**ANNEX 1**

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

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| **PART I** | | |
| Title of Assignment | Consultancy to: conduct overall diagnostic assessment of C4D programming and operational structure in UNICEF Eastern and Southern Africa Region and to develop an operational guideline | |
| Section | Communication for Development | |
| Location | Home-based (with two travels to Nairobi) | |
| Duration | 74 days (to be completed within the below period) | |
| Start date | **From:** 12th November 2018 | **To:** 1st May 2019 |

UNICEF Eastern and Southern Africa Regional Office, Nairobi

SSA – Communication for Development Consultancy

**Position Title: Evaluation C4D Consultant**

**Level: P5**

**Location: Home-based (with two travels to Nairobi)**

**Duration: 74 working days to be completed between 12th November 2018 and 1st May 2019**

**Reporting to: Regional Adviser, Communication for Development (C4D)**

**Background and Justification**

Within UNICEF, the work related to “communication” includes different functions that can be grouped into two main categories: communication for development (C4D) and media/external relations communication. While media/external communication is a corporate function that must respond to country, regional and global communication needs, the primary focus of C4D is on the achievement of specific country programme results. UNICEF recognizes that behaviour development and social change communication is one of the most important programmatic components in the achievement of outcomes for children and adolescents, as the attainment of these outcomes relies strongly on changes in the norms, attitudes and behaviour of individuals, families, communities, civil society and decision makers, through increased participation and empowerment.[[1]](#footnote-1)

Both media/external relations communication and C4D are essential functions if UNICEF is to fulfil its mission and mandate. But the skills needed to manage co-operation with mass media and publish print, internet and broadcast assets are distinct from those needed to work at community level to empower people and bring about changes in norms, behaviours and practices. This difference in purpose between the two functions is also underlined in the draft Global C4D Programming guidance in the process of being finalised. C4D staff needs to work hand-in-hand with other programme staff within the country office, and provide the specific skills required to address the behavioural and participation components of the country programme.[[2]](#footnote-2) For this reason, such posts, both national and international, belong to the organizational unit of *programme* as per the generic job profiles.

Under the current UNICEF strategic plan 2018-2021, C4D is positioned as a programme strategy. Its role is often understood as providing information to influence change in norms, behaviours, adoption of practices and demand for services. Shifts in deeply grounded norms and behaviours require more than information only. Engagement with and empowerment of communities, families and individuals are the cornerstones to achieving sustainable and locally owned norms and behaviours’ changes.

From a human rights perspective, and in line with the Convention on the Rights of the Child (CRC), the General Comment No 20 adopted by the CRC in 2016 on the implementation of the rights of the child during adolescence, and rights approach to development, the contribution of C4D can be anchored around three fundamental rights, both in humanitarian and development contexts:

* The right to information;
* The right for individuals to express their needs and concerns;
* The right for individuals to participate in decisions that affect their lives.

Measurement of social and behaviour change remains a challenge. At the exception of Adolescent Civic Engagement, all corporate results included in the 2018-2021 Strategic Plan are supply-focussed. While significant to reinforce resilience and empowerment at local level, C4D contribution to skills building such as agency, confidence, capacity to communicate and participate, is not yet seen as a result in itself, and hence not measured.

In the humanitarian context, C4D plays a key role in community engagement and accountability to affected people and communities. C4D ability to provide affected people with information to empower them and increase their resilience to cope with the precarious situation is well acknowledged within the organization. The World Humanitarian Summit and Grand Bargain recent discussions have helped to bring consensus that putting people at the center of humanitarian action is essential for delivering results for children. This is an opportunity for C4D to further reinforce a human-right and participatory approach to programming for greater accountability to affected populations. This includes giving voices to the people in planning response, inviting local community representatives to take part in monitoring process, discussing findings with communities, and adjusting response design accordingly.

