

TERMS OF REFERENCE

Individual Consultant: Monitoring and Evaluation Consultant (open to National Consultants only)

Duty Station: New Delhi

Contract Duration: 12 months

Closing Date: 27th January 2026

1. BACKGROUND AND PURPOSE

UNICEF's mandate is anchored in the realization of the rights of every child, everywhere, with a strong emphasis on equity—prioritizing the most disadvantaged and excluded children and adolescents. UNICEF's equity strategy recognizes that unequal life chances across social, political, economic, civic, and cultural dimensions constitute violations of children's rights. Evidence demonstrates that investing in the most marginalized populations accelerates progress toward sustainable national development, stability, and social cohesion.

In recent years, UNICEF has intensified its focus on adolescents and young people, recognizing the growing complexity of challenges they face. In alignment with the United Nations Youth Strategy, UNICEF is advancing Generation Unlimited (GenU)—a global partnership dedicated to ensuring that all young people aged 10–24 are in education, training, or employment by 2030. GenU prioritizes those most at risk of being left behind, including girls, young people from poor households, young people with disabilities, migrants, and those affected by conflict and climate shocks.

In India, GenU is operationalized as YuWaah, a multi-stakeholder platform that catalyzes partnerships across government, civil society, private sector, and youth to expand opportunities for learning, skilling, employment, and entrepreneurship. YuWaah emphasizes co-creation of scalable and locally relevant solutions.

Robust Monitoring and Evaluation (M and E) systems are central to YuWaah's effectiveness. M&E plays a critical role in quality assurance, adaptive management, policy advocacy, knowledge generation, and resource mobilization. Given the scale and complexity of YuWaah interventions, the application of innovative, strategic, and resource-efficient M&E approaches is essential.

Under the overall guidance of the Chief of GenU and secondary supervision of the Chief Operating Officer/Program Manager of the YuWaah Secretariat, the M&E Consultant will support planning, implementation, monitoring, evaluation, research, reporting, and knowledge management for YuWaah interventions. The consultant will work closely with UNICEF country and state offices, implementing partners, government counterparts, private sector partners, and young people.

Objective: Specific objectives include:

- **Strengthen RBM-aligned M&E frameworks and their application**

Enhance the design, refinement, and operationalization of YuWaah's results frameworks, indicators, and monitoring plans to ensure alignment with Results-Based Management (RBM) principles, UNICEF corporate standards, and national priorities, and to support consistent application across thematic areas, partners, and geographies.

- **Improve the quality, reliability, and timeliness of programme data**

Strengthen data quality assurance processes, including indicator definitions, data collection protocols, validation mechanisms, and documentation, to ensure availability of accurate, disaggregated, and timely data for monitoring progress, equity analysis, and accountability.

- **Enhance analytical capacity and use of evidence for decision-making**

Guide systematic analysis, interpretation, and synthesis of monitoring, evaluation, and research data to generate actionable insights that inform adaptive programme management, course correction, and strategic planning at national and state levels.

- **Strengthen monitoring systems and MIS-based tracking mechanisms**

Assist the effective operationalization, use, and continuous improvement of web-based Management Information Systems (MIS) to track implementation progress, partner performance, and results across YuWaah interventions, ensuring interoperability with reporting and decision-making processes.

- **Support evidence generation for policy dialogue and advocacy**

Oversee generation and consolidation of robust programme evidence, learning products, and analytical briefs to inform national and state-level policy dialogue, advocacy efforts, and strategic engagement with government, UN agencies, private sector partners, and other stakeholders.

- **Promote learning, knowledge management, and scale-up of effective models**

Documentation of lessons learned, good practices, and scalable approaches emerging from YuWaah-supported interventions, enabling knowledge sharing, replication, and informed scale-up within and beyond the YuWaah ecosystem. Create overall YuWaah as well as program wise knowledge management strategies.

Purpose of Assignment:

The purpose of this consultancy is to provide comprehensive technical, analytical, and strategic Monitoring and Evaluation (M&E) support to YuWaah (Generation Unlimited India) in order to strengthen results-based planning, implementation, monitoring, learning, and reporting across its portfolio of interventions.

