

## TERMS OF REFERENCE

### Programme Performance and Knowledge Management Consultant (MCCT+)

**CONTRACT MODALITY** Individual Consultancy

**DUTY STATION** Port Sudan, Sudan (International Consultancy, Home Based)

**DURATION OF CONTRACT** 12 months

#### Purpose of Assignment

The purpose of this assignment is to provide dedicated technical and operational support to the Mother and Child Cash Transfer Plus (MCCT+) Programme, strengthening programme performance monitoring, learning, and evidence-based decision-making. The consultant will support effective tracking of programme performance across all components of the implementation cycle, enabling the timely identification of bottlenecks, risks, and corrective actions.

In addition, the consultant will strengthen knowledge management by systematically capturing, analyzing, and packaging programme data, lessons learned, and good practices into actionable insights. This will support adaptive programme management, improve internal and external reporting, and contribute to strategic positioning and scale-up of the MCCT+ model.

The consultant will also ensure that programme monitoring, and analysis integrates an equity-focused lens, including gender, disability inclusion, and vulnerability considerations, to assess whether MCCT+ is effectively reaching and benefiting the most marginalized populations.

#### Scope of Work

##### Programme Performance & Knowledge Management Consultant – MCCT+

The consultant will provide technical and operational support to strengthen programme performance, knowledge management, and evidence-based decision-making for the MCCT+ Programme. The scope of work will include, but not be limited to, the following:

##### 1. Programme Performance Monitoring & Analysis

- Support the tracking of programme performance across the full implementation cycle (registration, payments, service linkages, Social Behavioral Communication (SBC), Grievance Redress Mechanism (GRM)).
- Analyze and synthesize programme data (HOPE, MIS, PDM, TPM, partner reports) to identify trends, bottlenecks, risks, and areas for corrective action.
- Develop and maintain performance dashboards and analytical summaries to inform decision-making.
- Provide regular updates and briefings to programme teams and management on key performance indicators.

##### 2. Knowledge Management & Learning

- Systematically capture, document, and synthesize lessons learned, good practices, and operational insights from programme implementation.
- Develop knowledge products, including:

- Learning briefs
- Programme snapshots
- Lessons learned reports (e.g., digital payments, financial inclusion, service linkages)
- Facilitate internal learning processes and support the integration of evidence into programme adjustments and planning.
- Support the development of materials for donor engagement, visibility, and strategic positioning.

### **3. Development & Review of Programme Documents**

- Support the drafting, review, and refinement of key programme documents, including:
  - Project Documents (PDs)
  - Project Implementation Manuals (PIMs)
  - Workplans and results frameworks
  - Monitoring and evaluation frameworks
  - Donor reports (e.g., World Bank, EU, KfW)
- Ensure consistency, quality, and alignment of programme documentation with UNICEF standards and donor requirements.
- Integrate evidence, data, and lessons learned into programme documents to strengthen quality and coherence.

### **4. Equity-Focused Analysis**

- Ensure programme monitoring and analysis integrates an equity lens, including:
  - Gender
  - Disability inclusion
  - Vulnerability targeting
- Assess whether the programme is effectively reaching and benefiting the most marginalized populations.
- Provide actionable recommendations to improve inclusion and equity outcomes.

### **5. Support to Programme Coordination & Reporting**

- Support coordination across programme components and stakeholders (CIU, Health, Nutrition, SBC, partners).
- Contribute to the preparation of:
  - Management briefs
  - Donor updates and presentations
  - Review meetings (e.g., MTR, annual reviews)
- Ensure timely and high-quality reporting aligned with programme and donor requirements.

### **6. Transition & Sustainability Support**

- Support documentation of key programme achievements, lessons, and results as part of any project closure processes.

- Contribute to the development of sustainability and transition frameworks, including:
  - Community systems (Mother Support Groups (MSGs))
  - GRM/AAP systems
  - Service linkages (PHC)

Package knowledge products to inform future scale-up and system strengthening efforts.