UNICEF has a recognized coordination role among C4D partners. In development contexts, UNICEF is increasingly expected to support multi-agency and/or multi-sectorial initiatives to coordinate C4D efforts, develop national C4D policies, strategies and plans. In humanitarian contexts, the 2013-2016 West Africa Ebola crisis highlighted the critical needs for strong C4D capacity and coordinated approaches to work with community on social and behavior change. UNICEF’s C4D capacity is regularly called upon to lead and coordinate the social mobilization and community engagement component of humanitarian responses.

Overall, changes in the field of social and behavior change communication also impact on our capacity to delivery C4D results and require attention. The emergence of new partners including the private sector, increased interest from donors, new evidence, tools including the digital shift contribute to shape a new work environment in which we have to operate. Within the UN family, UNICEF is also expected to lead on C4D/SBCC both at national and regional level, including in the context of emerging collaborations, for example the Spotlight Initiative for ending Violence against Women and Girls.

In the context of Easter and Southern African (ESA) region, it has been observed that the demand for C4D technical support is on the rise. Support is particularly requested in the areas of strategic communication planning, formative research and behaviour analysis, monitoring and evaluation of communication interventions, and C4D training. The breadths of the requesting programme sections have expanded in all sectors (Health, Nutrition, HIV prevention, Education, WASH, Child Protection). In addition, most countries are prone to health outbreaks and humanitarian crisis. Thus, requests for support in C4D in emergency are increasing exponentially. Finally, the reinforced organizational focus in areas such as ECD, Adolescents and Gender also resulted in higher demand for C4D support.

Although advances in adolescent participation and empowerment, gender norms and parenting practices remain integral part of a C4D function, the number of sections involved in the management of these interventions tends to increase. As a result, the potential overlaps with (1) ADAP (Adolescent Development and Participation) and External Communication in the field of Adolescent Empowerment and Participation, and (2) with Gender on Social and Gender norms tend to increase the complexity of the environment in which C4D colleagues operate. Considering the new global agenda around the Young People Agenda (YPA), it would be interesting to assess how country offices deal with these potential overlaps and how this could enhance or hamper C4D results.

This cross-sectoral nature of C4D to enhance programme results, and the occasional overlap in the choice of communication channels with the external communication activities, led to diversification of how C4D is positioned in the country offices. Some C4D functions are reporting to the Deputy Representative to work with various programme sections, some are reporting to chief of communication to provide C4D services in the country office among other communication services, others are an integrated part of a specific programme section, such as health and child protection. Some C4D functions are carried out by sectoral focal points or sectoral colleagues, who often are not technically equipped to manage SBCC portfolio.

The variation in the office management structure leads to different human resource arrangement and capacity development, budget allocation, how C4D is articulated in the result framework, and to what extent the C4D strategy is effectively incorporated in the delivery of the country programme results. It also affects the way C4D is involved in the work process of resource mobilisation, country office management committees, annual planning, M&E (especially of C4D contribution to the programme), and documentation.

To provide evidence-based advice to the country offices within ESA region on the effective management of C4D function, it is necessary to conduct **a diagnostic assessment** of what works for C4D. The assessment will take into account the context and specificities in which country offices operate both internally (size of the country office, budget, etc.) and externally (level of income – i.e. Low Income vs Middle Income countries-; Level of emergency and humanitarian work, etc.).

**Objective**

The proposed assignment aims to build on the key recommendations made in the 2016 C4D global evaluation[[3]](#footnote-3), further unpack the factors salient to Eastern and Southern African context through both qualitative and quantitative desk review and consultative process with select countries across different typology. The diagnosis will identify lessons learnt to highlight “what are the settings and conditions that C4D thrives better” and develop operational recommendations on how to strengthen C4D related interventions in Eastern and Southern Africa country offices, taking into account the various context in which country offices operate.

The overarching spirit of the diagnosis is to understand current programming and practices, assess how they align with the Global C4D Programme Guidance, with a view to shaping UNICEF’s C4D-related work over the coming years in Eastern and Southern Africa.

