



## TERMS OF REFERENCE FOR INDIVIDUAL CONSULTANTS

PART I	
Title of Assignment	<p>Both National and International Consultancies - <b>COVID-19 Emergency Response Malawi</b></p> <p>BATCH RECRUITMENT for technical assistance to support cluster coordination and humanitarian data management:</p> <ol style="list-style-type: none"> <li>1. <b>Nutrition Cluster Coordinator</b></li> <li>2. <b>Education Cluster Coordinator</b></li> <li>3. <b>WASH Cluster Coordinator</b></li> <li>4. <b>Protection Cluster Coordinator</b></li> <li>5. <b>Information Management Specialist</b></li> </ol>
Section	Nutrition, Education, WASH, Child Protection and PPM
Location	<p>International consultancy – remote work</p> <p>National consultancy – based in Lilongwe</p>
Duration	3 months surge capacity (with possibility of extension)
Start and End Date	<p><b>From:</b> May 2020</p> <p><b>To:</b> July 2020</p>

### BACKGROUND

The cluster approach ensures clear leadership, predictability and accountability in international responses to humanitarian emergencies, so that it can be a better partner for the affected people, host governments, local authorities, local civil society and resourcing partners.

Since the outbreak of COVID-19 in late December 2019, some 211 countries, areas and territories in the world have reported COVID-19 infection cases. To date more than 1.9 million cases have been reported globally. The first COVID-19 infections in Africa were reported in late February 2020 and currently 13,039 confirmed cases are reported. The first COVID-19 case was reported in Malawi at the beginning of April with a total of 13 confirmed cases reported so far.

Since late February 2020, UNICEF Malawi is working in supporting the Government of Malawi prepare for the arrival of the COVID-19. UNICEF provided technical support for the development of the COVID -19 response plans of the Health, Nutrition, Education, WASH and Protection sectors and closely cooperated with the national and UN emergency coordination structures. With support from DFID, UNICEF initiated at the beginning of March 2020 early preparedness action in nine critical point of entry districts as prioritized by the Government of Malawi. The USD 2.4 million grant is used for rehabilitation of emergency treatment centres, installation of WASH facilities, capacity building and risk communication to communities, while supporting as well the provision of procurement services to the government

Malawi is implementing a formal cluster approach to emergencies with relevant Government Ministries leading the clusters and a UN agency acting as co-lead to the clusters. As follows:

- Health Cluster – Lead: Ministry of Health; Co-Lead: WHO
- Nutrition Cluster – Lead: Ministry of Health; Co-Lead: UNICEF
- Education Cluster – Lead: Ministry of Education; Co-Lead: UNICEF

- WASH Cluster – Lead: Ministry of Water; Co-Lead: UNICEF,
- Protection Cluster – Lead: Ministry of Gender; Co-Lead: UNICEF

To manage the COVID-19 pandemic a Crisis Management Committee was established by the Government chaired by the Minister of Health.

In addition, overall coordination from government side is ensured by the Department of Disaster Management (DODMA) and from UN side – by the UN Resident Coordination Office. There is no OCHA presence in the country.

The clusters were activated in mid-March 2020 and function only at national level. All key clusters have developed relevant COVID-19 preparedness and response plans consolidated under a National COVID-19 response plan by DODMA. The cluster plans however need further improvements, including development. The Information Management around the COVID response requires strong support in developing relevant data management platforms, innovative tools for data collection and visualization of data.

UNICEF, as highlighted in their Core Commitments for Children in Humanitarian Action, is fully committed to interagency humanitarian reform and supports this through provision of leadership and participation in assigned clusters and sectors. UNICEF plays a crucial role in ensuring a strategic, coordinated and effective humanitarian response, as it is responsible for leading the Water and Sanitation (WASH) and Nutrition Clusters and the Area of Responsibility as well as for co-leading the Education Cluster with Save the Children. As of April 2017, UNICEF is no longer the Global co-lead of the Gender Based Violence (GBV) AoR. UNICEF will, however, continue to support the GBV AoR as an active member in global, national, and sub-national GBV coordination bodies to provide life-saving protection and care. Through the role as the lead of the global Child Protection AoR this will include promoting linkages between field level CP Working Groups and GBV Working Groups to improve access to services for all child survivors.

