**TERMS OF REFERENCE FOR INDIVIDUAL CONSULTANT**

<table>
<thead>
<tr>
<th>SECTION</th>
<th>PME</th>
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<tbody>
<tr>
<td><strong>CONSULTANCY TITLE</strong></td>
<td>Support to Country Programme Document 2022 - 2026 Process</td>
</tr>
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</table>
| **TYPE OF ENGAGEMENT** | ☑ Consultant  
 | | ☐ Individual Contractor |

**PURPOSE OF THE ASSIGNMENT**

Support the development of ZCO’s Country Programme Document (2022-2026), including the coordination of the CPD taskforce and facilitation of key CPD related events i.e. Strategic Moment of Reflection and consultation exercises.

**BACKGROUND**


The Government of Zimbabwe is developing a new National Development Strategy (NDS) 2021-2025. While the NDS will begin one year before the new UNSDCF and UNICEF CPD, the rationale for extending both the CPD and UNSDCF was to provide more time for the UN to understand the developments and results of the new NDS and have more time to ensure alignment to this document.

UNICEF Zimbabwe aims to submit of the draft CPD 2022-2026 (TBD) to the UNICEF Eastern and Southern Africa Regional Office on 31 March 2021 in order to make a submission to the September 2021 UNICEF Executive Board.

As part of the CPD development process, between October 2020 and March 2021, ZCO will undertake a number of internal and external reflection exercises (including the Results Based Management workshops, as well as the Strategic Moment of Reflection) and develop strategic planning documents, such as the Programme Strategy Notes, which feed into the final CPD.

ZCO is seeking support from a Strategic Planning Consultant to support the CPD development process.

**JUSTIFICATION**

The new Country Programme (CP) provides an opportunity for the Zimbabwe Country Office to prioritise results, align to the UNICEF Strategic Plan and ensure that the office is ‘fit for purpose’ to deliver commitments made for children in a fast-changing landscape of population growth, emergencies and and a fluid political and economic environment.

The development of the CPD is a key process and milestone for UNICEF and the recruitment of senior consultant is seen as important to ensure robust support to the work of the CMT and CPD Taskforce in ensuring high quality analytical approaches and products – particularly a well-conceived and written CPD – as well as adherence to the overall UNICEF standards and guidance for CPD development.

**ASSIGNMENTS:**

Under the supervision of the Deputy Representative and in close consultation with the Chief of PME, the consultant will support the CPD development process, ensuring that the overall process is efficient and light, participatory and consultative and deeply grounded in evidence and ‘reality’ yet forward looking, strategic, ambitious and in line with UNICEF’s commitment to making a difference for the most vulnerable and left behind. In addition, the Consultant should ensure that the process builds on best practices and follows organizational guidelines and timelines. The consultant will work closely and receive support from ZCO’s CPD Taskforce, led by the Dep Rep/PME Chief.
The consultant will:

1. **Support the coordination and oversight of the overall CPD process**
   - Support the CPD taskforce to keep oversight of the CPD process, coordinating CPD TF meetings and documenting discussions and actions arising.
   - Oversee the detailed CPD development plan and update as required

2. **Support the ongoing development of the Programme Strategy Notes (November to December 2020)**
   - Ensure oversight of the development process as per road map
   - Work with sections to ensure strong evidence, analytical approach and logic applied to design/adaptation of strategies and leading to the medium and long-term vision for the country programme;
   - Support the programme consultations
   - Review the PSNs and provide feedback, including ensuring the PSNs adhere to global guidance and meet global standards
   - Ensure a solid first draft of programme strategy notes for submission to ESARO; support the sections in the incorporation of feedback and comments from the RO and the finalization of the PSNs.

3. **Support the Strategic Moment of Reflection (November 2020), with PME and the CPD taskforce:**
   - Develop the concept note and agenda and determine participation
   - Facilitate the SMR process, including facilitating and capturing inputs from key development partners (Donors, NGOs, UN and Government)
   - Ensure the content arising from the discussions is well captured.