The diagnosis will be built on two main pillars:

* The review of the operational articulation of C4D in the office management structure;
* The review of the current C4D programming and practices.

In view of increased programme country and donor partner attention to UNICEF’s ability to demonstrate C4D results, special attention will be paid to the extent to which **theories of change, results aiming at social and behaviour change, monitoring, reporting and evaluation systems have been put in place, or are expected to be put in place** in support of UNICEF’s C4D work, and in collaboration with a wide range of national stakeholders. Specifically, it should determine whether or not C4D related interventions are adequately defined, designed, resourced, monitored and evaluated. Furthermore, throughout, the diagnosis will seek to incorporate **an equity, gender, social accountability and inclusion perspectives.**

**Scope of Work**

The purpose of the assignment is to undertake overall diagnostic assessment of C4D programming, integration, coordination vis-à-vis the different country office management structure within country offices in the Eastern and Southern Africa region, and to develop operational recommendations for the region as to what works.

**A – Desk review:**

The diagnosis will cover **UNICEF programme initiatives related to C4D in all twenty-one countries of Eastern and Southern Africa**. At the exception of Burundi, it will examine **two country programme cycles in each country,** as indicated in annex 1. The findings from the diagnosis conducted by Ethiopia country office in 2017 will also be taken into account.

The desk review will use a mix of quantitative and qualitative approach using the key questions such as:

1. ***Programme integration:*** Assessing the extent to which C4D has been integrated into the CO (1) programmes and documents (e.g. situation analysis, strategy notes, partnership cooperation agreements); result framework (outcome statement(s), output statement(s), activities and indicators) and sectoral/cross-sectoral work plans; (2) statutory committees both at managerial level (CMT, PCM) and programme level (research committee, sectoral and cross-sectoral working groups, Adolescents WG, Gender WG or any other applicable).

* What are the opportunities and bottlenecks for effective programme integration?
* What are the advantages and disadvantages of integration in the above-mentioned documents and what are the proposed alternative (if applicable)?
* Do COs integrate C4D indicators in the Annual Management Plans and ESARO COMPACT? Are these indicators aligned to the Global C4D Benchmarks (C4D strategy development, C4D coordination mechanisms, C4D monitoring data and evidence available, Community Engagement platforms, C4D capacity development and C4D knowledge management)?

1. ***Programme Alignment:*** Assessing the extent to which C4D is aligned with global and regional initiatives: Regional Priorities 2018-2021; C4D led global initiatives; Global initiatives with a significant C4D component such as the Global Child Marriage programme, the Spotlight Initiative etc. For the latter, this includes reviewing how C4D Specialists are involved in designing/managing/leading on specific C4D related outcomes included in these global programmes/initiatives.

* What are the opportunities and bottlenecks for effective programme alignment?
* What roles does C4D have in designing/managing SBCC-related results in global and regional initiatives? How does this impact on the quality of the design/management?
* Is there a functional coordination mechanism for C4D work (both internal and external)?
* What are the recommended modalities to effectively ensure that global/regional and country’s initiatives are aligned?
* What are the recommended modalities to effectively build on C4D capacity/expertise in the design/management of SBCC related results in global programmes/initiatives?
* Are the Global C4D benchmarks being used for planning and reporting?

1. ***Process integration:*** Assessing the extent to which C4D has been integrated into the programme process such as stakeholder consultation, annual planning, proposal development and resource mobilisation, research, programme design (use of C4D data and socio-ecological model in programme design; whether a Theory of Change and/or a communication strategy is in place), and M&E (i.e. quality C4D indicators aiming at measuring changes included in the M&E activities), and in application of other strategies such as partnership, service delivery, evidence generation and capacity building; the integration into humanitarian dimension should also be looked at;

* What are the enablers and challenges for process integration?
* What roles does C4D play for advocacy and partnership respectively?
* What are the recommended modalities to effectively integrate in the programme processes?