## PURPOSE OF THE ASSIGNMENT

The purpose of the assignments is to support the functioning of the Clusters in ensuring smooth coordination, information sharing and data collection amongst humanitarian stakeholders (cluster members and other humanitarian actors including of government at national and sub-national level and development partners' community) and facilitation the processes that will ensure a well coordinated, strategic, adequate, coherent, and effective response by humanitarian COVID-19 responders.

## RESPONSIBILITIES, COMPETENCIES AND REQUIREMENTS

See Technical Annex 1 – for positions 1 to 5 Support to Cluster Coordination

See Technical Annex 2 – for position 6 – Information Management Specialist

## REPORTING REQUIREMENTS

**To whom will the consultant report (supervisory and any other reporting/communication lines):**

1. **Nutrition Cluster Coordinator** (UNICEF as Cluster lead). Reporting to UNICEF Chief of Nutrition
2. **Education Cluster Coordinator** (UNICEF as Cluster lead). Reporting to UNICEF Chief of Education **and** Adolescents

3. **WASH Cluster Coordinator** (UNICEF as Cluster lead). Reporting to UNICEF Chief of WASH
4. **Protection Cluster Coordinator** (UNICEF as Cluster co-lead). Reporting to UNICEF Chief of Child Protection
5. **Information Management Specialist** Reporting to UNICEF Chief of Planning Monitoring and Evaluation

All Cluster Coordinator and Information Management Specialist will coordinate and work together with the Chief of Community Development / Resilience / Emergency.

### 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:

Task	Deliverable/Outcome (e.g. Inception, progress, final reports, training material, workshop, etc.)	Estimated # of days	Planned Completion date	% of total fee payable
As per the attached Technical Annex where the tasks and activities are clearly stipulated	Progress report	21	30 April	monthly
As per the attached Technical Annex where the tasks and activities are clearly stipulated	Progress report	21	30 May	monthly
As per the attached Technical Annex where the tasks and activities are clearly stipulated	Final report	21	30 June	monthly

However, as the actual starting date may impact the dates estimated in the TOR, the exact timeframes and actual delivery dates will be jointly agreed upon between the consultant and the supervisor upon contract signature.

### 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

### ETHICAL CONSIDERATIONS

The Contractor will ensure that the process is in line with the United Nations Evaluation Group (UNEG) Ethical Guidelines 1. The Contractor should be sensitive to beliefs, manners and customs and act with integrity and honesty while interacting with stakeholders and beneficiaries. Furthermore, the Contractor should protect the anonymity and confidentiality of individual information. All participants should be informed about the context

<sup>1</sup> UNEG Guidelines <http://www.uneval.org/document/detail/102>

and purpose of the Assessment, as well as about the confidentiality of the information shared. The Contractor is allowed to use documents and information provided only for the tasks related to these terms of reference.

As per the DHR PROCEDURE ON CONSULTANTS AND INDIVIDUAL CONTRACTORS, together with the Notification letter, the contractor will be sent the link on Agora containing UNICEF 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. During the first 30 days of the contract, the incumbent will be required to complete the applicable mandatory trainings on Agora.

## **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.

## **ADMINISTRATIVE ISSUES**

UNICEF will regularly communicate with the specialist and provide feedback and guidance and necessary support so to achieve objectives of the work, 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 consultants will provide their own laptop and working space.

## **CONDITIONS**

- 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 consultant will be based: International consultancy – remote work and national consultancy – based in Lilongwe.
- 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 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 for official in-country trips, including living costs, will be covered in accordance with UNICEF's rules and tariffs, by the consultant and reimbursed against actuals, unless otherwise agreed.
- Transport will be provided to the consultant during in-country field travel, if planned and approved.

- 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. Cover letter:
  - 1.1. Clearly indicating which technical consultancy assignment the candidate is applying for (e.g. Health Cluster Coordination, Information Management specialist)
  - 1.2 Describing the candidate's relevant experience with similar type of assignments (max 300 words)
2. Updated Curriculum Vitae
3. Two latest performance appraisals and/or recommendations letters from recent assignments including reference contact details (phone numbers and email addresses)
4. Include with your application:
  - 3.1 Relevant samples from similar work (web links also can be provided)
  - 3.2. A financial proposal including a breakdown of their all-inclusive fees (including professional fees, travel, living cost, visa and other cost).

### Content of financial proposal

The applicant should fill in the Financial Offer Template (attached below) and specify the consultancy fee per month requested for the accomplishment of the tasks described in the Terms of Reference in USD.

