

TERMS OF REFERENCE FOR INDIVIDUAL CONTRACTORS AND CONSULTANTS

Title of Assignment	<i>International Consultancy: Country Programme Development Consultancy</i>	
Requesting Section	Deputy Representative Programme	
Location	Place of assignment:	
	<input checked="" type="checkbox"/> Home Based <input checked="" type="checkbox"/> Office Based: Lilongwe, Malawi	
Contract Duration	7 months	
Number of working days	90 days	
Planned Start and End Date	From: 01.08.2022	To: 28.02.2023

BACKGROUND

The Malawi Country Office (MCO) is currently implementing its sixth country programme of cooperation (2019-2023). The current country programme document (CPD) summarizes UNICEF's contribution to the realization of the rights of every Malawian child, especially the most disadvantaged. It is anchored to the Malawi Growth and Development Strategy III (2019-2023). The current CPD is aligned to the Malawi UN Sustainable Development Cooperation Framework (UNSDCF, 2019-2023). It is also premised on the previous UNICEF Strategic Plan (2017-2021) and Gender Action Plan (2017-2021).

The CPD was largely informed by the 2017 Situation Analysis, the Gender Programmatic Review (2018), Common Country Analysis (2018) and the various programme strategy notes developed in 2018. The CPD summarizes the rationale and scope in a more integrated life cycle approach based on school, health facility and community platforms. It represents UNICEF's contribution to national efforts to fulfil obligations toward implementation of the Convention on the Rights of the Child and other international human rights instruments and to achieve the 2030 Agenda and Sustainable Development goals for Malawi.

The CPD, which started in 2019, is currently in its penultimate year and will be concluded in 2023 and hence, the need to start preparations for the development of the next country programme. The situation analysis of children's and adolescents' rights and well-being, which is at an advanced stage of implementation, will be instrumental to inform the formulation of the next country programme. In addition, three other in-depth thematic analyses, which will also provide key inputs for the next CPD are currently underway. These include the climate landscape analysis for children, working with the business sector to deliver results for children, and the Gender Programmatic Review. It is also important to note that the common country analysis was conducted in 2020-21 and plans are underway to update it in 2022.

The UNICEF Strategic Plan 2022-2025 will provide an overarching framework for the next UNICEF Malawi country programme of cooperation. The next CPD outcomes will be derived directly from the UNSDCF (2024-2028) outcomes. UNICEF Malawi will proactively participate in the next coordination framework development processes including the UNSDCF visioning exercise, strategic prioritization, TOC and results framework development.

The next CPD will also be aligned to the Malawi 2063 vision's first Implementation Plan (MIP 1 – 2021-2030) priorities as well as to the Sustainable Development Goals for Malawi.

The development of the next country programme comes at a time of significant contextual factors:

- i. UNICEF Malawi is currently responding to the quadruple threat of Covid-19, flood emergencies (tropical storm Ana and Gombe), polio and cholera outbreaks. The global COVID-19 crisis could have exacerbated the inequalities identified in 2017 and in some areas could also have reversed gains made during the past decade. During the first quarter, Malawi suffered from two consecutive tropical storms (Ana and Gombe) which mostly affected the southern districts of the country. Approximately 995,000 people were affected, and 160,000 people were displaced.
- ii. In 2021, the Government launched the Malawi 2063 Vision (MW 2063) and its first 10-year implementation plan (MIP 1 – 2021-2030).
- iii. A new government was formed in 2020 following new elections triggered by a constitutional court judgement that annulled the first presidential election results.
- iv. In 2019, Cyclone Idai struck the country displacing thousands of people into evacuation sites. The government declared a state of emergency in more than half the country's districts.

Due to the above contextual factors, it is imperative that the development of the next country programme considers recovery efforts as it pursues urgent persisting deprivations to ensure the realization of rights of all children and adolescents in Malawi.

The services of an experienced and qualified international consultant are required to support the Malawi Country Office (MCO) by facilitating processes of prioritization, development of the overarching theory of change, articulation of programme rationale and structure, consultation with relevant stakeholders, drafting the next country programme document. Guided by the latest procedure for the development of country programmes, as well as following the Office of the Executive Board (OEB) CPD standard template, the consultant is expected to support with the following specific tasks:

- i. Facilitating the strategic moment of reflection and prioritization.
- ii. Facilitating and drafting outcome theories of change, overarching programme rationale and theory of change as well as facilitating key stakeholder consultations.
- iii. Drafting country programme document, including results, indicators, targets and resources matrix and costed evaluation plan.
- iv. Producing the final draft country programme document after incorporating feedback from validation workshops with key stakeholders.