1. ***Resource allocation:*** Assessing the extent to which funding and human resource have been allocated for both sectoral and cross-sectoral C4D elements of the country programme (number and level of staff, reporting line, HR structure, source of funding); existing funding allocation mechanisms for C4D elements; number of staff in the office who has taken a capacity building course on C4D;

* How does the office result structure (i.e. whether C4D has outputs or activities spelled out) affect the allocation of resources?
* How does the office structure (i.e whether C4D is a standalone section or mainstreamed in other sectors; whether C4D reports to the Deputy representative or to another function within the office) affect the integration of a quality C4D component within the country programme.
* What are the recommended modalities for funding allocation to C4D and for management of funds (e.g. for joint programme with other sections)?
* Which, if any, business, academic or other institutions from the region were used to support the office needs for strategic communication?

1. ***Measuring results:*** Assessing the extent to which C4D is captured in the monitoring and evaluation, programme documentation (including best practices, donor reports, human interest stories and other knowledge sharing initiatives); internal reporting (RAM reporting, country office annual reporting); attribution through PIDB coding;

* What are the C4D capacity needs in the UNICEF office and in the government, particularly towards monitoring and evaluation?
* What frameworks should be put in place for measuring effectiveness of C4D interventions, documentation and sharing of good practices?
* Are UNICEF C4D M&E frameworks in place and resourced?
* Are UNICEF sectors integrating C4D indicators related to Knowledge, Attitudes, Practices and Norms change in their M&E frameworks and evaluation?
* Are C4D related indicators included in sectors’ regular surveys (country led household surveys such as Smart Surveys, Real time monitoring etc.)

**B- In-depth interviews**

The in-depth interviews with C4D staff, their (C4D and non-C4D) supervisors and senior management will include topics such as:

1. What are the major factors that could explain the opportunities and gaps observed in the desk review (points 1 to 5 above)?
2. What are the effective ways to integrate C4D in the Country Programme?

* *What are the major opportunities and what are the bottlenecks for evidence based and scalable C4D programming in the region?*
* *Considering the recently developed investment cases for the Young People Agenda and focus on the second decade of life and other key emerging agendas (urbanization, Non-Communicable Diseases, Climate Change, Children on the Move, etc.), which additional capacity is required within the C4D team to respond to these new programme needs?*
* *How can evidence based C4D be effectively integrated and sufficiently budgeted during planning and programme development processes (including situation analysis, country programme development and strategy notes, theory of change, Annual Work planning, stakeholder consultation and resource mobilisation)?*
* *How can C4D systematically contribute to/coordinate with other strategies such as partnership, service delivery, evidence generation and capacity development?*
* *For integrated programming, what are the proposed functional modalities and processes for C4D contribution and fund management?*
* *How does the office management structure affect the effective integration of C4D into the Country Programme?*
* *How can C4D optimally develop evidence-based and accountability oriented preparedness plans and secure budget to implement them?*
* *In the humanitarian context, how does C4D engage with different sectors/clusters to fulfil its role in in community engagement and accountability?*
* *How do we capitalize on C4D work in the humanitarian context to strengthen social and behaviour change interventions in development contexts?*

1. What are the effective modalities to recognize and measure C4D results?

* *How can we improve existing monitoring mechanisms to ensure that SBCC monitoring go beyond process and input indicators and measure change in knowledge, attitudes, beliefs and practices?*
* *What are the effective ways to institutionalize measurement of C4D work and contribution to results (including results framework, programme monitoring system & instruments, IMEP)?*
* *What are the other ways C4D work and results are monitored, shared and recognized (including donor reports, human interest stories and other documentation)*

**Methodology and key expected Deliverables**

The methodology will mainly rely on review of key documents as mentioned above and below, including the 2016 global evaluation report, and consultation with various UNICEF offices within the Eastern and Southern Africa region through tele-conferences.

