

**TERMS OF REFERENCE FOR INDIVIDUAL CONSULTANTS AND CONTRACTORS**

Title	Funding Code	Type of engagement	Duty Station:
<p><b>National Consultancy to Coordinate PF4C and Local Governance Activities</b></p>		<p><input checked="" type="checkbox"/> Consultant  <input type="checkbox"/> Individual Contractor Part-Time  <input type="checkbox"/> Individual Contractor Full-Time</p>	<p>Freetown with occasional travel to districts</p>
<p><b>Purpose of Activity/Assignment:</b></p> <p>UNICEF is the leading United Nations (UN) agency supporting the Government of Sierra Leone to ensure all children in Sierra Leone have equitable access to quality and affordable services in order to survive, learn, develop and live in a supportive and protective environment. The country has made progress to improve the wellbeing of children in various areas including child health, nutrition, education, WASH, child protection and social protection. Still, both monetary and multi-dimensional child poverty remain high, hampering children’s ability to reach their full potential. In 2019, the Government of Sierra Leone and UNICEF estimated that 66 percent of children in Sierra Leone are deprived of one or more essential services such as education, health, nutrition, protection and shelter.</p> <p>Inadequate, and sometimes ineffective, inefficient, and inequitable public spending on sectors and programmes supporting children is one of the reasons for multiple and overlapping deprivations amongst children in Sierra Leone. This realization prompted UNICEF to bolster its work on public finance for children (PF4C), since 2021. In particular, UNICEF aims to further strengthen evidence building and analysis of trends to identify challenges and opportunities for increasing and improving the quality of public spending on social sectors in a transparent and accountable manner at all levels of government.</p> <p>The key question of concern to UNICEF is the extent to which public budgets and related fiscal policies are responsive to children’s rights and whether public resources at all levels are used for intended purposes (transparency and accountability), benefiting the most marginalized. UNICEF will continue to strengthen its budget analysis work to measure how much the government is spending on social sector areas, affecting the well-being of children. More analysis also needs to be done to better understand factors influencing allocations and spending patterns and to assess how cost-effective and effective allocated resources are spent. With very limited fiscal space to increase social sector spending, the focus should be on improving efficiency and effectiveness of expenditures by understanding the public financial management system at the central and local level, fiscal decentralization and devolution, and government capacity at all levels to ensure value for money in social spending. Transparency, accountability, and participation are pillars for sound public financial management in Sierra Leone and plays an integral role in UNICEF’s strategy.</p> <p>In 2022 the Country Office developed its PF4C strategy, the purpose of which is to provide a road map for UNICEF Sierra Leone’s timely and robust analysis of government budget allocation and spending to further strengthen the evidence base for meaningful engagement with UNICEF staff, policy and budget makers (including Parliament) at both national and sub-national level on PF4C. The strategy includes an action plan for the Country Office and strategic activities per programme sector. The Country Office is collaborating with the World Bank on an Education PER, and has developed budget briefs among others for immunization, which was used to support 2023 national budget negotiations. The office is additionally part of a regional partnership agreement signed with the International Budget Partnership for support to the Open Budget Survey in Sierra Leone among other activities.</p>			

Local government, along with other local stakeholders, play a key role in ensuring access to goods and basic services, including for the most marginalized communities, and the well-being of children and adolescents is frequently determined by decisions made by local governments. Under the 2020-2023 UNICEF Sierra Leone Country Programme there is for the first time a dedicated output for local governance which states ‘by 2023, local government authorities are better able to develop, coordinate and monitor evidence based multisectoral plans to improve children's wellbeing’ under the Evidence, Policy and Social Protection (EPSP) section. Further efforts are needed to strengthen and coordinate activities under this programme area, creating synergies between ongoing sectoral activities at local level, mapping capacity gaps and implementing capacity building activities for sustainable strengthening of local governance. Specifically, UNICEF is keen to support the government of Sierra Leone to develop a framework for local governance to:

- Action Area 1: Support local government and other stakeholders in the generation and analysis of geographically disaggregated data and evidence.
- Action Area 2: Strengthen local planning and budgeting processes and support local government resource mobilization.
- Action Area 3: Empower communities and provide them with the tools and mechanisms to influence local decision making and monitor local service provision.
- Action Area 4: Support local government in the implementation, coordination and oversight of local service delivery arrangements.

