

**TERMS OF REFERENCE FOR CONSULTANTS**  
**Syria Country Office**

**ASSIGNMENT SOURCE:**

National  International

**TITLE OF THE CONSULTANT:** Consultant to support the capacity-building of UNICEF implementing partners on Preparedness and Emergency Response in line with the Core Commitments for Children in Humanitarian Action (CCCs)

**SECTION IN CHARGE:** Field Operations and Emergency

**BACKGROUND (RATIONALE AND CONTEXT):**

Syria continues to face a complex and protracted humanitarian crisis characterized by recurrent shocks, including hostilities, displacement, disease outbreaks, climate-related events, and infrastructure disruptions. While humanitarian partners maintain response capacities, the operating environment remains highly volatile, requiring strengthened preparedness systems and agile emergency response mechanisms at sub-national level. UNICEF, in line with its Core Commitments for Children in Humanitarian Action (CCCs) and UNICEF Strategic Plan, 2026–2029, is supporting national and local implementing partners to enhance readiness for sudden-onset and escalating emergencies. Given the evolving risk landscape – including cross-border movements, service disruptions, and access constraints – there is a need to institutionalize preparedness and emergency response capacities among partners to ensure timely, principled, and accountable delivery of life-saving assistance. This capacity-building is especially necessary as UNICEF Syria is developing a Contingency Strategy at the Field Office level by developing Contingency Programme Documents with local and national NGOs, to improve UNICEF Syria capacity to respond efficiently to future emergencies while supporting the response capacities of the national and local authorities.

To date, UNICEF has supported implementing partners through ad hoc emergency response orientations, sector-specific technical trainings (WASH, Education, Child Protection, and Nutrition), and on-the-job capacity strengthening during emergency activations. However, a structured, comprehensive, and standardized capacity-building package tailored to implementing partners is not yet in place. Lessons learned from recent emergency responses have highlighted gaps in preparedness, anticipatory action, rapid needs assessment, coordination, and reporting.

Existing documentation and resources that will inform the consultancy include:

- UNICEF Core Commitments for Children in Humanitarian Action (CCCs);
- UNICEF Emergency Procedures and preparedness guidance;
- Country-level contingency plans and risk analyses;
- After-action reviews and lessons learned from recent emergency responses;
- Partner assessment reports and capacity assessments;
- Relevant cluster strategies and inter-agency emergency response frameworks;
- Existing capacity-building documentation shared by the Regional Office.

**OBJECTIVES OF THE CONTRACT (PURPOSE OF THE ASSIGNMENT):**

The overall purpose of this consultancy is to design, pilot, and finalize a comprehensive, standardized, and context-specific capacity-building training package on preparedness and emergency response for implementing partners of UNICEF Syria Country Office.

The specific objectives of the assignment are:

1. To conduct a structured capacity needs assessment within the first phase of the consultancy (through desk review and consultations with UNICEF sections and selected implementing partners) to identify key gaps in preparedness and emergency response knowledge, capacities, and systems.
2. To develop a standardized and context-adapted training package on preparedness and emergency response, aligned with UNICEF's Core Commitments for Children in Humanitarian Action (CCCs), Emergency Procedures, and relevant inter-agency coordination frameworks. The package should be tailored to the Syria operational context, and adaptable for delivery across sectors covered by UNICEF in Syria (WASH, Health, Nutrition, Education, Child Protection, Social Protection, Adolescents and Youth, Social Behavioral Change). The package should be in both Arabic and English and shall include:
  - o A facilitator guide;
  - o Participant handbook;
  - o PowerPoint presentations;
  - o Practical exercises, simulations, and case studies;
  - o Pre- and post-training assessment tools;
  - o Training evaluation tools.
3. To roll out and facilitate the first round of the training in at least one agreed location with selected implementing partners within the contract period, ensuring active participation and practical application of concepts.
4. To systematically collect and analyze feedback from participants and UNICEF staff following the first training delivery, including quantitative and qualitative evaluation results.
5. To revise and finalize the training package based on lessons learned from the pilot delivery and feedback received, and to submit a validated final version together with recommendations for scale-up and replication across other locations.

**Reasons why assignment cannot be done by staff:**

UNICEF SCO operates in a high-demand humanitarian context, with staff fully engaged in ongoing programme implementation, emergency response, coordination, and reporting requirements. Given competing operational priorities and needs for field presence, staff do not have the dedicated time required to conduct a structured capacity needs assessment, design a comprehensive training package, pilot it, and revise it within a defined timeframe.

