

TERMS OF REFERENCE FOR INDIVIDUAL CONSULTANTS AND CONTRACTORS

Title: Capacity Building in Value for Money.	Funding Code:	Type of engagement <input checked="" type="checkbox"/> Consultant <input type="checkbox"/> Individual Contractor Part-Time <input type="checkbox"/> Individual Contractor Full-Time	Duty Station: Georgetown, Guyana
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1. BACKGROUND/CONTEXT

Globally, managing for and demonstrating results continue to command increased prominence and intensified focus, as the underpinning orientation to public sector management. This involves clearly defined results for programmes, costing these programmes, implementing the programme or service, measuring and evaluating performance, reporting to key audiences, and adjusting to improve both efficiency and effectiveness. Inherent in this entire process is ensuring value for money.

The Government of the Co-operative Republic and the United Nations Children's Fund (UNICEF) continue to champion results-based management (RBM), inclusive of planning, budgeting and monitoring and evaluation; and is deliberate about optimising results at cost. This competency-based training will therefore increase capacity in and across Government sectors, Civil Society Organisations and the United Nations in maximising the benefits of expended resources.

Additionally, Government and its partners are focussed on achieving the Sustainable Development Goals, within the context of the Low Carbon Development Strategy 2030. The initiatives or programmes being implemented towards achieving the goals or impacts of this long-term strategy are being pursued with scarce resources and amidst increased demand from stakeholders to minimise costs and maximises results (at cost). While at the same time successfully achieving intended outcomes and reaching people who are most deprived. The Government of Guyana is partnering with UNICEF to implement a five-day practical/hands-on workshop on the computation of Value for money analyses.

2. SCOPE and Objectives

This consultancy is seeking an international consultant -for the conduct of a five-day practical training on Value for Money for Government sectors, CSOs and UN agencies, in line with the 2022 M&E and Social Policy Training plan. It is expected to strengthen and steer the use of resources in programmes and projects in a way that optimizes returns on investments. The training is part of the RBM framework to support the development, strengthening of resource optimisation systems and increase technical capacity to introduce and sustain effective VfM practices.

3. METHODOLOGY

Phase 1: Inception: *Desk review, development of curriculum and instruments, and submission of the inception report.*

Provide training outline/Agenda (including time schedules for sessions)

- Provide complete set of course materials including examples, problem sets, assessments
- Advise and submit advance material to be sent to trainees as part of notification of training
- Provide list of logistical requirements for training sessions

- Equipment and material required (for trainer)
- Material/supplies required (for trainees)

Deliverable

The consultant will prepare and deliver to the UNICEF and the Ministry of Finance:

- 1 softcopy of training outline, including the curriculum.
- 1 softcopy of all necessary course materials to be distributed to the participants for use before and during the training sessions
- A list of logistical requirements for training sessions; equipment and material required (for trainer) and material/supplies required (for trainees)

Phase 2: Conduct training

The consultant is expected to:

- Conduct one 5-day training workshop on the techniques in computing VfM analyses with selected Government sectors, CSOs and UN-Agencies.

The training will cover the six analyses of VfM

- a) Cost-Effectiveness Analysis
- b) Cost-Utility Analysis
- c) Cost-Benefit Analysis
- d) Social Return on Investment (SROI)
- e) Rank correlation of cost vs impact
- f) Basic Efficiency Resource Analysis

Phase 3: Report writing.

The consultant will prepare and present a report to the MOF, UNICEF and other stakeholders with the conclusion and recommendations based on the results of the training. The consultant will provide steers on the national rollout of value for money.

Deliverables

- 1 softcopy of report on training experience during the course of the consultancy to be submitted to UNICEF no later than 14 days after the completion of the session.
- Prepare PowerPoint presentation on the report and facilitate a presentation of the report to stakeholders

Ethical considerations

UNICEF supports evidence-informed capacity strengthening in full compliance with ethical considerations. No information, including data, that are reviewed for this assignment or data to which the Consultant is privileged during the assignment - as a direct or indirect result of being the Consultant for this assignment - can be shared and or be used by the Consultant neither can s/he approve the use of the whole or any part of it, for personal or professional purposes, without approval in writing from the Ministry of Finance and UNICEF, jointly. The Consultant is required to disclose in writing any experience, of himself or his immediate family, which may give rise to a potential conflict of interest, and to deal honestly in resolving any conflict of interest which may arise during this assignment.

QUALITY ASSURANCE OF DELIVERABLES

A Technical Group, comprising of staff of the UNICEF and MoF at the country level, will be established to assure quality. The Group will assess the quality of all deliverables including instruments, curriculum,

inception, and final reports. Comments by the technical group will be submitted according to a deadline respecting the agreed chronogram. The following deliverables are expected at the proposed timelines

Deliverable	# of days	% of Fee	Deadline
Inception Report – the inception report will describe how the consultancy will be operationalised and annexed with: <ul style="list-style-type: none"> 1 softcopy of training outline, including the curriculum. 1 softcopy of all necessary course materials to be distributed to the participants for use before and during the training sessions A list of logistical requirements for training sessions; equipment and material required (for trainer) and material/supplies required (for trainees) 	3	20	By August, 10
Conduct training in the six analyses of VfM: <ol style="list-style-type: none"> Cost-Effectiveness Analysis Cost-Utility Analysis Cost-Benefit Analysis Social Return on Investment (SROI) Rank correlation of cost vs impact Basic Efficiency Resource Analysis <ul style="list-style-type: none"> Draft report of training experience to be submitted to UNICEF no later than 14 days after the completion of the session. Prepare PowerPoint presentation on the report and present to stakeholders 	7	50	By August, 31
Final Report with accompanying PPT, of training experience to be submitted to UNICEF no later than 4 days after receiving feedback from MoF and UNICEF.	5	30	By Sept. 15

PROFILE OF THE CONSULTANT

These terms of reference are for an international individual consultant with at least 10 years of experience in building and strengthening systems and conducting training in Governance sciences. The following characteristics are required and desirable.