1. Undertake a review of the global evaluation report, regional overview of the country profiles, Country Programme Management Plans and Country Programme Document. Develop a framework of diagnostic, tools and detailed workplan.
2. Conduct an in-depth review of country level documents (defined in step 1), and analyse ***Programme integration, Process integration, Resource allocation and Measuring results.*** The presentation of the analysis will primarily use numerical approach with graphs and tables with narrative description. Further refine the interview objectives, questionnaire and tools for country office consultation. Based on the findings, propose a typology to classify countries.
3. Through teleconference interviews, collect the views of country office staff (including C4D staff, senior management and (C4D and non-C4D) supervisors of C4D staff) across different typologies of countries. The presentation of the finding will primarily use descriptive approach to capture the insights.
4. Review all the findings and identify what works and what does not work for C4D in the Eastern and Southern Africa region vis-a-vis ***Programme integration, Process integration, Resource allocation and Measuring results.*** Develop operational recommendations for C4D to inform the country programme development process and programming process in the region.

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| **No.** | **Task** | **Anticipated Timeline** |
| 1 | Briefing meeting with ESARO C4D team and review of the global evaluation report, regional overview of the country profiles, Country Programme Management Plans and Country Programme Document.  **Deliverable:**   1. **Framework of diagnostic, based on objectives and tools.** 2. **Detailed workplan with timeline for the remaining period of consultancy.** | 10 working days |
| 2 | Conduct an in-depth review of country level documents  **Deliverable:**   1. **Brief report of the desk review findings and analysis (primarily using numerical approach with graphs and tables with narrative description.)** 2. **Based on findings, and taking into account existing regional typologies, propose a typology to classify countries.** 3. **Further refined interview objectives and tools (including the development of a questionnaire) ready for country office consultation.** | 21 working days |
| 3 | Consultations with country offices through telephone interviews.  **Deliverable: Brief report of the interview findings and analysis (primarily using descriptive approach to capture the insights.)** | 15 working days |
| 4 | Develop and present draft operational recommendations for C4D to inform the country programme development process and programming process in the region.  **Deliverable: Powerpoint presentation with findings, analysis, recommendations, and outline key aspects of operational recommendations for C4D.** | 15 working days |
| 5 | Finalize operational recommendations for C4D to inform the country programme development process and programming process in the region. Facilitate a webinar to share the findings and recommendations in the region.  **Deliverable: Final operational recommendations for C4D** | 13 working days |

**Duration of the contract**

The contract comprises 74 working days to be completed between 12th November 2018 and 1st May 2019.

**Payment schedule**

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| **No.** | **Deliverables** | **Timeline/deadline** | **Payment in percentage** |
| 1 | **Framework of diagnostic, based on objectives and tools.**  **Detailed workplan with timeline for the remaining period of consultancy.** | By 5th December, 2018 | 10% |
| 2 | **Brief report of the desk review findings and analysis**  **Typology defined and countries classified**  **Further refined interview objectives and tools ready for country office consultation.** | By 28th January, 2019 | 30% |
| 3 | **Brief report of the interview findings and analysis** | By 28th February, 2019 | 20% |
| 4 | **Powerpoint presentation with findings, analysis, recommendations, and outline key aspects of operational recommendations for C4D** | By 29th March, 2019 | 20% |
| 5 | **Final operational recommendations for C4D** | By 25th April, 2019 | 20% |

**Working conditions**

The consultancy is home-based with two travels to Nairobi. All travels will be done in economy class. The consultant will use own computer. The interviews are expected to be conducted via internet-based application such as Skype. If any cost is anticipated (e.g. phone calls), the consultant must seek permission from the supervisor in advance to make sure the cost is reimbursable.