UNICEF implements a range of sectoral activities at sub-national level. The primary focus for UNICEF’s support to subnational level coordination has been the District Development Coordination Committees (DDCCs), which were re-established by the Ministry of Planning and Economic Development (MoPED) with the objective to deepen local accountability in the implementation of Sierra Leone’s Medium-Term National Development Plan (MTNDP) 2019-2023 and future national and district plans, programmes and projects. The main objective of these committees is to provide oversight and accountability in the implementation of development plans, programmes and projects at district and community level, provide a platform for district level coordination, and generate information for preparation of annual plans and budgets and ongoing assessment of sector programmes at district level. The committees have been set up in all districts of Sierra Leone starting from 2020. In 2022 a lessons learnt and experience sharing exercise was undertaken to develop road maps towards sustainability for the DDCCs. UNICEF supported four local councils to undertake a rapid review and update of their district development plans to ensure they had valid plans that would enable them to participate in 2023 national budget negotiations.

The purpose of this assignment is to further strengthen UNICEF Sierra Leone’s capacity to undertake timely and robust analysis of government budget allocation and spending to further strengthen the evidence base for meaningful engagement with UNICEF staff, policy and budget makers (including Parliament) at both national and sub-national level on PF4C; identify capacity gaps of national and sub-national governments (including Parliament) in the planning, budgeting, and execution of child-responsive budgets; improve the capacity of national and sub-national governments to improve efficiency, efficacy and cost-effectiveness of social spending to achieve value for money; and improving capacity of civil society and child rights groups to be involved in the budget process for improved social accountability, participation and transparency in the budget process at national and sub-national levels. UNICEF’s ultimate objective is to see public spending in Sierra Leone become increasingly child responsive, equitable, efficient and effective. Secondly, the assignment is intended to strengthen UNICEF’s engagement on local governance for children, ensuring synergies between sectoral activities and levels of government, and strengthening child participation in local governance.

**Scope of Work:**

The consultant will take the lead in coordinating and further developing the programme and work plan on local governance and PF4C. This will include initiating and maintaining networks with key stakeholders in the sector, both government, development partners and civil society. The consultant will work in close collaboration with the EPSP section chief, chiefs of field offices and programme sections with the technical support of the West and Central Africa Regional Office (WCARO).

More specifically the consultant will be responsible for:

**Supporting programme sections (health, education, nutrition, WASH, etc.) in undertaking PF4C activities including PERs, investment cases, fiscal space analyses, etc. to identify trends:** Periodically collect budget and expenditure data on social sector areas such as health, education, social protection, WASH, child immunization, nutrition and child protection, at both national and sub-national level for drafting of investment cases, fiscal space analyses, etc. Systematically organize and present data in appropriate formats, including through use of visuals and develop a system for budget tracking which is continuously kept updated. Perform rapid budget analysis at the time of national budget development in close coordination with sector teams to aid advocacy for investment in children.

**Mapping of the social sector spending processes to identify challenges in planning, budgeting, and execution to improve efficiency, efficacy and cost-effectiveness of social spending to achieve value for money:** The consultant is expected to coordinate with MOF, MoPED, Parliament, line ministry officials and with sector teams to identify capacity gaps, challenges, bottlenecks, etc. in the planning, budgeting, and execution of social sector budgets. This includes leading various policy dialogues to present, validate, and refine findings leading to policy recommendations including providing technical assistance to MOF, MoPED, Parliament, and line ministries.

