equivalent taking into account future comparative advantages of UNFPA based on the current and possibly adjusted capacities of UNFPA and other objective factors;</td>
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<td>2. Conduct an analysis of the existing staff capacity and compare it with the competency requirements for the new CP to facilitate identifying capacity gaps (both Thailand and Malaysia);</td>
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<td>3. Review the representational role currently performed by UN RC/UNDP RR who is the UNFPA Representative ai (vis a vis Country Director ai of UNFPA Thailand &amp; Malaysia);</td>
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4. Evaluate the workload distribution and match it with the post requirements
5. Conduct one on one, as well as group discussions in conducting the aforementioned activities, including discussions with the UNFPA Representative ai, UNFPA Regional Office of the Asia Pacific to safeguard transparent and consultative process
6. Propose few options of Office Organograms (Thailand and Malaysia) that is suitable to effectively deliver the 2017-2021 CP, with post titles, post numbers, grades, brief post profiles and reporting lines; respecting the 70/30 ratio of activities versus staff costs

Part 1 – Thailand CO Human Resources Alignment
- Few options would be requested given current special circumstance of the office whereby the presence of international representative post or its equivalent is under consideration
- Conduct a cost calculation and statistical analysis of impact on staffing structure in the Country Office
- Draft the accompanying job descriptions for each post;
- Propose how to implement the transition to the new office structure, incl. development of communication tools, timeline and other change management initiatives;
- Present the required deliverables for discussion and finalise the written report with recommendations for the Thailand CO management team and related entities aforementioned that is guiding the process; and
- Join the CO in the staff deployment process following the approval of the proposed office structure by UNFPA Headquarters (to be confirmed later).

Part 2 - Malaysia CO Structural Options
- For Malaysia – options of office structure inclusive of strategic review of how the CO would relate to the Thailand CO as well as UNFPA APRO

Duration and working schedule:
The assignment and deliverables under this TOR could require a maximum of 50 full workdays for the consultant to complete (including 18 mission-based and 30 home-based days) during the contract period.

1. 20 mission days in Bangkok and Malaysia, between February – March 2017 (Act. 5)
   a. 3 weeks in Bangkok x 5 days = 15 days (February 3 weeks)
   b. 1.0 weeks in Malaysia x 5 days = 5 days (February/March 1 week)
2. 30 home-based days during non-mission days for reporting (Act 1-4,6)
   a. Preparatory discussions (including report outline) with Thailand management team x 2 days
   b. 13 working days preparing Thailand CO
   c. 8 working days preparing Malaysia CO options
   d. 7 working days finalizing documents for both Thailand and Malaysia

Place where services are to be delivered: UNFPA Thailand & Malaysia Country Offices and home-based

Delivery dates and how work will be delivered (e.g. electronic, hard copy etc.):
Electronic submission of deliverables. Specifically:

By the end of the mission to the CO, the consultant will submit to the CO:
Thailand
- A report with a description of a set of competencies and skills needed by the CO to effectively implement the 2017-2021 CPD
- An analysis of the existing staff capacity and capacity gaps
- An analysis of the proper workload distribution
- Proposed organogram(s) including all post titles, post numbers, grades, brief post profiles and reporting lines.

Malaysia
- Draft outline of options report for country office arrangement

By mid April 2017 at the latest, the consultant will submit to the CO a report which includes recommendations on:
Thailand
- Cost calculation and impact analysis
- Drafts of the accompanying job descriptions
- An Implementation Plan for the new organogram – including timeline, process and required support
- Any additional recommendations for enhancing human resource management in the office

Malaysia
- Options report for the country office
**By the end of the consultancy as the latest,** the consultant will submit to the CO a final report on his/her participation in the staff redeployment process together with the Regional Director and on recommendations on resultant capacity gaps and suggestions on how to address them (to be confirmed).

**Supervisory arrangements:**
The Consultant will be accountable to UNFPA. S/he will directly report to the Country Director (ai), and in close consultation with the UNFPA Country Office Management together with the UNFPA Representative ai APRO Human Resources Strategic Partner Advisor, and Programme Specialist.

The Finance and Administrative Associate is assigned to facilitate the consultant’s work, under overall guidance by the Assistant Representative.

**Expected travel:**
Bangkok, Thailand

**Required expertise, qualifications and competencies, including language requirements:**
- Advanced University Degree in Management, Human Resources or related field, with senior level background on Human Resources management and/or Organizational Development
- Experience in developing staff structures, profiles and assessments in international development organizations;
- Experience in working with the UN will be an asset;
- Strong analytical skills, and sound judgment are required;
- Strong cultural awareness and capacity to work with people with diverse background;
- At least 10 years of work experience in the relevant field as a senior position; and
- Proficient in English.

**Inputs / services to be provided by UNFPA or implementing partner (e.g support services, office space, equipment), if applicable:**
UNFPA will provide:
- Required documentations
- Support services
- Office space and a laptop

**Other relevant information or special conditions, if any:**
An Individual Contract (IC) will be signed with the consultant for the duration from February to April 2017. The consultant is expected at P5 level.

Actual field work will be during the contract period based on discussion with the Country Office management.

**How to apply**
Candidates should submit the following documents:
1. An application letter which states the candidate’s motivation to apply for this post
2. A curriculum vitae, and
3. A completed United Nations Personal History (P 11)

All the above documents must be sent by e-mail to thailand.office@unfpa.org

The P11 is available on the UNFPA websites at [http://www.unfpa.org/resources/p11-un-personal-history-form](http://www.unfpa.org/resources/p11-un-personal-history-form)

Please quote the Vacancy number JID 1701 HR Alignment Consultant. The deadline for application is Monday, 30 January 2017 (5:00pm Bangkok time).

UNFPA will only be able to respond to those applications in whom UNFPA has a further interest.

*UNFPA provides a work environment that reflects the values of gender equality, teamwork, respect for diversity, integrity and a healthy balance of work and life. We are committed to maintaining our balances gender distribution and therefore encourage women to apply.*

*We offer an attractive remuneration package commensurate with the level of the position.*

**Date issued:** Tuesday, 10 January 2017  
**Date Closed:** Monday, 30 January 2017, at 5:00pm Bangkok time.