

**TERMS OF REFERENCE FOR INDIVIDUAL CONSULTANTS**

<b>Title</b>	Consultant for Supporting the Government of Liberia in the Rollout of the ARREST Agenda for Inclusive Development (AAID)
<b>National/International</b>	<b>International</b>
<b>Duty Station</b>	<b>3 months in Monrovia and 3 months remotely</b>
<b>Duration</b>	<b>6 months</b>
<b>Supervisor</b>	<b>Deputy Representative</b>
<b>Estimated budget</b>	
<b>Funding source</b>	
<b>Consultant Selection Method</b>	<input type="checkbox"/> Competitive Selection (Roster) <input checked="" type="checkbox"/> Competitive Selection (Advertisement/Desk Review/Interview) <input type="checkbox"/> Single Source (exceptional, only in emergency situations, Rep. approval required)

**I. Background**

The Government of Liberia has launched the ARREST Agenda for Inclusive Development (AAID) 2025–2029, a comprehensive national development plan designed to drive economic transformation, human capital development, and governance reform. This strategic initiative is aligned with Liberia Vision 2030, the Sustainable Development Goals (SDGs), and the ECOWAS Vision 2050.

The country’s political economy remains shaped by its post-conflict context, characterized by governance challenges, dependency on external debt, and structural economic vulnerabilities. According to UNICEF’s F4C (Financing for Children) framework, boosting domestic revenue mobilization is critical to reducing aid dependency and ensuring sustainable investments in child-centered development. However, persistent issues such as inefficient budget execution, weak accountability systems, and delays in public expenditure disbursement continue to impede the effective delivery of child poverty reduction programs.

Despite efforts to enforce fiscal discipline, Liberia’s fiscal deficit is projected to increase from 3.4% of GDP in 2024 to 4.5% in 2025, driven by rising government expenditure. On a positive note, inflation is expected to decline from 8.4% in 2024 to 5.7% in 2025, supported by exchange rate stability and tighter monetary policies.

The 2025 national budget stands at USD 851.76 million, up from USD 738.86 million in 2024. Key priority areas include public administration, security, social services, and infrastructure development. Over the past five years (2020–2025), Liberia’s national budget grew by 60.4% (USD 320.8 million), with the largest annual increase of USD 215.9 million recorded between 2020 and 2021.

Budget allocations for the education sector ranged from 2.1% to 2.6% of GDP and represented 13–15% of total expenditures, with a notable increase projected in 2025. The health sector maintained stable funding between 1.6% and 1.8% of GDP, accounting for 9–10% of the national budget. Although allocations for social protection remain low (around 2–3% of the budget), they have increased from 0.3% in 2024 to nearly 0.5% in 2025.

While Liberia has made commendable progress in decentralization and social protection, the successful implementation of the AAID agenda requires robust technical assistance, institutional capacity building, and targeted implementation support. In this context, UNICEF Liberia, in partnership with the Ministry of Finance and Development Planning (MFDP), seeks to engage a consultant to provide expert guidance on program-based budgeting, social protection systems, and policy implementation.

## II. Purpose of Activity/Assignment

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The consultant will provide technical and strategic support to the Government of Liberia and UNICEF in implementing the ARREST Agenda for Inclusive Development. The primary objectives are:

- Strengthen budget planning and execution for child-sensitive social protection programs.
- Support the fiscal decentralization process and enhance government capacity in program-based budgeting.
- Facilitate stakeholder engagement and inter-agency coordination for AAID implementation.

## III. Scope of Work:

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The consultant will undertake the following tasks:

- Assess budget allocations for child-focused social sectors and social protection sectors under the AAID.
- Develop a policy brief<sup>1</sup> on financing options for social protection expansion in 4 counties and present it to TWG chair by MFDP
- Provide technical guidance to MFDP on fiscal decentralization
- Engage with UNICEF, MFDP, MoGCSO, sectoral ministries and key Development Partner (IMF, World Bank, WFP, Swedish embassy) to ensure budget advocacy alignment with national policies<sup>2</sup>.

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1 A well-structured policy brief enables policymakers to assess interconnected financing strategies—such as government budget allocations, donor support, taxation, and public-private partnerships—within a cohesive framework. It should begin with an introduction outlining the need for social protection expansion and identifying existing funding gaps in each selected county. This should be followed by a detailed examination of financing options, including increased government funding, contributions from donors and development partners, social insurance and taxation mechanisms, and private sector investment. A comparative analysis will evaluate the cost, feasibility, and sustainability of each approach within the specific context of the four counties. Finally, the brief should present clear recommendations on the most viable financing mix, along with actionable policy steps for government implementation.

2 In Liberia, aligning Public Finance for Children (PF4C) with national policies requires integrating key frameworks that guide social protection, education, health, and financial management. The Children's Law of Liberia (2011) provides a legal foundation for child welfare, while the National Social Protection Policy and Strategy ensures targeted interventions to reduce child poverty and vulnerability. In education, the Education Reform Act (2011) and Early Childhood Care and Education (ECCE) Policy promote equitable learning opportunities. The National Health Policy and Plan prioritizes child and maternal health financing, and the National Action Plan on Women, Peace, and Security (2019–2023) incorporates child protection measures. Fiscal policies such as the Public Financial Management (PFM) Act and Medium-Term Expenditure Framework (MTEF) ensure sustainable, transparent budgeting for child-focused investments. Finally, the ARREST Agenda for Inclusive Development (2025–2029) reinforces the government's commitment to strengthening social services that impact children's well-being.

