**ANNEX 1. TERMS OF REFERENCE FOR INDIVIDUAL CONTRACTORS/ CONSULTANTS**

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| **PART I**  |
| Title of Assignment | Evaluation Manager  |
| Section | Evaluation Section, ESARO  |
| Location | Remote working  |
| Duration | 11.5 months  |
| Start/End date | **From:15-Dec-21** | **To: 30-Nov-22**  |

**Background and Justification**

Evaluations are critical to UNICEF’s mission of helping realise the rights of every child, especially the most disadvantaged. Evaluations help UNICEF improve its performance and results by supporting evidence-based programmatic decisions, organisational learning, and accountability for UNICEF’s contribution to outcomes for children.

The Eastern and Southern Africa Regional Office (ESARO) covers 21 countries across the region. The ESARO’s primary responsibilities include supervising UNICEF’s programmes and activities for children, supporting resource mobilisation efforts, and coordinating the UN Coherence process in the region.

The ESARO’s Evaluation Section serves as a centre of technical support and guidance on evaluations of UNICEF’s programmes in the development and humanitarian contexts of all 21 countries. The Evaluation Section operates under the [2018 Revised Evaluation Policy of UNICEF](https://www.unicef.org/media/54816/file)[[1]](#footnote-1) and the leadership of the Regional Director. It is responsible for upholding the norms of [the United Nations Evaluation Group (UNEG)](http://www.uneval.org/) and quality assurance of evaluations. The Evaluation Section manages and conducts regional-level evaluations, provides technical support and oversight to the evaluation function in country offices, enhances the use and uptake of evaluations, and supports evaluation systems strengthening, including national evaluation capacity development (NECD).

UNICEF is strengthening its technical capacity to facilitate the successful implementation of the Evaluation Policy and enhance evaluations' quality and use to meet its accountabilities. In increasing the number of evaluation posts and consultancies, UNICEF is making significant progress in improving contributions of evaluations to meet its accountability and make visible impacts in terms of advocacy for children, not least during the ongoing COVID-19 pandemic.

To meet the increasing demand for evaluations and evaluative work, the ESARO Evaluation Section aims to recruit a consultant to support the team in the management of evaluations, and to support the strengthening of the evaluation function across ESAR.

**Scope of Work**

***Goal and Objective*:** Under the direct supervision and technical guidance of the Regional Evaluation Advisor of ESARO, the Evaluation Manager will be responsible for (i) the management of ESARO evaluations, including Country Programme Evaluation (CPEs) as well as regional or multi-country evaluations; and (ii) technical support to, and quality assurance of, evaluations managed by country offices.

It is expected that country offices assigned to the Evaluation Manager for support will have improved capacity to plan, design and manage evaluations and liaise effectively with counterparts in conducting joint evaluations or NECD.

1. ***Provide details/reference to AWP areas covered:***

*Programme Effectiveness/Evaluation/Timely and rigorous evaluations yield findings and recommendations that are used by UNICEF, governments, civil society and development partners, to strengthen programmes and support advocacy for children.*

***1) Activities and Tasks:***Listed under respective outputs/deliverables below.

 ***2) Work relationships:***The Regional Evaluation Advisor in ESARO will supervise the contractor. The consultant will have direct contact with all ESARO Evaluation Section staff and other Regional Office staff and Evaluation focal points in 21 country offices.

***3) Outputs/Deliverables:***

Output 1. ESARO-managed evaluations are completed within agreed timeframes and receive at least “satisfactory” quality ratings through UNICEF’s Global Evaluation Reports Oversight System (GEROS). Activities comprise:

* Conceptualize and design evaluations that are managed by ESARO, including CPEs, regional or multi-country evaluations. This includes liaising closely with key evaluation ‘owners’ from the outset, including country offices (for CPEs) or programme sections (for programmatic or cross-sectoral evaluations).
* Set up Evaluation Reference Groups (ERGs) upon the launch of evaluations, and manage and chair the ERGs throughout the evaluation processes. Ensure that all comments on evaluation terms of reference, inception reports and draft reports are recorded and responded to by the evaluation team, and available to all participants through an evaluation audit trail.
* Finalize terms of reference, in collaboration with key evaluation stakeholders, and manage the advertisement of requests for proposals as well as the selection and recruitment of evaluation teams. Work with the respective programme sections in preparing a dissemination and engagement plan around evaluation findings and recommendations.
* Manage all phases of the evaluation process, including the inception, data collection and finalization phases, facilitating – in coordination with programmatic evaluation focal points – appointments, meetings and other logistical arrangements. Organize review workshops, including on emerging findings and recommendations.
* Review all evaluation products throughout the evaluation process, solicit external quality reviews through the ESARO quality review facility, and bring any issues of concern to the attention of the Regional Evaluation Adviser.
* Facilitate the Management Response process, and support programme sections in operationalizing their dissemination and engagement plans. Monitor the implementation of Management Responses.

Output 2. Country office evaluation functions are strengthened and country office-managed evaluations assigned to the Evaluation Manager for support are completed within agreed timeframes and receive at least “satisfactory” GEROS ratings. Country office evaluation functions are strengthened. Activities comprise:

* Provide technical advice to country offices on evaluation design and management, support their quality assurance, and assist in developing country office’s capacity on evaluation-related matters
* Assist country offices in conceptualizing and designing select evaluations.
* Review the terms of reference, inception reports and draft evaluation reports of country office-led evaluations, identifying ways in which they could be strengthened.
* Support country offices – through in-country training and other methods – in strengthening their capacity to plan, design, manage and use evaluations, in line with UNICEF’s Evaluation Policy and the Regional Evaluation Framework.
* Assist country offices in liaising with national counterparts, including government and civil society, as well as UN and other development partners, to strengthen demand for high-quality evaluations, support NECD, build evaluation culture, and manage joint evaluations.

Output 3. Regional guidance and knowledge products and core evaluationservices are completed within agreed timeframes and in accordance with quality criteria. Activities comprise:

* Prepare regional guidance and knowledge products in support of the regional evaluation function in line with the work plan of the Evaluation Section.
* Support core regional functions, including the development of evaluation approaches, methods and strategies, and contribute to any global evaluation initiatives, as assigned.
* Lead or support webinars on specific topics of relevance, with a view to strengthening evaluation capacity across the region.

Deliverables: The consultant will prepare, on a monthly basis, a detailed report on the activities conducted and results achieved, based on a work plan to be established at the beginning of the consultancy, and to be reviewed/updated at least every two months.

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| **Deliverables** | **Duration****(Estimated # of days or months)** | **Deadline** | **Schedule of payment** |
| Detailed monthly report on deliverables\* | 1 month | 21 January 2022 | 28 January 2022 |
| Detailed monthly report on deliverables\* | 1 month | 21 February 2022 | 28 February 2022 |
| Detailed monthly report on deliverables\* | 1 month | 21 March 2022 | 28 March 2022 |
| Detailed monthly report on deliverables\* | 1 month | 21 April 2022 | 28 April 2022 |
| Detailed monthly report on deliverables\* | 1 month | 23 May 2022 | 30 May 2022 |
| Detailed monthly report on deliverables\* | 1 month | 21 June 2022 | 28 June 2022 |
| Detailed monthly report on deliverables\* | 1 month | 21 July 2022 | 28 July 2022 |
| Detailed monthly report on deliverables\* | 1 month | 22 August 2022 | 29 August 2022 |
| Detailed monthly report on deliverables\* | 1 month | 21 September 2022 | 28 September 2022 |
| Detailed monthly report on deliverables\* | 1 month | 21 October 2022 | 28 October 2022 |
| Final report \* | 1.5 months | 28 November 2022 | 30 November 2022 |

\* In line with the detailed work plan to be established at the beginning of the consultancy

**For all contracts, please ensure that the due date of the last deliverable leaves a buffer for the supervisor of the assignment to review the final output before paying. This ensures that internal quality assurance is performed so that the work is up to standard before the final payment. In addition, for deliverable based payments, the last payment cannot be less than 10% of the total payment as per policy.**

**Payment Schedule**

Payment will be made on a monthly basis upon the satisfactory completion of the deliverables and satisfactory performance.

