

Title: **TERMS OF REFERENCE****Consultancy to conduct Results Based Management Training in the Gambia**

Title:	Consultancy to conduct Results Based Management (RBM) training for Non-Governmental Organizations and Civil Society organization working with UNICEF in the Gambia
Purpose:	Provide in-depth understanding of Results Based Management through conducting a training for UNICEF partners.
Suggested Duration:	12 Days
Suggested Timeframe:	June – July 2021
Reporting to	Child Protection Specialist

A) Context:

Results-Based Management (RBM) is participatory team-based approach for programme planning, monitoring, and managing the implementation of strategy favored particularly by organizations and agencies that are part of or are linked to the United Nations.

It is designed to improve programme delivery and strengthen management effectiveness, efficiency, and accountability. RBM helps moving the focus of programming, managing and decision-making from inputs and processes to the results to achieve. At the planning stage, it ensures that there is a necessary and sufficient sum of the interventions to achieve an expected result. During the implementation stage, RBM helps to ensure and monitor all available financial and human resources continue to support the intended results.

For UNICEF, a core commitment has been to contribute to system strengthening towards effectiveness and efficiency and to ensure programmes are delivering results for children and the population at large in line with the Country Programme Document (CPD), National Development Plan (NDP) and the UN Sustainable Development Cooperation Framework (UNSDCF). As part of this commitment, UNICEF supports the strengthening of key competencies within government, NGOs and CSO partners to ensure greater aid effectiveness and to deliver strong results for children. The Multiple Indicator Cluster Survey (MICS VI) showed the need for doubling of efforts in selected development indicators justifying the need for increased collaborative efforts in evidence-based planning, with clear results chains and, effective M&E of national development policies and programmes.

In this regard, The Ministry of Finance and Economic Affairs (MOFEA) with support from UNICEF concluded a training on Results Based Management (RBM) in September 2020 with various Government Ministries. This training targets NGOs and Civil Society partners and since they are included in the development scene as complimenting Government efforts, their understanding of RBM is important. This training will fill in the gaps and cover the components for NGOs and civil society partners who could not attend the previous one as follows.

- ✓ Understanding of Result Based Management-

- ✓ Overview and context of RBM
- ✓ Definition of RBM, Concepts and Principles
- ✓ Data collection and analysis for planning and results for children
- ✓ Programme and project planning and implementation.
- ✓ M&E and Reporting

The Training will be in line with UNICEF RBM handbook (2017) to ensure quality as per international standard - Link to RRBM page: <https://unicef.sharepoint.com/teams/WCAR-PME/SitePages/R.aspx> Handbook Working Together for Children July 2017.

Modules for standard UNICEF RBM trainings will be provided by UNICEF.

Facilitator needs to complete free on-line RBM training on [AGORA](#) and submit the certificate of completion before conducting the training.

B) Objectives

The objectives of the training will be to:

1. Equip Non-governmental organizations and civil society organization in partnership with UNICEF (including their staff) with RBM skills and knowledge to strengthen effective and efficient programme management.
2. Promote and support a results-based programming culture, Foster learning, for strong programme management, reporting while outlining accountabilities throughout the programme cycle.
3. Enable Non-governmental organizations and civil society working in partnership with UNICEF as well as their staff to build result-based frameworks for all interventions thereby promoting ownership and accountability of results by implementing partners.

Deliverables:

The trainer will conduct following activities in line with provided guidelines on RBM to ensure standard quality for training.

1. Plan the training sessions: 5 working days including the preparation of the modules using UNICEF RBM standard guideline, existing modules of UNICEF RBM training (5 topics and 11 sessions) and content for review prior to the training session.
2. Conducting the training and its evaluation: 5 working days
3. Reporting on the training: 2 days; including the awarding attendance/course completion certificates to participants

C) EXPECTATIONS AND DELIVERABLES:

- Training completed on RBM for the staff of NGO and CSO staff
- A pre- and post-training evaluation conducted; summary report to compare pre/post prepared; Certificate delivered for the participants.
- A final report on the training with detailed results of the training including recommendations to strengthen RRBM capacity within the partner organisations

3. Schedule of Tasks, Deliverables, Duty-Station & Timeline

Estimated Duration of Assignment:

12 working days' total (5 days for planning, 5 days of training proper, and 2 days reporting)

Deliverables

- Submission of free RBM on-line course certificate (Agora UNICEF) to ensure facilitators are aware of the latest RBM module and standard
- Training Plan and Training Materials (PPT, pre-/posttest/ template for certificate)
- Training delivered and evaluated with provision of certificate of completion
- Training report

D) Estimated duration of contract; Remuneration; Other Terms and Conditions

The consultant will be engaged under short-term individual contract on part-time basis, for a total period of 12 working days. Amounts and terms of payment will be negotiated based 'on value for money and in line with UNICEF standards. The technical consultancy cost in Gambian Dalasis (GMD) will be paid to the consultant as follows:

Payment Schedule	Deliverable
1st payment: 30%	<ul style="list-style-type: none"> • Submission of free RBM on-line course certificate (Agora UNICEF) to ensure facilitators are aware of the latest RBM module and standard • Submission of Training Plan and Training Materials, pre/test template for certification.
2nd payment 30%	<ul style="list-style-type: none"> • Training delivered and evaluated with provision of certificate of completion to participants.
Final Payment: 40%	<ul style="list-style-type: none"> • Training report

UNICEF reserves the right to withhold all or a portion of payment if performance is unsatisfactory, if work/outputs are incomplete, does not meet the quality standards of both UNICEF and the Government of The Gambia, not delivered or has failed to meet deadlines.

E) Supervision and Reporting Arrangements

The contractor will be supervised and report to the UNICEF Child Protection Specialist with briefing and de-briefing to the UNICEF Protection and Inclusion (PIC) Program manager about the progress of the consultancy.

F) Duty station and official travels

The Consultant will spend minimum 7 working days in The Gambia (2 days for preparation, 5 days to conduct RBM training) among total number of assignment (12 working days).

G) Qualifications & Experience required

- In-depth knowledge of RBM including planning, M&E, data collection and reporting
- Experience in conducting RBM trainings
- At least 5 years' professional experience in M&E, data collection and reporting on development interventions.
- Strong Analytical and Technical Expertise
- Experience in conducting research among development organizations in developing countries.
- Experience in capacity development and documentation of trainings conducted.
- Excellent report writing and presenting skills in English; Fluency in English is required.

H) Intellectual property rights

UNICEF retains the right to patent and intellectual rights, as well as copyright and other similar intellectual property rights to the survey protocols and tools, discoveries, inventions, production or works arising

from the consultancy. Neither the Consultant/consultancy firm nor its personnel shall communicate to any other person or entity any confidential information made known to it by UNICEF in the course of the performance of its obligations under the terms of this Agreement nor shall it use this information for private or company advantage. This provision shall survive the expiration or termination of this Agreement. The right to reproduce or use materials shall be transferred with a written approval of UNICEF based on the consideration of each separate case.

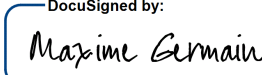
I) How to apply

UNICEF accepts applications from individual contractors. The Selection Committee will review applications and make a final decision of a successful application.

All applications should contain the following documents:

- I. Curriculum Vitae with list of reference
- II. Financial Proposal (Detailed budget breakdown in US Dollars).


Deadline for applications: 25th June 2021

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Prepared by:

Maxime Germain


PIC Manager

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