4. **Country Programme Document (February to March 2021)**
   - Based on the SitAn and discussion papers, the Strategic Process of Reflection and the PSNs, as well as other consultations and notes and feedback, provide a solid first draft of the Country Programme Document, that adheres to global guidance and meets global standards.
   - Incorporate comments from RO and support in finalization of the CPD

**The approach**

Given that the CPD development process is happening during the COVID 19 pandemic, with restricted movements and activities, the consultant is expected to enact innovative methods to support the process. Since in the current COVID 19 context face to face meetings may not always be possible, the consultant is expected to propose remote or innovative ways of working. However, should the situation improve later in the year, allowing for traveling and face to face meetings, the consultant will be required to travel and conduct the work in person.

<table>
<thead>
<tr>
<th>Tasks/Milestone:</th>
<th>Deliverables/Outputs:</th>
<th>Timeline</th>
</tr>
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<tbody>
<tr>
<td></td>
<td></td>
<td>No. of days</td>
</tr>
<tr>
<td>Coordinate CPD taskforce and oversee the CPD micro-plan</td>
<td>Meetings and minutes produced</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td></td>
<td>CPD micro-plan regularly updated</td>
</tr>
<tr>
<td>Support draft PSN development</td>
<td>High quality draft PSNs are produced</td>
<td>5</td>
</tr>
<tr>
<td>Support the preparation, facilitation and documentation of the Strategic Moment of Reflection</td>
<td>SMR conducted and note for the record produced</td>
<td>7</td>
</tr>
<tr>
<td>Support for PSN finalization after RO feedback</td>
<td>PSNs final draft produced</td>
<td>3</td>
</tr>
<tr>
<td>Develop draft CPD</td>
<td>Draft CPD produced</td>
<td>20</td>
</tr>
<tr>
<td>CPD finalized after RO feedback</td>
<td>Final draft CPD produced</td>
<td>5</td>
</tr>
<tr>
<td><strong>Total days</strong></td>
<td></td>
<td><strong>50 days</strong></td>
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**Minimum Qualification required:**

**Knowledge/Expertise/Skills required of Lead Consultant:**
**Human Resources**

**Enter Disciplines:** Advanced degree in the social sciences (sociology, anthropology, development studies, Economics/Statistics) or related fields relevant for the assignment

<table>
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<tr>
<th>Supervisor: Chief PME</th>
<th>Start Date: 1 November 2020</th>
<th>End date: 31 March 2021</th>
<th>Total Working Days: 45 days</th>
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**Requesting Section/Issuing Officer:** PME / Monitoring and Evaluation Specialist

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

**Consultant Sourcing:**  
- National  
- International  
- Both

**Consultant Selection Method:**  
- Competitive Selection (Roster)  
- Competitive Selection (Advertisement/ Desk Review/Interview)

**Payment**  
- Lumpsum or monthly:  
  - Fees are paid based on the products delivered and under invoice presentation  
  - The payment of the fees will be made in accorded with the following terms:  
    - 10% at the delivery of first CPD taskforce meeting minutes  
    - 20% at the delivery of the SMR report  
    - 20% at the delivery of the draft PSNs  
    - 50% at the delivery of the draft CPD

**Travel International (if applicable)**  
- Yes  
  - Travel from home location to Zimbabwe in November and February (based on conditions and COVID-19 restrictions)  
- No

**Travel Local (please include locations)**  
- Yes  
- No

**DSA (if applicable)**  
- Yes  
  - Estimated 15-20 days  
- No

**Administrative details:**  
- Visa assistance required:  
  - Home Based  
  - Office Based:  
    - If office based, seating arrangement identified:  
    - IT and Communication equipment required:  
    - Internet access required:  

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1 Payment of professional fees will be based on submission of agreed 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.
| Application requirement | ☒ Technical Proposal | ☒ Financial Proposal |