**PF4C macroeconomic scanning (periodic analysis of macro-economic trends including resource mobilization):** Periodically analyze macro-economic indicators to inform UNICEF's work on PF4C. Coordinate with government counterparts on the government's resource mobilization strategy for improved investments in social sectors. Keep track of, and analyze government's socio-economic policies, strategies and programmes with a bearing on PF4C to inform programming and advocacy by UNICEF and its partners.

**Coordination of capacity gap assessment and plan for capacity building activities for local government officials:** The consultant will assess capacity gaps and develop a plan for capacity building of district level officials particularly in the areas of planning, budgeting, and execution as well as social protection and will implement activities according to the plan. The consultant will pay special attention to local revenue generation abilities of local governments for increased investment in social sectors.

**Coordinate and implement capacity building activities for local government officials with a specific focus on strengthening district development plans:** The consultant will work with MoPED and other relevant stakeholders to provide input to ongoing efforts to strengthen district capacity for developing District Development Plans with adequate attention to children, including development of standard templates and guidance for district development planning and associated capacity building. The consultant will work with five local councils to update their district development plans as appropriate.

**Provide technical assistance and input to reviews of policy and legal framework for decentralization and local governance as applicable:** The consultant will seek to understand how results for children can be more optimally achieved within the current model of local governance, how UNICEF can better support capacity strengthening and coordination at sub-national level, as well as how UNICEF can better integrate ongoing and planned activities at local level for enhanced convergence in capacity building and service delivery.

**District Development Coordination Committees (DDCCs):** The consultant will work in close collaboration with the chiefs of field offices and with MoPED to support the functioning and further development of DDCCs. This will include participating in meetings with the committees, verify that meetings are held to the agreed frequency, support development of agendas and meeting reports, advice committees on the monitoring of

social indicators. The consultant will work closely with MoPED to strengthen the functioning of committees and foster learning between districts.

**Child participation in local governance:** The consultant will work in close collaboration with the EPSP section chief and C4D section to develop and implement activities for systematically strengthening child participation in local governance to ensure planning documents and budget reflect the needs of children and improved social accountability.

**Developing and coordinating national partnerships for budget analysis and improved budget transparency and social accountability:** The consultant will in close collaboration with section chief create linkages and networks with stakeholders, both government and civil society for improved budget transparency for improved social sector allocation and investment in children.

**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):

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

<b>Budget Year:</b> 2023	<b>Requesting Section/Issuing Office:</b> <i>Evidence, Policy and Social Protection (EPSP)</i>	<b>Reasons why consultancy cannot be done by staff:</b> <i>Consultancy requires PFM and analytical skills as well as in-depth familiarity with the Government of Sierra Leone and its budgeting processes that are not available in the Country Office</i>
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**Included in Annual/Rolling Workplan:**  Yes  No, please justify:

<b>Consultant sourcing:</b> <input checked="" type="checkbox"/> National <input type="checkbox"/> International <input type="checkbox"/> Both		<b>Request for:</b> <input checked="" type="checkbox"/> New Consultant Contract  <input type="checkbox"/> Extension/ Amendment	
<b>Consultant selection method:</b>  <input type="checkbox"/> Competitive Selection (Roster) <input checked="" type="checkbox"/> Competitive Selection (Advertisement/Desk Review/Interview)			
<b>If Extension, Justification for extension:</b>  			
<b>Supervisor:</b>	<b>Start Date:</b>  <b>10 April 2023</b>	<b>End Date:</b>  <b>31 March 2024</b>	<b>Number of Days (working)</b>  <b>175</b>
<b>Work Assignment Overview</b>			
Tasks/Milestone:		Deliverables/Outputs:	Timeline
<b>District Development Coordination Committees (DDCCs):</b> The consultant will work in close collaboration with the chiefs of field offices to support the continued functioning and strengthened sustainability of DDCC in 15 districts. The consultant will work closely with MoPED to strengthen the functioning of committees and foster learning between districts.		Strengthened functioning of DDCCs in all districts, documented learning from the process  Report on strengthened sustainability of DDCCs and next steps	Throughout the assignment  By end September 2023
<b>Coordinate and implement capacity building activities for local government officials with a specific focus on strengthening district development plans:</b> The consultant will work with MoPED and other relevant stakeholders to provide input to ongoing efforts to strengthen district capacity for developing District Development Plans with adequate attention to children, including development of standard templates and guidance for district development planning and associated capacity building. The consultant will work with five local councils to update their district development plans as appropriate.		Input provided to the Government's development of standard district development plan formats and templates; child indicators included in district development plan guidance documents.  District development plans updated for at least five district/local councils  Capacity building of development planning unit of at least 5 districts	By end July 2023  By end October 2023  End August 2023

