TERMS OF REFERENCE FOR INDIVIDUAL CONTRACTORS/ CONSULTANTS

PART I

<table>
<thead>
<tr>
<th>Title of Assignment</th>
<th>Consultancy - Support Malawi Country Office Mid Term Review (MTR) of the Country Programme 2019-2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>Section</td>
<td>Programme Planning and Monitoring – Programme Effectiveness</td>
</tr>
<tr>
<td>Location</td>
<td>Remote until travel is possible (in or outside Malawi).</td>
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<tr>
<td>Duration</td>
<td>65 days (over a 5-month contract period)</td>
</tr>
<tr>
<td>Start and End Date</td>
<td>From: 21 September 2020</td>
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BACKGROUND

UNICEF Malawi’s country programme of cooperation, which is currently in its second year of implementation, was presented and approved by the UNICEF Executive Board in 2018. The overall goal of the country programme is to support the Government of Malawi to meet its commitment to respect, protect and fulfil children’s rights in line with international conventions and standards. It is guided by the principles of children’s rights, equity, gender equality, inclusion and resilience, and will support evidence-based, integrative and innovative programming. The vision is for all girls and boys in Malawi, especially the most marginalized, including those with disabilities and from poor households, to realize their rights.

The country programme is aligned with the national priorities articulated in the Malawi Growth and Development Strategy (MGDS) III, 2017-2022. The country programme is also aligned with the United Nations Sustainable Development Cooperation Framework (UNSDCF 2019-2023)’s three pillars of (i) peace, inclusion and effective institutions; (ii) population management and inclusive human development; and (iii) inclusive and resilient growth. Aligned to the UNSDCF pillars are the country programme integrated and lifecycle-based components of (a) early childhood (0-5 years); (b) school-age children (6-18 years); (c) child-friendly, inclusive and resilient communities; and (d) programme effectiveness.

The **Early childhood** component aims to ensure that girls and boys, aged 0 to 5 years, with a focus on the first 1,000 days, in targeted districts, benefit from early learning, caring and nurturing, a clean and protective environment and quality, integrated, high-impact interventions.

The **School-age children** component aims to ensure that school-age girls and boys (6-18 years), especially young adolescents (10-14 years), in targeted districts achieve essential learning outcomes and practice life skills, are safe from exploitation, harmful practices and violence and benefit from integrated social services.

The **Child-friendly, inclusive and resilient communities** component aims to ensure that girls and boys grow up in resilient, inclusive and child-friendly communities.

The **Programme Effectiveness** component provides cross-sectoral support to ensure efficient and effective country programme delivery that contributes to the meaningful realization of rights of Malawian children. This could only be achieved through robust planning, monitoring and reporting and research, evaluation and the use of data, innovations, evidence-based advocacy and communications, emergency response and technical and financial assistance.

Since the commencement of the country programme of cooperation in 2019, there have been some notable changes in the programming environment for children and the framework within which UNICEF cooperates. These include:

(i) The Cyclone Idai that struck the country in 2019, displacing thousands of people into evacuation sites as the government declared a state of emergency in more than half the country’s districts.
(ii) A new Government that has been formed in 2020 following new elections triggered by a constitutional court judgement that annulled the first presidential election results.

(iii) Currently and most importantly the Covid-19 pandemic, declared a national disaster in March 2020, which has significantly impacted on the lives of children and women in many ways, but most evidently access to health care, nutrition, protection and education services with further projected socio economic impacts.

As a result of these interferences resulting from changes in the country context, as well as the implementation of new way of working through matrix management approach, the implementation of the country program goals has been delayed as well as priorities shifted. The projected protracted COVID-19 impact on both economy and wellbeing of the population and children, along with expected shrinking of the Overseas Development Assistance to Malawi as a result of a global economic slowdown require an early reflection and readjustment of Malawi Country Programme priorities to account for the new country context achieved through an early Mid Term Review (MTR) process conducted by the country office.

Therefore, the services of a competent and experienced consultant are required to undertake the desk review assessment and produce a concise report summarizing key issues and recommendations for consideration during the review of the country programme and inform necessary adjustments for it to remain relevant, efficient and effective in achieving country programme expected results for children of Malawi.

**JUSTIFICATION**

Given the very short timeframe (5 months) for conducting the MTR review for Malawi CO – from September 2020 till January 2021, the support of an external consultant will be required to facilitate the MTR review and preparation process, including consolidation of evidence on the situation of women and children, consolidation of feedback from internal and external consultations and preparation of the MTR report. Specific deliverables are outlined below.