**Desired competencies, technical background, and experience**

**Education**

Advanced university degree in social sciences, statistics, international development or development economics.

**Work Experience**

* At least eight years of professional work experience in development programming – including planning, implementation, monitoring and evaluation.
* At least five years of demonstrated experience in designing, managing and quality assuring evaluations is indispensable.
* Thorough understanding of results-based management (RBM) theory and practice is essential.
* Familiarity with the range of development issues addressed by UNICEF in the Eastern and Southern Africa region is necessary. Prior work experience in the region is a distinct advantage, in particular in Kenya, Malawi, Uganda and Tanzania, which are likely to be the focus of the assignment.
* Experience in providing technical support to development stakeholders at different levels – including government, civil society, as well as UN and other partners – on evaluation-related issues, including national evaluation capacity development, would be a plus.
* Experience in working with multiple stakeholders is an asset.

**Language Proficiency**

* Excellent written and oral command of the English language is crucial. Knowledge of other official languages used across the Eastern and Southern Africa region, in particular Portuguese and/or French, would be an asset.

**Language Proficiency**

The consultant is expected to uphold UNICEF’s values of Care, Respect, Integrity, Trust, and Accountability (CRITA) and the following core competencies:

* Demonstrates Self Awareness and Ethical Awareness
* Works Collaboratively with others
* Builds and Maintains Partnerships
* Innovates and Embraces Change
* Thinks and Acts Strategically
* Drive to achieve impactful results, and
* Manages ambiguity and complexity.

To view UNICEF’s values and competency framework please visit the following links: [Our Values](https://www.unicef.org/careers/get-prepared#Values) and [Our Competencies](https://www.unicef.org/careers/get-prepared#Competencies).

**Administrative issues**

The Regional Evaluation Advisor will provide quality assurance and oversight for the contractor’s work with substantial feedback on the quality of the deliverables. The contractor will work under direct supervision and guidance of the Regional Evaluation Advisor and in close coordination with the rest of the Evaluation Section as well as with Evaluation focal points in country offices.

Expected working hours are from 9:00 am to 5:30 pm (East African Time).

**Conditions**

* The contractor will be home-based, utilizing non-UNICEF equipment, e.g. computers, and designing software in carrying out this assignment. Any cost incurred, including the Internet and phone, will be covered entirely by the consultant.
* Home-based in one of the 21 countries of the Eastern and Southern Africa region, to ensure timely and cost-effective regional travel if required. Candidates who are not based – or do not expect to shortly be based – in the ESA region will not be considered.
* Should any travel be required in countries in ESAR, subject to COVID-19 travel restrictions in 2022, the UNICEF office would cover DSA and travel costs. Travel will be in economy class. If the consultant/contractor is required to quarantine while traveling, UNICEF will pay for the quarantine if not organized by the host country.
* As per UNICEF DFAM policy, payment is made against approved deliverables. No advance payment is allowed unless in exceptional circumstances against bank guarantee, subject to a maximum of 30 per cent of the total contract value in cases where advance purchases, for example, for supplies or travel, may be necessary.
* The candidate selected will be governed by and subject to UNICEF’s General Terms and Conditions for individual contracts.

**Risks**

No specific risks are anticipated during this assignment except, in unlikely circumstances, delays in submission of deliverables. Effort will be undertaken to mitigate this by closely working with the consultant to ensure that each of the deliverables is submitted and available by the due date.

**How to Apply**

Qualified candidates are requested to submit a cover letter and CV to the online recruitment portal (Talent Management System) or email provided.

Interested candidates to indicate ability, availability, and monthly rate expressed in US$ for international or KES for national consultancy or individual contractor contract to undertake the terms of reference.

**Applications submitted without a fee/ rate will not be considered.**

1. The UNICEF Executive Board approved the revised Evaluation Policy in June 2018. The Policy sets out the purpose and use of evaluation in UNICEF, provides definitions, norms and standards, and outlines governance arrangements and accountabilities as well as performance standards for the evaluation function. It aims to increase the quality, independence, credibility and utility of evaluative evidence for learning, decision making and accountability which, in turn, support better results for children. [↑](#footnote-ref-1)