<p><b>Providing technical assistance and input to reviews of policy and legal framework for decentralization and local governance as applicable</b></p>	<p>UNICEF input provided to reviews of policy and legal framework for decentralization and local governance</p>	<p>Throughout the assignment</p>
<p><b>Strengthen attention to children in fiscal decentralization and district budget allocation:</b> Engage with MoF on fiscal decentralization process; strengthen Country Office capacity and capacity of line ministries to engaged in discussions over fiscal decentralization and district allocation formula.</p>	<p>UNICEF input provided to fiscal decentralization process.</p> <p>UNICEF programme sections and line ministries' capacities built to engage in discussions over fiscal decentralization and district budget allocation</p> <p>A brief document on the focus on children in fiscal decentralization</p>	<p>By end September 2023</p>
<p><b>In line with the Country Office PF4C Strategy, Supporting programme sections (health, education, immunization, etc.) in undertaking PF4C activities including PERs, investment cases, fiscal space analyses, etc. to identify trends:</b> Periodically collect budget and expenditure data on social sector areas such as health, education, social protection, WASH, child immunization and nutrition and child protection, at both national and sub-national level for drafting of investment cases, fiscal space analyses, etc.</p> <p>Systematically organize and present data in appropriate formats, including through use of visuals and develop a system for budget tracking which is continuously kept updated.</p> <p>Perform rapid budget analysis at the time of national budget development in close coordination with sector teams to aid advocacy for investment in children.</p>	<p>System for budget tracking developed and kept updated, data periodically presented in appropriate formats.</p> <p>Programme sections are supported in developing PERs, investment cases, fiscal space analyses etc:</p> <p>2 sectoral local government budget and expenditure analyses</p> <p>Disability and social protection investment case</p> <p>ECD investment case</p> <p>Nutrition investment case</p> <p>Budget briefs for education, health, nutrition, WASH, child protection, social protection, disability</p> <p>Review and update of PF4C strategy</p>	<p>By end September 2023</p> <p>Draft by end September 2023, updated after 2024 budget released</p> <p>By end March 2024</p>
<p><b>Mapping of the social sector spending processes to identify challenges in planning, budgeting, and execution to improve efficiency, efficacy and cost-effectiveness of social spending to achieve value for money:</b> The consultant is expected to coordinate with</p>	<p>Policy dialogue established; technical assistance provided to national stakeholders</p>	<p>Throughout the assignment</p>