#### IV. Work Assignment Overview

Tasks/Milestones	Deliverables/Outputs	Timeline	Estimated Budget
Inception report	Report with work plan, strategy and time frame approved by supervisor	30 April 2025	10%
Budget analysis report on child-focused and social protection sectors in 4 counties	<p>Report with comprehensive analysis of budget allocation and spending efficiency in child-focused social sectors and social protection sectors across four targeted counties. It should include:</p> <ul style="list-style-type: none"> <li>• A review of past and current budget trends in these sectors.</li> <li>• Assessment of the adequacy, equity, and effectiveness of budget allocations.</li> <li>• Identification of gaps and inefficiencies in resource distribution.</li> <li>• Recommendations for improving budget transparency and alignment with child-sensitive policies.</li> </ul>	15 May 2025	25%
Financial plan for cash transfer program with focus on CISS	A detailed financial strategy for the cash transfer program, specifically addressing the needs and sustainability of the CISS (Child-In Street Situation) initiative. The plan will include cost estimates, funding mechanisms, and recommendations for improving efficiency and coverage of cash transfer programs.	30 August 2025	25%
Policy recommendations and final report	A comprehensive report consolidating key findings, financial assessments, and strategic policy recommendations. This final document will serve as a guiding tool for policymakers, ensuring that social protection initiatives are well-funded, sustainable, and aligned with national development goals.	30 October 2025	10%

#### V. Qualification/Experience/Competencies/Skills Required

Education:

- Master's degree in Economics, Public Policy, Social Protection, or a related field.
- At least 8 years of experience in social protection policy, public finance, and program-based budgeting.
- Knowledge of Liberia's governance and fiscal decentralization framework or in similar context within Africa.
- Experience working with government ministries, UNICEF, or international organizations.
- Strong analytical, communication, and stakeholder coordination skills.

Work Experience:

- The consultancy requires extensive experience in public financial management, particularly in budget transparency, program-based budgeting, and fiscal decentralization.
- The consultant should have a proven track record in designing and implementing social protection policies, with expertise in child-sensitive programming under frameworks like the AAID.
- Strong experience in facilitating multi-stakeholder collaboration between government agencies, development partners, and civil society is essential.
- Additionally, the consultant should possess analytical skills in resource allocation and financial planning, along with demonstrated experience in providing technical assistance to governments on policy development and implementation.
- Prior experience working as an advisor to government institutions on financial and social policy matters is required.
- Knowledge of the UN system and its operational frameworks is an advantage, particularly in areas related to social protection, public finance, and international development cooperation.

Language Proficiency:

- Fluency in English required

## **VI. Working conditions**

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- Home Based       Office Based

The necessary computer equipment for the consultation will be provided by the consultant

or

The consultant is expected to use his/her own ICT equipment.

## **VII. Supervision**

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The consultant will be supervised by Deputy Programme Representative

## **VIII. Technical and financial proposals**

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Applicants are invited to submit with their online application:

- A cover letter explaining why they are well placed to undertake this assignment
- A recently updated CV
- A financial proposal which must be an all-inclusive cost (consultancy fees, mission expenses, travels, etc.).

Applicants are invited to submit their financial proposals in USD using the template below:

Description	Unit	Quantity	Unit cost	Total (USD)
Consultancy fees (21 days/month)	6	Month		
Daily subsistence allowance	3	Month		
Daily subsistence allowance Field mission (if applicable)	N/A	Days		
Air ticket (economy class, most direct route)	1			
Other (to be specified)				
<b>Total</b>				

Selection criteria will be based on qualifications, skills, expertise and experience in the required field, and quality of the technical and financial offer. Each application will be assessed first on its technical merits and subsequently on its price.

Evaluation Criteria (This will be used for the Selection Report)

A) Technical Evaluation (e.g. maximum 75 Points)

B) Financial Proposal (e.g. maximum of 25 Points)

### Recourse

UNICEF reserves the right to terminate the contract and/or withhold all or a portion of payment if the rules and the regulations regarding confidentiality, ethics and procedures of UNICEF and the partners are not followed, the performance is unsatisfactory, or work/deliverables are incomplete, not delivered or fail to meet the deadlines. The deliverables will remain the copyright of UNICEF.

The consultant must respect the confidentiality of the information handled during the assignment. Documents and information provided must be used only for the tasks related to these terms of reference.

### 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): Access to the Social Registry will be required.

More information is available in the [Child Safeguarding SharePoint](#) and [Child Safeguarding FAQs and Updates](#)

### Remarks

Individuals engaged under a consultancy 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. Their conditions of service will be governed by their contract and the General Conditions of Contracts for the Services of Consultants . Consultants 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.

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

Included in Annual Consultancy Plan:  Yes  No, please justify:

Reasons why assignment cannot be done by staff:

The assignment cannot be undertaken by existing staff due to the absence of a dedicated specialist on social policy within the office. While previous efforts have contributed to strengthening budget transparency and social protection initiatives, the recent stretch finalized by the end of March has left many critical action points that require follow-up and operationalization.

Given the workload of current staff and their ongoing responsibilities, there is limited capacity to provide the focused technical expertise needed to advance these action points effectively. Engaging an external consultant will ensure that specialized knowledge in social policy, program-based budgeting, and fiscal decentralization is applied to support the government in implementing key recommendations.

Additionally, the consultant will facilitate cross-sectoral coordination, enhance collaboration with development partners, and provide targeted technical assistance to operationalize policy commitments in a timely and efficient manner.

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