Other expenses directly related to the ToR assignments and deliverables such as: (printing, communications costs, local transportation etc.) may be included in the financial offer.

The final selection will be based on the principle of "best value for money" i.e. achieving desired outcome at lowest possible fee.

If not provided by the ToR, UNICEF will not reimburse costs not directly related to the assignment.



Financial  
Proposal.xlsx

## ASSESSMENT

The evaluation of qualified candidates may include an assessment exercise which may be followed by a competency-based interview.

## TECHNICAL ANNEX 1

### RESPONSIBILITIES, COMPETENCIES AND REQUIREMENTS

#### Support to Cluster Coordination for:

1. **Nutrition Cluster Coordinator**
2. **Education Cluster Coordinator**
3. **WASH Cluster Coordinator**
4. **Protection Cluster Coordinator**

#### RESPONSIBILITIES:

The consultant has joint responsibility with the Cluster Lead Agency, resourcing partners and all cluster participants for the efficient management and functioning of the Cluster Coordination encompassing the following:

- Establish and maintain an appropriate humanitarian coordination mechanism;
- Strengthen pre-existing sectoral coordination through increased predictability and accountability;
- Build complementarity of partner actions: avoiding duplication and gaps;
- Organizes interagency technical review meetings to support policy development work and decision-making on important issues;
- Ensure adequate resources are mobilized and are equitably allocated for the effective functioning of the cluster and its response;
- Manages the production of appeals for international assistance;
- Effective and comprehensive integration of relevant cross-cutting issues, including age, disability, gender, communities, environment and HIV/AIDs;
- Maintain flexibility within the cluster to respond to changes in the operating environment, evolving requirements, capacities and participation;
- Effectively use and transfer information to, from and between cluster participants and other stakeholders;
- Provides substantial support to sector / cluster working groups as required and facilitates exchange on cross cutting issues.
- Interact with other clusters and other UNICEF cluster coordinators (including through inter-cluster coordination fora), humanitarian actors, government counterparts, and relevant authorities for operational planning, engagement and active contribution of operational partners;
- Work in effective and regular way with with the Emergency team in UNICEF and participate to internal cluster coordinators meetings
- Be accountable to the affected population through effective and inclusive consultative and feedback mechanisms.
- Ensures appropriate monitoring and reporting mechanisms;
- Monitor performance of the core cluster functions;
- Monitors, analyzes and reports on humanitarian developments;
- Drafts and prepares regular situation papers/reports highlighting relevant operational factors affecting the humanitarian situation and response efforts;

- Prepares or contributes to the preparation of various written reports, documents and communications, e.g. drafts sections of studies, background papers, policy guidelines, parliamentary documents, briefings, case studies, presentations, correspondence, etc.
- Reviews and provides advice on policy issues related to safeguarding humanitarian principles and ensuring the effective delivery of humanitarian assistance;  
Partners with other humanitarian agencies to plan and evaluate humanitarian and emergency assistance programmes and help ensure that latest findings, lessons learned, policy guidelines, etc. are incorporated into these activities, including gender-related considerations.
- Establishes and maintains contacts with government officials, other UN agencies, non-governmental organizations, etc.
- Supports advocacy initiatives on issues impacting humanitarian needs and response efforts through the collection of information, liaison with humanitarian partners, government officials, the media, etc.

### **Core cluster functions:**

#### *1. Supporting service delivery*

1.1. Provide a platform to ensure that service delivery is driven by the agreed strategic priorities 1.2. Develop mechanisms to eliminate duplication of service delivery

#### *2. Informing strategic decision-making of the HC/HCT for the humanitarian response*

- 2.1. Needs assessment and gap analysis (across other sectors and within the sector)
- 2.2. Analysis to identify and address (emerging) gaps, obstacles, duplication, and cross-cutting issues.
- 2.3. Prioritization, grounded in response analysis

#### *3. Planning and strategy development*

- 3.1. Develop sectoral plans, objectives and indicators directly support realization of the HC/HCT strategic priorities
- 3.2. Application and adherence to existing standards and guidelines
- 3.3. Clarify funding requirements, prioritization, and cluster contributions to HC's overall humanitarian funding considerations (Flash Appeal, CAP, ERF/CHF, CERF)

#### *4. Advocacy*

- 4.1. Identify advocacy concerns to contribute to HC and HCT messaging and action
- 4.2. Undertaking advocacy activities on behalf of cluster participants and the affected population