The assignment aims to enhance YuWaah’s capacity to generate, analyze, and use high-quality, timely, and disaggregated evidence to inform programme decision-making, adaptive management, and accountability at national and state levels. By strengthening the application of Results-Based Management (RBM) principles and innovative M&E approaches, the consultancy will support systematic tracking of progress against the YuWaah Results Framework and Work Plans, with a particular focus on education, skilling, employability, entrepreneurship, youth engagement, and economic opportunities for young people.

A core objective of the assignment is to ensure that evidence generated through programme monitoring, MIS platforms, and strategic research is effectively translated into actionable insights that inform programme refinement, scale-up decisions, and quality assurance of partnerships and implementation models. The consultancy will also support the consolidation and synthesis of evidence to strengthen policy dialogue, advocacy, and resource mobilization efforts, positioning YuWaah’s contributions within national development priorities and youth-focused policy frameworks.

2. MAJOR TASKS AND ACTIVITIES TO BE ACCOMPLISHED

Work Assignments Overview (Include Major Tasks and Activities)	Deliverables/ Outputs	Timeline/ Submission
<p>1. Strengthening Results-Based Management (RBM) and M&E Systems</p> <p>Major Tasks and Activities</p> <ul style="list-style-type: none"> • Promote and institutionalize a results-based approach across YuWaah interventions in learning, skilling, employability, entrepreneurship, and adolescent/youth engagement. • Provide substantive and strategic inputs to the overall YuWaah Monitoring and Evaluation framework, including indicator refinement and alignment with Results Frameworks 	<p>RBM and M&E Strengthening Package for YuWaah (2026–2027), including:</p> <ul style="list-style-type: none"> * A concise RBM and M&E strengthening report with refined results framework, priority indicators, and monitoring protocols * A time-bound implementation roadmap outlining key M&E actions, roles, and timelines * A management summary/presentation of key recommendations 	20 th March 2026
<p>2. Programme Monitoring, Data Analysis, and Reporting</p> <p>Major Tasks and Activities</p>	<p>Programme Monitoring and Analysis Package, comprising:</p> <ul style="list-style-type: none"> • Analytical summary report of progress against outputs and 	15 th April 2026

<ul style="list-style-type: none"> • Coordinate with YuWaah staff, UNICEF teams, state offices, and implementing partners to ensure systematic monitoring of interventions. • Analyze routine monitoring data from field implementation to assess progress against outputs and outcomes. • Lead quarterly and annual internal reporting processes to UNICEF, GenU, and the YuWaah Secretariat. 	<p>outcomes, highlighting trends, risks, and corrective actions</p> <p>Annual Results and Performance Report for YuWaah, including:</p> <ul style="list-style-type: none"> • Synthesis of annual programme performance aligned to the Results Framework • Results tables and narrative for reporting to UNICEF, GenU, and the YuWaah Secretariat 	<p>30 April 2026</p>
<p>3. MIS Development and Data Systems Strengthening</p> <p>Major Tasks and Activities</p> <ul style="list-style-type: none"> • Oversee the development, operationalization, and continuous improvement of the YuWaah web-based Management Information System (MIS). • Liaise and coordinate with third-party MIS vendors to ensure functionality aligned with M&E requirements. • Oversee migration and validation of historical and ongoing M&E data onto the MIS platform. 	<p>YuWaah MIS Operationalisation Report, documenting:</p> <ul style="list-style-type: none"> • System functionality aligned with M&E and Results Framework requirements • User workflows, reporting capabilities, and implementation status • Key issues, improvements made, and recommendations for system optimization <p>M&E Data Migration and Validation Report, detailing:</p> <ul style="list-style-type: none"> • Scope and process of historical and ongoing data migration • Data completeness, accuracy, and quality checks • Validation findings and corrective actions taken • Data migration and validation report 	<p>20 May 2026</p> <p>15th June 2026</p>
<p>4. Evidence Generation for Policy Dialogue</p> <p>Major Tasks and Activities</p> <ul style="list-style-type: none"> • Guide robust evidence to support policy dialogue, and strategic engagement with government, UN agencies, private sector, and other stakeholders on skilling, employment and youth engagement projects. • Guide planning for board meetings and strategic reviews by setting measurable targets and milestones informed by M&E findings. 	<p>Report on technical support provided for at least 3 evidence generation activities</p> <p>Board meeting analytical brief and proceedings report, including agreed milestones and action points</p>	<p>25 July 2026</p> <p>15 Aug 2026</p>
<p>5. Strategic Research and Learning</p> <p>Major Tasks and Activities</p> <ul style="list-style-type: none"> • Assist with strategic research initiatives on women employment programs through collation, compilation, and analysis of data from multiple sources. • Prepare research briefs and learning products based on systematic analysis of YuWaah-supported processes and outputs. 	<p>Strategic research synthesis report based on multi-source data analysis on women employment program</p> <p>Research brief on processes, outputs, and learning from at least 3 YuWaah interventions</p>	<p>10 Sept 2026</p> <p>20 Oct 2026</p>