While technical expertise on sectoral emergency programming exists within the office, the development of a standardized, adult-learning-based capacity-building curriculum requires specialized expertise in instructional design, facilitation methodologies, and training package development. The assignment demands experience in designing competency-based learning materials, integrating simulation exercises, and developing evaluation tools to measure knowledge acquisition and practical application—skills that are not systematically available within the current staffing structure.

**Included in Annual/Rolling Workplan:**  Yes       No , please justify:

**LOCATION (GEOGRAPHIC AREA/ DUTY STATION):**

On-site working days: 46 days  
Off-site working days:

Field Missions/Travel: 4 days

**DURATION:**

Estimated Start Date: April 1<sup>st</sup>, 2026

Estimated End Date: July 1<sup>st</sup>,2026

The selected consultant will work for a period of 50 workdays within 3 months. It is envisaged: 50 workdays in the country. The exact schedule of the activities will be agreed with the consultant based on the consultancy implementation progress. The deadline for submission of final deliverables to UNICEF is by the end of the contract.

**SUPERVISOR:** The consultant will be supervised and report to the UNICEF Emergency Specialist with regular debriefing with the UNICEF Chief of Field Operations and Emergency and Deputy Representative when appropriate about the progress of the consultancy.

**CONSULTANT SELECTION METHOD:** (Please specify)

Competitive Selection (Roster)  Competitive Selection (Advertisement/Desk review/Interview  Others (Single sourcing)

**CHILD SAFEGUARDING:**

Is this project/assignment considered as "[Elevated Risk Role](#)" from a child safeguarding perspective?

Yes  No If Yes, check all that apply:

**Direct contact role:**  Yes  No

If yes, please indicate the number of hours/months of direct interpersonal contact with children, or work in their immediately physical proximity, with limited supervision by a more senior member of personnel:

**Child data role:**  Yes  No

If yes, please indicate the number of hours/months of manipulating or transmitting personal-identifiable information of children (name, national ID, location data, photos):

**Assessed risk role:**  Yes  No

More information is available in the [Child Safeguarding SharePoint](#) and [Child Safeguarding FAQs and Updates](#)

**DESCRIPTION OF ASSIGNMENT (TASKS, SMART DELIVERABLES, DEADLINES):**

Tasks/Milestone	End Products/ Deliverables	Duration/ Deadline	Estimate Budget
-----------------	----------------------------	--------------------	-----------------

<p><b>1. Inception Phase</b></p> <ul style="list-style-type: none"> <li>• Draft a work plan</li> <li>• Conduct consultation meetings with UNICEF and selected implementing partners to identify gaps, needs and priorities</li> <li>• Review the existing documentation and conduct a desk review of national and international resources</li> <li>• Propose an appropriate training concept note for the capacity-building, including key course areas, learning outcomes, and learning methodology</li> </ul>	<p><b>Deliverable 1: Concept Note,</b> including the following chapters:</p> <ul style="list-style-type: none"> <li>• Draft work plan.</li> <li>• Report of the consultation meetings and workshops</li> <li>• Desk review findings</li> <li>• Proposed training concept note</li> </ul>	<p>10 working days</p>	<p>Daily fees x numbers of working days</p>
<p><b>2. Drafting of the package for Preparedness and Emergency Response Capacity-building</b></p> <ul style="list-style-type: none"> <li>• Develop the package for capacity building, including the different blocks and activities and the assessment approaches</li> <li>• Present the draft to UNICEF for feedback</li> </ul>	<p><b>Deliverable 2: Preparedness and Emergency Response Package for UNICEF Implementing Partners</b> including:</p> <ul style="list-style-type: none"> <li>• Agenda</li> <li>• Participant handbook</li> <li>• PPT Presentations, and relevant learning materials.</li> <li>• Activities</li> <li>• Pre-training and post-training assessments</li> <li>• Training evaluation tools</li> </ul>	<p>31 days</p>	<p>Daily fees x numbers of working days</p>
<p><b>3. Training of UNICEF implementing partners in one location (TBD)</b></p>	<p><b>Deliverable 3: Training completed and implementing partners' staff certified</b></p>	<p>4 days</p>	<p>Daily fees x numbers of working days</p> <p>DSA x 4 days</p>