Required:

This consultancy is for person who must possess the following competencies:

- An advanced degree in Social Sciences, Social Policy, Statistics, Mathematics, Demography, Development studies, Monitoring and Evaluation or related fields.
- A minimum of 10 years of professional experience in building and strengthening systems and conducting training in Governance sciences.
- Proven experience in designing curriculum for and conducting training on value-for-money analyses in developing countries
- Knowledge of Results-Based Management

- Fluency in spoken and written English
- Proven ability to write reports clearly and concisely.
- Strong organisational, and presentation skills

Desirable:

- Previous work experience with the United Nations System.
- Experiential knowledge of the Guyana context.

Responsibilities of Key stakeholders

UNICEF, in collaboration with MoF, will:

- Meet initially with the Consultant to ensure a shared understanding of the assignment and to clarify expectations
- Follow-up and provide support to the consultant throughout the consultancy.
- Review inception report and provide feedback
- Review training curriculum/manual prepared by consultant
- Review and approve the presentations and methodology
- Support pretesting and attend training sessions, etc.
- Review and provide feedback on draft report after the training
- Approve the final report before final payment is made to the consultant
- Provide the consultant with materials/reports to support preparation for training.

The Consultant will:

- Meet initially with officials from MoF and UNICEF to discuss the consultancy and timelines in detail.
- Review all documents as provided by MoF and UNICEF
- Submit inception report with all relevant annexes.
- Incorporate feedback from MoF and UNICEF and finalise inception report before proceeding with training.
- Prepare presentations (PPT), conduct training (in person), and prepare a draft report (Microsoft word)
- Prepare and submit a comprehensive final report that addresses all comments and recommendations made by MoF and UNICEF.
- The consultant shall act in a manner within the laws of the country of Guyana and the core values (CRITAS) of UNICEF.

APPLICATION REQUIREMENTS

Interested persons are asked to apply by July 15, 2021 online (link will be provided in Advertisement). Please ensure the application is completed thoroughly and the following is shared with the expression of interest. Successful candidates will be notified by the UNICEF Human Resources officer by the end of the second week after the application closes.

- A technical proposal for the assignment
- A financial proposal for the assignment

The *technical proposal* should include a detailed methodological proposal, a CV, examples of curriculum used in previous practical value for money training, and other relevant information to ensure the quality of the presented proposal and minimise the disqualifications.

The **financial proposal** should be a lump sum and should include consultant's fee, travel costs and per diem, etc.

Child Safeguarding

Is this project/assignment considered as "[Elevated Risk Role](#)" from a child safeguarding perspective?

☐ YES ☒ NO If YES, check all that apply:

Direct contact role ☐ YES ☒ NO

If yes, please indicate the number of hours/months of direct interpersonal contact with children, or work in their immediately physical proximity, with limited supervision by a more senior member of personnel:

Child data role ☐ YES ☒ NO

If yes, please indicate the number of hours/months of manipulating or transmitting personal-identifiable information of children (name, national ID, location data, photos):

Budget Year: 2022	Requesting Section/Issuing Office: Monitoring and evaluation	Reasons why consultancy cannot be done by staff: This task requires an international expert	
Included in Annual/Rolling Workplan: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No, please justify			
Consultant sourcing: <input checked="" type="checkbox"/> National <input checked="" type="checkbox"/> International <input type="checkbox"/> Both Consultant selection method: <input type="checkbox"/> Competitive Selection (Roster) <input checked="" type="checkbox"/> Competitive Selection (Advertisement/Desktop Review/Interview)		Request for: <input checked="" type="checkbox"/> New SSA – Individual Contract <input type="checkbox"/> Extension/ Amendment	
If Extension, Justification for extension:			
Supervisor: Monitoring and Evaluation Specialist	Start Date: August 1	End Date: September 30, 2022	Number of Days: 15

Estimated Consultancy fee			
Travel International			
Travel Local (please include travel plan)			
DSA (if applicable)	NA		
Total estimated consultancy costsⁱ			
Minimum Qualifications required: <input type="checkbox"/> Bachelors <input type="checkbox"/> Masters <input type="checkbox"/> PhD <input type="checkbox"/> Other Enter Disciplines	Knowledge/Expertise/Skills required: As stated in section 7 above		
Administrative details: Visa assistance required: <input type="checkbox"/> Transportation arranged by the office: <input type="checkbox"/>	<input type="checkbox"/> Home Based <input type="checkbox"/> Office Based: If office based, seating arrangement identified: <input type="checkbox"/> IT and Communication equipment required: <input type="checkbox"/> Internet access required: <input type="checkbox"/>		
Request Authorised by Section Head	Request Verified by HR:		

Conditions and remarks:

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.

UNICEF has a zero-tolerance policy on conduct that is incompatible with the aims and objectives of the United Nations and UNICEF, including sexual exploitation and abuse, sexual harassment, abuse of authority and discrimination. UNICEF also adheres to strict child safeguarding principles. All selected candidates will be expected to adhere to these standards and principles and will therefore undergo rigorous reference and background checks. Background checks will include the verification of academic credential(s) and employment history. Selected candidates may be required to provide additional

information to conduct a background check. Successful individuals will be required to produce the following:

- Certificate of good health
- Proof of Health Insurance
- Statement of good standing
- Designation of beneficiary form
- Fully inoculated
- Mandatory training certificates from UNICEF's e-learning platform (prior to commencement of the Assignment)