In summary the consultant key deliverables will -

- An integrated MCCT+ monitoring dashboard/tool covering all programme components and donor streams (updated monthly and used for management decision-making)
- Weekly programme updates briefs highlighting progress, key issues, risks, and recommended next steps
- Consolidated programme tracking matrices (registration, payments, service uptake, GRM, financial inclusion, etc.), regularly updated and validated
- Operational tools and guidance materials, including development and/or refinement of key programme tools (e.g., status check manual, process flows, training materials)
- Periodic analytical summaries and insights (monthly/quarterly) to inform programme performance management and corrective actions
- Strengthened and well-organized knowledge management system, ensuring accessible, up-to-date documentation of key programme materials
- Analytical briefs integrating quantitative and qualitative insights, including equity-focused analysis (gender, disability, vulnerability)
- Documented lessons learned, good practices, and case studies to inform programme scale-up, donor engagement, and policy dialogue
- Technical inputs into the development and review of key programme documents, including PDs, workplans, donor reports, and results frameworks
- End-of-programme knowledge outputs (SANAD), including a consolidated results summary, lessons learned report, and sustainability/transition documentation

Work Assignments Overview	Deliverables/Outputs	Delivery deadline to complete the deliverable
<b>Set up Phase</b>	<b>Deliverable 1</b> <ul style="list-style-type: none"> <li>• Inception meeting and workplan agreed</li> <li>• Draft structure of integrated MCCT+ monitoring dashboard/tool</li> <li>• Mapping of existing data sources and reporting needs across donors</li> <li>• Agreement of key documents,</li> </ul>	30th May 2026

	<p>tools and manuals and KM products to be developed</p> <ul style="list-style-type: none"> <li>• Initial setup of knowledge management structure</li> <li>• Development and rollout of integrated monitoring dashboard/tool (Version 1)</li> <li>• Weekly programme update briefs</li> <li>• Continuous tracking matrices updates</li> <li>• Ongoing analytical support to decision-making and donor reports</li> </ul>	
<p><b>System Development Phase</b></p>	<p><b>Deliverable 2</b></p> <ul style="list-style-type: none"> <li>• Establishment of consolidated programme tracking matrices (registration, payments, GRM, SBC, etc.)</li> <li>• Initiation of bi-weekly programme update briefs highlighting progress, risks, and recommended actions</li> <li>• Identification of key gaps and priority operational tools</li> <li>• At least 2 knowledge products, including:             <ul style="list-style-type: none"> <li>- Learning briefs</li> <li>- Programme snapshots</li> <li>- Lessons learned reports (e.g., digital payments, service linkages)</li> </ul> </li> <li>• Established and maintained knowledge management system/repository</li> <li>• Technical inputs into the development and review of key programme documents (PIM)</li> <li>• Weekly programme update briefs</li> <li>• Continuous tracking matrices updates</li> <li>• ongoing analytical support to</li> </ul>	<p>31st July 2026</p>

	decision-making and donor reports	
<b>Development and Implementation Phase I/I</b>	<p><b>Deliverable 3</b></p> <ul style="list-style-type: none"> <li>• Refined dashboard (Version 2) incorporating user feedback;</li> <li>• Development of key operational tools and guidance (e.g., status check manual, process flows, training materials).</li> <li>• First set of analytical summaries and programme insights produced monthly</li> <li>• Regular bi-weekly updates and tracking across all programme components</li> <li>• Periodic analytical summaries (monthly/quarterly) to support decision-making</li> <li>• Weekly programme update briefs</li> <li>• Continuous tracking matrices updates</li> <li>• ongoing analytical support to decision-making and donor reports</li> </ul>	30th September 2026
<b>Development and Implementation Phase I/II</b>	<p><b>Deliverable 4</b></p> <ul style="list-style-type: none"> <li>• Periodic analytical summaries (monthly/quarterly) to support decision-making</li> <li>• At least 3 knowledge products produce</li> <li>• Initial analysis of access barriers and risks affecting vulnerable populations, including persons with disabilities</li> <li>• Lessons learned and results summary report (SANAD / programme closure)</li> <li>• Weekly programme update briefs</li> <li>• Continuous tracking matrices updates</li> </ul>	31st October 2026