<p><b>4. Finalization of the package for Preparedness and Emergency Response Capacity-building</b></p> <ul style="list-style-type: none"> <li>• Gather lessons learned from the first round of training</li> <li>• Finalize the package for capacity building, including the different blocks and activities and the assessment approaches</li> <li>• Present the final product to UNICEF SCO and RO</li> <li>• Produce a final report documenting the methodology, stages of work, challenges and recommendations for the country-wide roll-out of the capacity-building</li> </ul>	<p><b>Deliverable 4: Final Preparedness and Emergency Response Package for UNICEF Implementing Partners</b></p> <p>including:</p> <ul style="list-style-type: none"> <li>• Training Concept note</li> <li>• Agenda</li> <li>• Participant handbook</li> <li>• PPT Presentation, and relevant training material</li> <li>• Activities</li> <li>• Pre-training and post-training assessments</li> <li>• Training evaluation tools</li> </ul> <p>Debriefing/introduction/training sessions for relevant UNICEF staff to continue rolling out the training package.</p>	<p>5 days</p>	<p>Daily fees x numbers of working days</p>
--	---	---------------	---

**ICT CONSIDERATIONS** (PLEASE CHECK IF APPLICABLE):

Access to electronic Information Resources     UNICEF email ID     ICT Hardware

(please specify the business need): \_\_\_\_\_

**TRAVEL CONSIDERATIONS** (PLEASE CHECK IF APPLICABLE):

None                       Commencement travel                       Mission travel (schedule/itinerary

required): \_\_\_\_\_

Should “mission travel” be required, UNICEF will pay for travel-related expenses directly on the contract, upon consumption. However, this will be subject to the following prerequisites: Security Clearance through the Travel Request Information Process (TRIP) system, the BSAFE Security Training, Travel Visa, and liability waiver.

Travel cost shall be calculated based on economy class travel, regardless of the length of travel. Costs for accommodation, meals and incidentals shall not exceed applicable daily subsistence allowance (DSA) rates, as promulgated by the International Civil Service Commission (ICSC at <http://icsc.un.org>). The consultant must travel on UNICEF-approved airlines.

**Remark:**

Individuals engaged under a consultancy contract will not be considered “staff members” under the Staff Regulations and Rules of the United Nations and UNICEF’s policies and procedures, and will not be entitled to benefits provided therein; such as sick leave; adoption leave, Paid Time Off or any other kind of leave within the period of their contracts. Consultants are responsible and certify that they are fully covered by adequate medical/health insurance and that, if required to travel beyond commuting distance from their usual place or residence to UNICEF (other than to duty station(s) with hardship ratings “H” and “A”, under the list available at [icsc.un.org](http://icsc.un.org)) the Consultant’s medical/health insurance covers medical evacuations.

Their conditions of service will be governed by their contract and the General Conditions of Contracts for the Services of Consultants. Consultants are responsible for determining their tax liabilities and for the payment of any taxes and/or duties, in accordance with local or other applicable laws.

## **QUALIFICATION REQUIREMENTS:**

### **I. Academic qualifications:**

Advanced university degree or equivalent in economics, Social Policy, International Relations, political science, international development/development studies, or another relevant technical field.

A first-level university degree with an additional 5 years of required relevant experience may be accepted in lieu of the advanced university degree.

### **II. Work experience / Technical competencies:**

- Minimum 5 years of experience in preparedness and emergency response in Syrian or comparable context is required
- Proven experience in developing curricula and competency-based training programmes in humanitarian response (experience developing full curricula packages, assessments, and practicum frameworks is highly desirable).
- Demonstrated knowledge of key preparedness and emergency response approaches and best international practices is required
- Experience working in Syria or conflict/post-conflict settings is an asset.

### **III. Additional requirements:**

- Strong analytical and research skills, with demonstrated ability to conduct reviews, assessments, and comparative analyses of academic or professional training programmes.
- Proven ability to engage and collaborate effectively with implementing partners
- Excellent facilitation and capacity-building skills, with experience training adults and humanitarian workers.
- Ability to adapt international best practices to local institutional, cultural, and policy contexts.

### **IV. Language requirement:**

Fluency in English and Arabic (written and spoken) is required.

## **EVALUATION PROCESS (OF APPLICATIONS):**

### **Qualified candidates are requested to submit:**

1. Applications through UNICEF’s Talent Management System (TMS)
2. Cover Letter
3. CV.
4. Financial quote as lump sum for professional fees only.
5. Examples of previous work/proposed methodology/approach to managing the project
6. At least 3 Referees from Direct Supervisors (+ last two PERs for former UNICEF staff)

Shortlisted applicants may be invited for further technical assessment. Final recommendation will be made based on “best value for money”, i.e. the hiring section/office shall normally select the individual who quoted the lowest fee from among the candidates who are assessed as suitable for achieving all tasks on time, as per the criteria stipulated in this ToR, and based on the outcome of the evaluation/assessment conducted.