<p>6. Partner Coordination and Capacity Building</p> <p>Major Tasks and Activities</p> <ul style="list-style-type: none"> • Liaise with implementing partners to monitor key indicators and track project progress. 	<p>Report on 5 partner coordination meetings facilitated, with documented outcomes</p>	<p>5 Nov 2026</p>
<p>7. Knowledge Management and Learning</p> <p>Major Tasks and Activities</p> <ul style="list-style-type: none"> • Lead and coordinate knowledge management (KM) initiatives for the YuWaah Secretariat to strengthen learning, institutional memory, and evidence use. • Coordinate the preparation and finalization of priority knowledge products, including learning notes, case studies, and synthesis products. • Facilitate at least one joint knowledge initiative or learning product in collaboration with partners, UNICEF teams, and stakeholders. • Assist with dissemination of knowledge products to inform programme improvement, partnerships, and policy dialogue 	<p>Report on Knowledge management plan outlining priority themes, products, and dissemination pathways</p> <p>Report on technical support provided for 2 knowledge products (e.g., learning note, case study, synthesis report)</p> <p>Report on one joint knowledge initiative or learning product implemented, with dissemination summary</p>	<p>25 Nov 2026</p> <p>15 Dec 2026</p> <p>5 Jan 2027</p>
<p>8. Evaluation Oversight and Quality Assurance</p> <p>Major Tasks and Activities</p> <ul style="list-style-type: none"> • Identify and prioritize evaluation and assessment needs across YuWaah thematic areas in alignment with the Results Framework and learning agenda. • Guide the design of evaluation scopes, and methodological approaches in line with UNICEF evaluation standards and ethics. • Oversee synthesis and internal dissemination of evaluation findings to inform programme decision-making and strategic planning. 	<p>Evaluation needs and prioritization note aligned with YuWaah’s results and learning agenda</p>	<p>10 Feb 2027</p>

3. DUTY STATION

New Delhi (home-based)

4. OFFICIAL TRAVEL INVOLVED (ITINERARY AND DURATION)

A total of 5 air travel trips of 2 days each to Rajasthan, Orrisa, Jharkhand, Mumbai.

5. ESTIMATED DURATION OF CONTRACT

12 months, from 1st March 2026 to 28th February 2027.

6. QUALIFICATIONS / SPECIALIZED KNOWLEDGE / EXPERIENCE/ COMPETENCIES (CORE/TECHNICAL/FUNCTIONAL) / LANGUAGE SKILLS REQUIRED FOR THE ASSIGNMENT

Qualification:

Advanced university degree (Master’s level or higher) in Social Sciences, Public Policy, Development Studies, Economics, Statistics, Education, or a related field.

Professional Experience:

- 5 + years of progressively responsible professional experience in Monitoring and Evaluation, results-based programme management, research, or evidence generation within development, social sector, or public policy programmes.
- Designing, implementing, and managing RBM-aligned M&E frameworks, including results frameworks, indicators, theories of change, and monitoring plans.