	<ul style="list-style-type: none"> <li>• ongoing analytical support to decision-making and donor reports</li> </ul>	
<b>Development and Implementation Phase II/I</b>	<p><b>Deliverable 5</b></p> <ul style="list-style-type: none"> <li>• Periodic analytical summaries (monthly/quarterly) to support decision-making</li> <li>• Full operationalization of dashboard and tracking systems across all donors</li> <li>• Regular weekly updates and tracking across all programme components</li> <li>• Weekly programme update briefs</li> <li>• Continuous tracking matrices updates</li> <li>• ongoing analytical support to decision-making and donor reports</li> </ul>	31st December 2026
<b>Development and Implementation Phase II/II</b>	<p><b>Deliverable 6</b></p> <ul style="list-style-type: none"> <li>• Periodic analytical summaries (monthly/quarterly) to support decision-making</li> <li>• Strengthening of knowledge management platform (documentation, archiving, accessibility)</li> <li>• Equity-focused analytical brief(s) assessing gender, disability, and vulnerability reach</li> <li>• Weekly programme update briefs</li> <li>• Continuous tracking matrices updates</li> <li>• Ongoing analytical support to decision-making and donor reports</li> </ul>	30th January 2027
<b>Institutionalization Phase I</b>	<p><b>Deliverable 7</b></p> <ul style="list-style-type: none"> <li>• Final refinement and handover-ready version of monitoring</li> </ul>	31st March 2027

	<p>dashboard and tools</p> <ul style="list-style-type: none"> <li>• Fully functional knowledge management system with organized documentation</li> <li>• Consolidated programme performance analysis and lessons learned</li> <li>• Final report summarizing key trends, achievements, challenges, and recommendations</li> <li>• Documented lessons learned, case studies, and good practices</li> <li>• Weekly programme update briefs</li> <li>• Continuous tracking matrices updates</li> <li>• Ongoing analytical support to decision-making and donor reports</li> </ul>	
<p><b>Institutionalization Phase II</b></p>	<p><b>Deliverable 8</b></p> <ul style="list-style-type: none"> <li>• Final report summarizing key trends, achievements, challenges, and recommendations</li> <li>• Documented lessons learned, case studies, and good practices</li> <li>• Weekly programme update briefs</li> <li>• Continuous tracking matrices updates</li> <li>• Ongoing analytical support to decision-making and donor reports</li> </ul>	<p>30th April 2027</p>

#### **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.

#### **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 for ensuring 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.

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

##### Minimum requirements:

##### **Education:**

- Advanced university degree in Social Sciences, Development Studies, Economics, Statistics, Public Policy, or related field

##### **Work Experience:**

- 7–10 years of experience in programme management, Knowledge management and M&E, or data analysis in humanitarian/development contexts, with multi-sectoral exposure
- Experience designing and implementing social protection programmes with a strong equity lens (gender, disability, vulnerability)
- Experience in cash transfer programmes/social protection, including understanding of systems strengthening and service linkages
- Experience working in UN and/or donor environments, managing multiple priorities in complex settings

**Knowledge/Expertise/Skills:**

- Strong knowledge management skills, including development of learning products and management of documentation systems
- Proven expertise in data analysis and visualization (e.g., Excel, Power BI, MIS) and use of programme monitoring tools
- Ability to apply an equity lens (gender, disability, vulnerability) and translate data into actionable insights
- Strong communication and analytical skills

**Language Requirements:**

- Fluency in English is required; working knowledge of Arabic is a strong asset

**Desirables:**

- Experience working in fragile and conflict-affected contexts
  - Familiarity with integrated “cash plus” programming approaches
  - Experience supporting multi-sectoral programme design and implementation
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