5. *Monitoring and reporting* the implementation of the cluster strategy and results; recommending corrective action where necessary

6. Contingency planning/preparedness for recurrent disasters whenever feasible and relevant.

7. Accountability to affected populations

### **COMPETENCIES :**

**Professionalism:** Knowledge of a range of humanitarian assistance, emergency relief and related humanitarian issues, including approaches and techniques to address difficult problems. Analytical capacity and in particular the ability to analyze and articulate the humanitarian dimension of issues which require a coordinated UN response. Ability to identify issues and judgment in applying technical expertise to resolve a wide range of problems. Ability to conduct research, including ability to evaluate and integrate information from a variety of sources and assess impact on the humanitarian rights situation in assigned country/area. Ability to work under



extreme pressure, on occasion in a highly stressful environment (e.g. civil strife, pandemic, natural disasters and human misery). Shows pride in work and in achievements; demonstrates professional competence and mastery of subject matter; is conscientious and efficient in meeting commitments, observing deadlines and achieving results; is motivated by professional rather than personal concerns; shows persistence when faced with difficult problems or challenges; remains calm in stressful situations. Takes responsibility for incorporating gender perspectives and ensuring the equal participation of women and men in all areas of work. Understands the rationale behind Humanitarian Reform, its main components and recent developments including the Transformative Agenda. Understands, uses and adapts the tools, mechanisms and processes developed as part of Humanitarian Reform. Builds, motivates and leads the cluster coordination team Technical competences Understands key technical issues for the cluster sufficiently well enough to be able to: engage with cluster participants; make full use of their experience and knowledge; guide strategy and plans; communicate and advocate on important issues.

**Teamwork:** Works collaboratively with colleagues to achieve organizational goals; solicits input by genuinely valuing others' ideas and expertise; is willing to learn from others; places team agenda before personal agenda; supports and acts in accordance with final group decision, even when such decisions may not entirely reflect own position; shares credit for team accomplishments and accepts joint responsibility for team shortcomings; communicates, works and networks effectively with a wide range of people to reach broad consensus on a well-coordinated response, and demonstrates leadership where required.

**Planning & Organizing:** Develops clear goals that are consistent with agreed strategies; identifies priority activities and assignments; adjusts priorities as required; allocates appropriate amount of time and resources for completing work; foresees risks and allows for contingencies when planning; monitors and adjusts plans and actions as necessary; uses time efficiently; thinks and acts strategically and ensures that cluster activities are prioritised and aligned within an agreed strategy.

## QUALIFICATIONS & EXPERIENCE:

### Qualifications

- An advanced university degree (Master's degree or equivalent) in a subject area relevant to the cluster thematic area (health, education, nutrition or in political science, social science, international studies, public administration, economics, engineering, earth sciences or a related field) is required. A first-level university degree in combination with an additional two years of qualifying experience may be accepted in lieu of the advanced university degree.
- Extensive work experience relevant to this post may be considered as a replacement for formal qualifications.
- Formal training in cluster coordination an advantage

### Experience

- A minimum of five years of progressively responsible experience in humanitarian affairs, emergency preparedness, crisis/emergency relief management, rehabilitation, development, with UN and/or NGO, including programme management and/or coordination in the first phase of a major emergency response relevant to the cluster or other related area is required.
- If International: Three (3) years of relevant experience at the international level is required. Humanitarian experience in the field (actual setting where a mission and/or project is being implemented) in emergency situations (complex emergency or natural disaster) is desirable.
- If National: Three (3) years of relevant experience is required. Humanitarian experience in the field (actual setting where a mission and/or project is being implemented) in emergency situations (complex emergency or natural disaster) is desirable.
- Experience in the UN Common System is desirable.

- Experience in the region is desirable.

*Specific for Protection Cluster Coordinator:*

- Knowledge of protection issues in humanitarian action, including child protection and GBV, as well as the humanitarian cluster approach, particularly the Protection Cluster, child protection and gender-based violence area of responsibility

**Languages**

English and French are the working languages of the United Nations Secretariat. For the position advertised, fluency in English is required. Knowledge of another UN official language is an advantage.