**PURPOSE OF THE ASSIGNMENT**

The purpose of this assignment is to avail the services of an external consultant to support Malawi Country Programme Mid Term Review Process (MTR). More specifically the consultant will:

a) Review and consolidate selected evidence from research and evaluations collected by the country office during the past two / three years (a list of research and studies will be provided by UNICEF). The purpose it to provide fresh overview of the situation of children in Malawi. The impact of COVID-19 on children, women and adolescent wellbeing will be reviewed as well. An overview of the external Overseas Development Assistance (ODA)/funding landscape will be done as well.

b) Review key achievement of the country programme in the past two years (based on annual and Result Assessment Management reports (RAM reports; will be provided by UNICEF) and assess compatibility of results to planned goals

c) Support (remotely) and document internal and external consultations and programme prioritisation processes and document outcomes on internal strategic reflections

d) Following internal and external consultation, revise and adjust Malawi CO Strategic documents (Strategy Notes (SN), Country programme document (CPD), Country Programme Management Plan (CPMP).

e) Prepare a final MTR report

**SCOPE OF WORK/OBJECTIVES**
Specific objectives are:

1. To provide support for the consolidation of evidence supporting the strategic review and adjustments of Malawi Country Programme
2. To support preparation of relevant documentation for the Programme Budget Review (PBR) process

The scope of the work is to support Malawi CP Mid-term Review process in the:

(i) Consolidation of the evidence on the situation of the children in Malawi
(ii) Consolidation of evidence on the socio-economic impact of COVID on children in Malawi and donor landscape overview
(iii) Analytical review of key results of Malawi Country Programme of past programme periods and assessment of the level of alignment with key UNICEF and Malawi national strategic plans.
(iv) Technical support to internal and external consultative processes and incorporating revisions in relevant strategic documentation.
(v) Drafting of PBR related document including an MTR report.

Approach and methodology:

The methodology apply will focus on:

(a) Desk review of various research and studies (list will be provided by UNICEF) to generate consolidated evidence on the situation of the children in Malawi. Develop a brief analytical paper.
(b) Desk review and analysis of available reports and government plans outlining/reflecting on the Socio-Economic impact of COVID on Malawi and derive conclusions as to the impact of those on children, women and adolescents’ wellbeing and their access to essential social services, including a review of the Malawi SDG Voluntary National Review documents and the progress review of the Malawi Growth and Development Strategy (MDGS) III (2017-2019). Consider the age, gender and equity dimensions of the covid-19 and changing donor environment. Develop a brief analytical paper.
(c) Desk review of specific policy decision of key development partners in regard to funding priorities for Malawi (analysis of shifts in donor funding for Malawi). Develop a brief analytical paper.
(d) Desk review and synthesis of key results from children achieved in the previous Programme period (2012-2018). Will include review of annual reports and development of a short narrative summarising results.
(e) Desk review of key results for children achieved by UNICEF in the past two years (will include review of Annual and RAM reports). Develop a brief analytical paper including a reflection of alignment of planned to achieved results, alignment of results to UNICEF global Strategic Plan results and key national development goals as reflected in MDGS III and key sectoral policies (a list of key policies will be provided by UNICEF).
(f) Provide support to internal and external consultations and document outcomes of the discussion and prioritised actions. Support interviews with key stakeholders as required and consolidate feedback from these consultations.
(g) Revise and adjust key strategic documents (SN, CPD, CPMP) based on internal prioritisation decision.
(h) Write a concise Mid-Term Report supporting the Programme Budget Review (PBR) process
(i) Create an annotated linked list of all resources used organized by programme pillar or section.
(j) Perform other tasks as additionally agreed.
REPORTING REQUIREMENTS

Under the overall supervision and guidance of the Deputy Representative, the consultant will report directly to the Chief of Programme Planning and Monitoring with technical support from the Chief of Research, Evaluation and Knowledge Management on the day to day progress and challenges in the implementation desk review assignment.

When additional information and clarifications are required from the respective sections, the Chief of PPM will facilitate communication between the consultant and concerned sections.

Online platforms will be used to share desk review documents, reports and presentations.

How will consultant consult and deliver work and when will reporting be done:
The consultant will use various communication channels including but not limited to emails, skype, zoom, microsoft teams, telephone and whatsapp, among others, to ensure timely communication and response to requests.

EXPECTED DELIVERABLES

In alignment with the scope of work as described above, the consultant will be expected to perform the following activities and deliverables as per the schedule and estimated dates below:

<table>
<thead>
<tr>
<th>Task</th>
<th>Deliverable/Outcome (e.g. Inception, progress, final reports, training material, workshop, etc.)</th>
<th>Estimated # of days*</th>
<th>Planned Completion date</th>
<th>% of total fee payable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Write and present an inception report</td>
<td>&lt;10 pages Inception report&lt;br&gt; &lt;10 slide power point presentation</td>
<td>5</td>
<td>By 30th September 2020</td>
<td>10%</td>
</tr>
<tr>
<td>Consolidation of the evidence on the situation of the children in Malawi, including evidence on the socio-economic impact of COVID on children in Malawi and donor landscape overview</td>
<td>&lt; 25 pages synthesis analytical report&lt;br&gt; &lt;10 slide power point presentation</td>
<td>20</td>
<td>By 30th October 2020</td>
<td>15%</td>
</tr>
<tr>
<td>Analytical review of key results of Malawi Country Programme of past programme periods and assessment of the level of alignment with key UNICEF and Malawi national strategic plans</td>
<td>&lt; 25 pages synthesis analytical report&lt;br&gt; &lt;10 slide power point presentation</td>
<td>10</td>
<td>By 16th November 2020</td>
<td>15%</td>
</tr>
<tr>
<td>Technical support to internal and external consultative processes and incorporating revisions in relevant strategic documentation</td>
<td>Individual (meeting notes) and summary report from internal/external consultations</td>
<td>20</td>
<td>By 20th December 2020</td>
<td>30%</td>
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PERFORMANCE INDICATORS FOR EVALUATION OF RESULTS