**Qualifications of Successful Candidate**

The consultant should have:

* Advanced university degree in the social/behavioral sciences (Sociology, Anthropology, Psychology, community-based development) with emphasis on participatory communication, adult learning, communication planning, social mobilization, participatory research, and evaluation of SBCC interventions.
* At least 12 years of work experience in total in: a) programme communication/C4D with strong experience in research/evaluation and/or b) research, evaluation or similar diagnostic work with strong familiarity with the UNICEF work areas.
* Strong analytical skills demonstrated in past work sample(s), dealing with diagnostic assessment and design of strategy/guideline for complex programmes and/or office management.
* Knowledge of the C4D programming in the region or similar contexts will be an asset.
* Work experience in Africa with UNICEF country programme is an advantage.
* Excellent writing skills in English
* Fluency in English. Knowledge of French and Portuguese is an asset.

**Competencies of Successful Candidate**

**Core Values:**

* Diversity and Inclusion
* Integrity
* Commitment

**Core Competencies**

* Communication
* Working with People
* Drive for Results

**Functional Competencies**

* Analysing
* Applying Technical Expertise
* Planning and Organizing

**Payment conditions**

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 consultancy will be governed by and subject to UNICEF’s General Terms and Conditions for individual contracts.

**Application**

Candidates will be requested to submit the following documents:

* Expression of interest / motivation letter
* UN P11 Form ([download here](http://www.unicef.org/about/employ/files/P11.doc)) and Curriculum Vitae
* Previous work sample(s) conducted in the similar field
* References and/or Reference Letters
* Candidates should indicate their all-inclusive fees. This includes a lumpsum amount for fees and if travels are planned an estimated amount for travels and living allowances. All travels will be done in economy class. Please note that all expenses for travels will be reimbursed against actuals.

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

The consultant will be responsible for the administrative management of the assignment. UNICEF will have no liabilities in terms of provision of transport or insurance.

**Annex 1.** ESA region’s 21 countries and the periods covered by the current and previous country programmes

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| Country | Previous CPD | Current CPD | Irregular cycle |
|  |  |  |  |
| Angola | 2009-2014 | 2015-2019 |  |
| Botswana | 2010-2/2017 | 2017-2021 |  |
| Burundi | - | 2010-2018 |  |
| Comoros | 2008-2014 | 2015-2019 |  |
| Eritrea | 2013-2016 | 2017-2021 |  |
| Ethiopia | 2012-6/2016 | 2016-2020 | July-June |
| Kenya | 2014-6/2018 | 2018-2022 | July-June |
| Lesotho | 2008-2012 | 2013-2018 |  |
| Madagascar | 2008-2/2015 | 2015-2019 |  |
| Malawi | 2012-2018 | 2019-2023 |  |
| Mozambique | 2012-2016 | 2017-2020 |  |
| Namibia | 2006-2013 | 2014-2018 |  |
| Rwanda | 2013-6/2018 | 2018-2023 | July-June |
| Somalia | 2011-2017 | 2018-2020 |  |
| South Africa | 2007-2012 | 2013-3/2019 |  |
| South Sudan | 2012-6/2016 | 2016-2018 |  |
| Swaziland | 2011-2015 | 2016-2020 |  |
| Uganda | 2010-2015 | 2016-2020 |  |
| United Republic of Tanzania | 2011-6/2016 | 2016-2021 | July-June |
| Zambia | 2011-2015 | 2016-2021 |  |
| Zimbabwe | 2012-2015 | 2016-2021 |  |
| Source: UNICEF Executive Board. https://www.unicef.org/about/execboard/index\_46487.html | | | |

1. UN General Assembly A/59/207. Communication for Development programmes in the United Nations system. [↑](#footnote-ref-1)
2. UNICEF Executive Directive CF/EXD/2001-002. [↑](#footnote-ref-2)
3. UNICEF Evaluation office (2016) *Communication for Development: an evaluation of UNICEF’s capacity and action* https://www.unicef.org/evaldatabase/index\_C4D.html [↑](#footnote-ref-3)