**TECHNICAL ANNEX 2**

**RESPONSIBILITIES, COMPETENCIES AND REQUIREMENTS**

**Information Management Specialist**

**RESPONSIBILITIES:**

Within delegated authority, the Information Management Specialist will be responsible for the following duties:

**Coordination:**

- Establish and maintain an information management network in accordance with IASC guidance to facilitate humanitarian information exchange and the promotion of data and information standards;
- Work with clusters, first responders and on-site operations and coordination centre to ensure a smooth transition of information tools and services;
- Engage with cluster counterparts and humanitarian actors, including government to ensure that information activities are coordinated and consistent with national standards and practices;
- Provide training and expertise on the use and development of information management tools and platforms to UNICEF staff and humanitarian partners;
- Advocate for the use of data standards and common platforms, and for the open exchange of information.

**Web Management:**

- Develop relevant web platforms for data management;
- Manage content on relevant web platforms, provide overall quality control for the platform and ensure content is current, comprehensive and follows relevant metadata standards;
- Works with external counterparts on related web platforms such as agency and cluster websites to facilitate cross-site search and interoperability.

**Data Management:**

- Design, develop and manage databases, spreadsheets and other data tools;
- Understand, document, and ensure the quality of high-value humanitarian data for accuracy, consistency and comparability;
- Consolidate operational information on a regular schedule to support analysis;
- Identifies and spearheads application of innovative methods and tool for data collection.

#### **Data Analysis:**

- Organize, design and carry out the evaluation and analysis of location specific datasets through meaningful statistical techniques;
- Participate in the development and revision of data standards (e.g. the Humanitarian Exchange Language) and advise on the application of these standards into local systems and processes;
- Participate in the development, implementation and management of new indicators, together with its accompanying data, to be included in a Common Humanitarian Dataset;
- Understand, document and ensure the quality of high-value humanitarian data for accuracy, consistency and comparability.

#### **Assessment Analysis:**

- Support assessment and needs analysis activities, including humanitarian needs overviews, secondary data reviews, preliminary scenario definitions and multi-cluster initial rapid assessments;
- Provide advice on assessment design to ensure data quality;
- Manage platforms and tools that support data collection and analysis such as KoBo Toolbox and Open Data Kit (ODK).

#### **Visualization:**

- Produce and update information products such as reports, charts and infographics by turning data into graphical products to convey messages and a storyline;
- Supports development of advocacy materials including posters, presentations and other visual materials.
- Performs other related duties, as required.

#### **COMPETENCIES:**

**Professionalism:** Knowledge and understanding of theories, concepts and approaches relevant to the management of information in complex emergencies, particularly multi-sector and rapid needs assessments; Ability to identify issues, analyze humanitarian trends and participate in the resolution of issues/problems; Ability to conduct data collection using various methods; Conceptual analytical and evaluative skills to conduct independent research and analysis, including familiarity with and experience in the use of various research sources, including electronic sources on the internet, intranet and other databases; Ability to apply judgment in the context of assignments given, plan own work and manage conflicting priorities; Shows pride in work and in achievements; demonstrates professional competence and mastery of subject matter; Is conscientious and efficient in meeting commitments, observing deadlines and achieving results; Is motivated by professional rather than personal concerns; Shows persistence when faced with difficult problems or challenges; Remains calm in stressful situations; Takes responsibility for incorporating gender perspectives and ensuring the equal participation of women and men in all areas of work.

**Creativity:** Actively seeks to improve programmes or services; offers new and different options to solve problems or meet client needs; promotes and persuades others to consider new ideas; takes calculated risks on new and unusual ideas; thinks “outside the box”; takes an interest in new ideas and new ways of doing things; is not bound by current thinking or traditional approaches.

**Teamwork:** Works collaboratively with colleagues to achieve organizational goals; solicits input by genuinely valuing others’ ideas and expertise; is willing to learn from others; places team agenda before personal agenda; supports and acts in accordance with final group decision, even when such decisions may not entirely

reflect own position; shares credit for team accomplishments and accepts joint responsibility for team shortcomings.

## **QUALIFICATIONS & EXPERIENCE:**

### **Qualifications**

- An advanced university degree (Master's degree or equivalent degree) in information management, information systems, social science or related field is required.
- A first-level university degree in combination with two additional years of qualifying experience may be accepted in lieu of the advanced university degree.

### **Experience**

- A minimum of five years of progressively responsible experience in information management, information systems, web management, data management, geographic information systems & mapping, data visualization, or other related area is required.
- Experience managing information in disaster response or complex emergencies is desirable.
- Relevant experience within the UN system or an international organisation is desirable. Experience in the region is desirable.

### **Languages**

English and French are the working languages of the United Nations Secretariat. For the position advertised, fluency in English is required.