- Data analysis and synthesis across large-scale, multi-partner programmes, particularly in one or more of the following areas: education, skills development, employability, entrepreneurship, youth engagement, or economic opportunity.
- Hands-on experience with Management Information Systems (MIS) for programme monitoring, including system design inputs, data migration, validation, and use for decision-making.
- Policy-oriented research, evidence generation, and preparation of analytical briefs to support advocacy, policy dialogue, and strategic decision-making.
- Experience working with government counterparts, civil society organizations, private sector partners, and UN agencies, preferably in multi-stakeholder or partnership-based programmes.
- Experience in overseeing external M&E agencies or consultants, including quality assurance of evaluations and monitoring assignments.

7. TECHNICAL EVALUATION CRITERIA (WITH WEIGHTS FOR EACH CRITERIA)

Technical and Financial ratio is 75:25 (technical proposal-75 points and financial proposal-25 points)

S. No.	Evaluation Criteria	Max. Marks	Min. Marks
1.	Minimum of 5+ years of experience in Monitoring and Evaluation, results-based programme management within development, social sector, or public policy programmes	15	34
2.	Experience in managing research, studies, and evaluations in the fields of skilling, employment, youth development, other youth focused issues	15	
3.	Experience in leading knowledge management strategy, implementation and uptake	15	
	Sub-Total	45	34
5.	Interview	30	NA
	Total	75	56

Note: Applicants scoring 34 marks (out of 45) will be called for interview and need to score 56 points (out of 75) to qualify in technical evaluation. Candidate scoring highest marks in cumulative evaluation (technical + financial) will be shortlisted for the consultancy.

8. PAYMENT SCHEDULE

Payment will be made on submission and acceptance of deliverables. UNICEF reserves the right to withhold payment in case the deliverables submitted are not up to the required standard or in case of delays in submitting the deliverables on the part of the consultant.

9. IMPORTANT NOTES

- Individuals engaged under a consultancy or individual 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 leave entitlements and medical insurance coverage). Their conditions of service will be governed by their contract and the General Conditions of Contracts for the Services of Consultants and Individual Contractors. Consultants and individual contractors 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.
- The selected candidate is solely responsible to ensure that the health insurance (and visa if applicable) required to perform the duties of the contract are valid for the entire period of the contract. Selected candidates are subject to confirmation of fully-vaccinated status against SARS-CoV-2 (Covid-19) with a World Health Organization (WHO)-endorsed vaccine, which must be met prior to taking up the assignment. It does not apply to consultants who will work remotely and are not expected to work on or visit UNICEF premises, programme delivery locations or directly interact with communities UNICEF works with, nor to travel to perform functions for UNICEF for the duration of their consultancy contracts.
- UNICEF offers reasonable accommodation for consultants with disabilities. This may include, for example, accessible software, travel assistance for missions or personal attendants. We encourage you to disclose

your disability during your application in case you need reasonable accommodation during the selection process and afterwards in your assignment.

HOW TO APPLY:

The application to be submitted through the online portal and must contain three separate attachments, as follows:

1. A Cover Letter (max 2 pages) detailing the suitability of the candidate for the job in terms of education background, experience, and professional certification, if any (**to be uploaded online under “Cover Letter” tab**)
2. An updated CV demonstrating all requirements stated above (**to be uploaded online under “CV/Resume” tab**)
3. A financial proposal indicating all-inclusive amount against each of the deliverable, as per the template attached. Please do not forget to specify your name in the file while saving (**to be uploaded online under “Financial Bid” tab**).

Important Note: Please do not indicate financials anywhere else in the online application form, please mark "n/a or 00", under the fee related questions in the online application form.

Without all the above three documents, your application will be considered incomplete and invalid and will not be considered further.

- Any attempt to unduly influence UNICEF’s selection process will lead to automatic disqualification of the applicant.
- Joint applications of two or more individuals are not accepted.
- Please note, UNICEF does not charge any fee during any stage of the process.
- Women, trans, non-binary and gender diverse candidates meeting the requirements are strongly encouraged to apply.
- UNICEF is committed to diversity and inclusion and encourages qualified candidates from all backgrounds including persons living with disabilities to apply.
- General Terms and Conditions for the Consultancy Contract is attached, for your reference.

For any clarifications, please contact:

UNICEF

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