

TERMS OF REFERENCE

TITLE – *International Individual Consultant: Support to strategic planning and development of Country Programme Document (2028-2032)*

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| CONTRACT MODALITY | Individual Consultancy |
| DUTY STATION | Chisinau, Moldova, Remote work |
| DURATION OF CONTRACT | 8 Months |

Purpose of Assignment

The UNICEF Country Programme (CP) in Moldova 2023-2027 share a vision of change that, by 2027, all girls and boys in the country, including the most vulnerable, will grow up in a society that is firmly committed, more able, and better resourced to ensure each child develops to their full potential.

UNICEF in Moldova will soon enter the final year of the current CP (2023-2027), and the office is preparing for the next CP, which will run from 2028 to 2032. UNICEF Moldova has already started activities, including drafting a Deep Dive into the situation of children in the country, an Extended Programme Review (EPR) and a Functionality Analysis.

To support a participatory consultation process aligned with new corporate guidance, UNICEF Moldova seeks to engage an international consultant to draft the next Country Programme Document (CPD), based on the Strategic Prioritisation Outcomes, the EPR, and other relevant documents/reports, which will define priorities and a new/revised theory of change (TOC).

The consultant is expected to support UNICEF Moldova in compiling, reviewing and drafting a coherent, evidenceinformed, child-rights-centred CPD which articulates the programme rationale and structure for 2028-2032. The process for CPD development should include:

- a. Evidence Synthesis: Reflect on existing and emerging evidence to identify child rights deprivations and the bottlenecks that cause them. (Summarise evidence as a synthesis in a 30-page document, with information also reflected under Situation of Children's Rights - SOCR Template)
- b. Results-Based Management (RBM) and Prioritisation: Select the most critical deprivations and bottlenecks to be addressed in the new country programme through a facilitated RBM process (including a 2-day workshop walking through the RBM process)
- c. Develop a Theory of Change: Define what should change about child rights deprivations, and how to catalyse this change (should be included as part of the 2-day RBM workshop)
- d. Results and Resources Framework (RRF): Capture the specific contributions of UNICEF, including through our implementing partners, towards achieving the envisaged change per outcome area
- e. In addition, the CPD needs to be guided by the UNICEF Strategic Plan (2026-2029), Committee on the Rights of the Child (CRC) Concluding Observations on the fourth and fifth periodic report and List of issues prior to submission of the combined sixth and seventh periodic reports of the Republic of Moldova of Moldova and current Simplified CRC reporting process, and aligned with the United Nations Sustainable Development Cooperation Framework (UNSDCF), when a draft becomes available (end 2026)

To support a participatory consultation process aligned with new corporate guidance, UNICEF Moldova seeks to engage an international consultant to support the drafting of the next Country Programme Document (CPD), based on the Strategic Prioritisation workshop, which will define priorities and theories of change (TOC).

The consultant is expected to support UNICEF Moldova in compiling, reviewing and drafting a coherent, evidence based, child-rights-centred CPD which articulates the programme rationale and structure for 2028-2032. The process for CPD development will include United Nations Resident Coordinator-facilitated consultations and will take into consideration the relevant evidence, programme priorities, and TOCs for the collectively identified programme areas.

Scope of Work

Under the leadership of the Deputy Representative, and with support from the UNICEF Europe and Central Asia Regional Office, the consultant will support the Country Office in preparing an evidence-informed, child-rights-centred, equity-driven CPD which articulates the programme rationale and structure for 2028-2032.

Guided by the latest procedure for the development of country programmes, as well as following the Office of the Executive Board (OSEB) CPD standard template, the consultant is expected to support with the following specific tasks:

- i. Synthesise the latest evidence on the situation of children in Moldova, with a focus on the Deep Dive analysis developed for the European Child Guarantee, and other analyses and evidence-generated products
- ii. Through an experiential learning approach, facilitate a workshop on CPD Strategic Programme formulation, including RBM, working towards strategic priorities and TOC
- iii. Provide coaching support to the CO for refining and finalising the TOCs and developing the Results and Resource Framework (RRF)
- iv. Drafting and facilitating the validation of the Country Programme Document (CPD) package, including the RRF and Costed Evaluation Plan (CEP)
- v. Develop suitable presentations on the draft CPD for a) Development Partners, b) Government, c) Civil Society, d) Children and Adolescents, and e) Private Sector
- vi. Producing the final draft CPD package after incorporating feedback from validation workshops with key stakeholders and the Regional Office
- vii. Submission of final CPD package (CPD document, Country Programme Briefing PowerPoint)

The consultant will have face-to-face consultations with programme sections, which will be agreed upon at the inception stage. The consultant is expected to work off-site when reviewing documents, developing an inception work plan, facilitating RRF development, and drafting CPD products.

Under the guidance of the Deputy Representative, the Monitoring & Evaluation (CRM) Specialist, and the Representative, the consultant will pull together the various pieces of information into a coherent, equity-focused Country Programme Document. The consultant is expected to proactively consult with all UNICEF sections to ensure adequate coverage of all current outcomes and cross-cutting areas.

| Work Assignments Overview | Deliverables/Outputs | Delivery deadline to complete the deliverable |
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| Evidence Synthesis | Deliverable 1 -Inception Report and summary of the situation of children (no more than 30 pages) | 30 June 2026 |
| RBM and CPD workshops | Deliverable 2 -Workshop preparation and workshop report, experiential RBM and RRF workshop (2 days) | 30 July 2026 |
| Mentoring and coaching | Deliverable 3 -Days spent working with sections/teams to finalize ToC/Outcomes/Outputs/A ctivities, baselines and targets | 15 September 2026 |

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| Update CPD and ToC (PPTs) based on feedback of stakeholders | Deliverable 4 -Draft CPD package and presentations. | 15 October 2026 |
| Finalize CPD package and presentation briefings | Deliverable 5 - Final CPD and briefing pack | 15 November 2026 |
| Travel - International (if applicable) | 1 trip to Chisinau, Moldova | |
| Per Diem/DSA (if applicable) | Number of days of outstation travel days (for estimating per diem/DSA) = 5 | |

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:

- Master's degree in Social science, Public Administration, International Relations or any related field.
- Proven knowledge of and a minimum of 10 years of experience in strategic planning processes
- Proven experience facilitating high-level workshops in strategic planning, such as strategic prioritization workshops for UN agencies and/or Resident Coordinator Offices

- Strong technical competencies and experience in developing Theories of Change, SMART results and a high impact result framework
- Proven experience of developing/preparing strategic documents for international organizations, including UNICEF, other UN agencies and/or Resident Coordinator Offices
- Strong analytical and writing skills, required to compile and consolidate various inputs and produce technical and concise documents
- Experience in the Europe and Central Asia region will be considered a strong asset
- Fluency in English is required