<p>MOF, MoPED, Parliament, and line ministry officials to identify capacity gaps, challenges, bottlenecks, etc. in the planning, budgeting, and execution of social sector budgets. This includes leading various policy dialogues to present, validate, and refine findings leading to policy recommendations including providing technical assistance to MOF, MoPED, Parliament, and line ministries.</p>		
<p><b>Strengthen government attention to children in national budgets through capacity building activities on child budgeting and advocacy</b></p> <p>Create appropriate networks with government and civil society for strengthened child budgeting</p>	<p>Training manual on child budgeting</p> <p>National and district government officials trained on child budgeting</p>	<p>By end June 2023</p> <p>By end October 2023</p>
<p><b>PF4C macroeconomic scanning (periodic analysis of macro-economic trends including resource mobilization):</b> Periodically analyze macro-economic indicators to inform UNICEF’s work on PF4C. Coordinate with government counterparts on the government’s resource mobilization strategy for improved investments in social sectors. Keep track of, and analyze government’s socio-economic policies, strategies and programmes with a bearing on PF4C to inform programming and advocacy by UNICEF and its partners.</p>	<p>Periodic briefs on macro-economic trends and socio-economic policies - quarterly</p>	<p>By end June, September, December 2023, March 2024</p>
<p><b>Developing and coordinating national partnerships for budget analysis and improved budget transparency and social accountability:</b> The consultant will in close collaboration with section chief create linkages and networks with stakeholders, both government and civil society for improved budget transparency for improved social sector allocation and investment in children</p>	<p>Networks established for improved budget transparency and investment in children</p> <p>Support Open Budget Survey process</p> <p>One event on budget transparency and social accountability</p>	<p>By end August 2023</p> <p>By end June 2023</p> <p>By end March 2024</p>



Estimated Consultancy fee	Unit Le (per day)	Quantities	amount
<b>Professional fees</b>			
Travel International (if applicable)			
Travel Local (please include travel plan)			
DSA (if applicable)			
<b>Total estimated consultancy costs<sup>i</sup></b>			
<p><b>Minimum Qualifications required:</b></p> <p><input type="checkbox"/> Bachelors <input checked="" type="checkbox"/> Masters <input type="checkbox"/> PhD <input type="checkbox"/> Other</p> <p>An advanced university degree in economics, business studies, development studies, public administration and any other related social sciences.</p>	<p><b>Knowledge/Expertise/Skills required:</b></p> <ul style="list-style-type: none"> <li>• A minimum of 8 years' experience in the area of macroeconomic analysis, public finance management, local government or related fields.</li> <li>• Knowledge of public finance concepts including value for money in social sectors, budget cycle and processes, and costing methods</li> <li>• Good analytical skills, especially applied to economics and public finance</li> <li>• Advanced quantitative analysis and capacity to synthesize large data sets and information in a clear and user-friendly manner.</li> <li>• Knowledge of the Sierra Leonean budget cycle, key budget documents and key actors is required Demonstrated knowledge of the legal and regulatory frameworks for local governance in Sierra Leone.</li> <li>• Demonstrated understanding of local governance structure, government policies, guidelines, legislation, and strategies in Sierra Leone</li> <li>• Strong experience in providing technical assistance to national and local government, including through participatory approaches</li> <li>• Excellent computer skills and knowledge of Microsoft Office Package, particularly Word, Excel and PowerPoint.</li> <li>• Excellent communication and advocacy skills as well as excellent written and spoken English and Krio.</li> </ul>		
<p><b>Administrative details:</b></p> <p>Visa assistance required: <input type="checkbox"/></p> <p>Transportation arranged by the office: <input type="checkbox"/></p>	<p><input type="checkbox"/> Home Based <input checked="" type="checkbox"/> Office Based:</p> <p>If office based, seating arrangement identified: <input checked="" type="checkbox"/></p> <p>IT and Communication equipment required: <input checked="" type="checkbox"/></p> <p>Internet access required: <input checked="" type="checkbox"/></p>		
<b>Request Authorised by Section Head</b>	<b>Request Verified by HR:</b>		



**Approval of Deputy Representative (if Programme)**

*Representative (in case of single sourcing/or if not listed in Annual Workplan)*

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<sup>i</sup> Costs indicated are estimated. Final rate shall follow the “best value for money” principle, i.e., achieving the desired outcome at the lowest possible fee. Consultants will be asked to stipulate all-inclusive fees, including lump sum travel and subsistence costs, as applicable.

Payment of professional fees will be based on submission of agreed 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

**Text to be added to all TORs:**

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.