The performance of work will be evaluated based on the following indicators:

- Completion of tasks specified in TOR
- Compliance with the established deadlines for submission of deliverables
- Quality of work
- Demonstration of high standards in cooperation and communication with UNICEF and counterparts
- Variety of relevant information sources collected and synthesized

PAYMENT SCHEDULE

All payments, without exception, will be made upon certification from the supervisor of the contract, of the satisfactory and quality completion of deliverables and upon receipt of the respective and approved invoice.

Travel, if required and when safe travel is possible, (international and local) costs will be reimbursed on actual expenditures and upon presentation of original supporting documents. As per UNICEF operational guidelines, travel for international consultancies, will be in economy class and will use the most economical route.

DESIRED COMPETENCIES, TECHNICAL BACKGROUND AND EXPERIENCE

**Academic qualification:**

- Master’s Degree in Social Sciences, International Relations, and Development Studies.

**Work experience:**
• At least 8 years’ experience in research, strategic analyses and reviews, documentation, evaluation and programme development and management.
• Previous analytic work on covid-19 pandemic is an added advantage.

Technical skills and competencies:
• Strong English Language writing skills (a written sample may be required)
• Strong quantitative (statistical) and qualitative analysis skills are a must.
• Strong facilitation skills is a requirement.
• Proven experience in developing strategic planning documents (samples may be required)
• Developing of Strategic documents for the United Nations is a plus
• Knowledge of social and cultural context in Malawi is an advantage.

Languages:
• Proficient in English written and spoken communication skills.

ADMINISTRATIVE ISSUES

UNICEF will regularly communicate with the consultant and provide feedback and guidance and necessary support in order to ensure achievement of objectives of the assignment, as well as remain aware of any upcoming issues related to the performance and quality of work.

As per policy on consultants and individual contractors, the individual will be expected to complete a list of mandatory training, including policies on Prohibiting and Combatting Fraud and Corruption; Prohibition of discrimination, harassment, sexual harassment and abuse of authority and other relevant policies for their information and acknowledgment. Within 5 days of the contract commencement, the consultant/individual contractor is requested to complete the applicable mandatory trainings.

The assignment will be mostly carried out remotely. For international consultants, in the likely event that COVID-19 related travel and quarantine restrictions are relaxed, it may be expected it would be in-country for a week for face to face interactions. Any such travel will be discussed and agreed upon before travel is arranged.

The position is open for qualified and experienced national and international consultants with capacity and appropriate technological facilities to mostly work and meet remotely/virtually.

CONDITIONS

• The consultancy will be on a long-term arrangement basis over a period of 5 months, however the consultant will only work for 65 days during this contract period.
• The candidate selected will be governed by and subject to UNICEF’s General Terms and Conditions for individual contracts.
• No contract may commence unless the contract is signed by both UNICEF and the consultant.
▪ The contractor will provide remote desk review services in or outside Malawi
▪ The consultant will be paid an all-inclusive fee (stationary, communication and other miscellaneous expenses) as per the stipulated deliverable and payment schedule.
▪ Under the consultancy agreements, a month is defined as 21.75 working days, and fees are prorated accordingly for actual days worked.
▪ The consultant is not entitled to payment for overtime, weekends or public holidays, medical insurance, taxes, and any form of leave.
▪ Travel expenses (international or local/in country travel) are not necessarily foreseen. However, in case travel will be required, travel cost, including living costs (where applicable), will be covered by the consultant and, and reimbursed by UNICEF in accordance with UNICEF’s rules and tariffs against actual invoices and receipts.
▪ No travel should take place without an email travel authorization from section prior to the commencement of the journey from the duty station.
▪ Standard UNICEF procedures will apply for invoicing and all other financial management requirements set out in the contract.
▪ Standard penalty clauses will also apply for late and poor-quality deliverables. The supervisor of the contract will provide the consultant with the criteria for the evaluation of the quality of each deliverable.
▪ Additional details of UNICEF rules, regulations and conditions will be attached to the contract.
▪ Consultants will not have supervisory responsibilities or authority on UNICEF budget.
▪ The assignment is an off-site support.

**HOW TO APPLY**

Interested consultants should provide the following:

1. Curriculum Vitae
2. Brief technical proposal (no longer than five pages) demonstrating the consultant’s understanding of the assignment and approach/methodology to the assignment
3. Financial proposal including a breakdown of their all-inclusive fees (including professional fees, travel, living cost, visa and other costs). Complete the attached form.

![Financial Proposal.xlsx](Financial Proposal.xlsx)

4. References details

**Annex 1: List of documents, reports and papers to be shared**