JUSTIFICATION

The decision to engage the services of a consultant to assist with the elaboration of the next Country Programme Document (CPD 2024-2028) is necessitated by two main reasons: (i) to have an objective critique of proposed strategic direction of the next country programme by a competent international consultant with extensive experience and knowledge of UNICEF programming, and (ii) to release the MCO to concentrate on programme implementation, including emergency response, end of year reporting and 2023 work planning.

The recruitment of an independent contractor will allow for an independent and objective critique of the proposed strategic direction of the next country programme.

The consultant is expected to be based in Malawi at critical stages involving strategic moment of reflection, when holding consultations with UNICEF staff and stakeholders, when facilitating validation workshops. The consultant is also expected to work off-site when reviewing documents, developing inception work plan and when drafting CPD products. This will be agreed at the inception stage. It is recommended that the consultant spend about half of the working days in-country. This will help the consultant to be immersed within the team to fully understand UNICEF Malawi's programme and context within which we operate. The consultant will have an opportunity to interact with relevant partners at national and sub-national levels.

Under the guidance of the Deputy Representative – Programmes (DRP), the international consultant will assist to support the next UNICEF Malawi country programme of cooperation. The consultant will pull together the different pieces of information into a coherent equity-focused Country Programme Document. This will be done based on the CPD drafting guidelines, in close consultation with the government ministries and departments (MDAs), development partners, civil society organizations, academia, beneficiaries, private sector and other related stakeholders including young population and children in the country. Furthermore, the consultant is expected to proactively consult with all UNICEF pillars and sections to ensure adequate coverage of all outcomes and cross-cutting areas.

PURPOSE OF THE ASSIGNMENT

The purpose of this consultancy is to compile, critique and draft a coherent child-centred CPD incorporating inputs from the situation analysis, selected in-depth thematic analyses, strategic moment of reflection and programme rationale and narratives of theories of change articulated for collectively identified programme priority areas.

A solid draft CPD guided by the UNICEF Strategic Plan (2022-2025) and Gender Action Plan III, and fully aligned with the United Nations Sustainable Development Cooperation Framework (UNSDCF) and the MIP 1 should be ready by the end of January 2023.

SCOPE OF WORK/OBJECTIVES

Under the direct supervision of the Deputy Representative - Programmes and the overall guidance of the Representative, the international contractor will work closely with the Chief of Programme Planning & Monitoring and all Section Chiefs to:

1. Facilitate the strategic moment of reflection on current CPD, based on the SitAn, Key Deprevations Document (2022) and MICS 2021 (consultant will be based in Malawi).
2. Facilitate, review, compile and critique the MCO team's inputs in order to draft the overarching programme rationale, outcome and overarching theories of change, outcome results and resources plans, results and resources framework, costed evaluation plan, and explanatory notes that will guide the design of the next country programme in line with country programme planning guidance 2.0. This also includes facilitating consultations workshops with key stakeholders to validate theories of change. (consultant will be based in Malawi).

3. Using the OSEB classic 6,000 word CPD template, draft the next CPD that is derived from the UNICEF Strategic Plan (2022-2025) with a high-level theory of change, and that is aligned to UNSDCF 2024-2028; MIP 1 priorities and Malawi Sustainable Development Goals. (consultant will support from his or her base, full guidance will be provided on the requirements as per latest country programme planning guidance, style and templates).
4. Facilitate the draft CPD validation workshop(s) with key stakeholders (Government of Malawi, UN, CSOs, development partners and members of UNICEF Executive Board in Malawi). (consultant will be based in country).
5. Finalize the 2024-2028 Country Programme Document incorporating feedback from validation workshops (consultant will work from his or her base).

REPORTING REQUIREMENTS

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

The consultant will directly report to the DRP in close liaison with the Chief of Programme Planning and Monitoring for the day to day contract execution.

What type of reporting will be expected from the consultant and in what format/style will the submissions of reports/outputs be done:

The consultant is expected to report to the DRP and section chiefs during special programme management team meetings to provide regular update on progress in implementation of the assignment. When based in Malawi, the consultant will be requested to provide updates during weekly section chief meetings.

Draft deliverables will be agreed upon and coordinated feedback from all programme section chiefs will be provided. As appropriate, online (when off-site) and physical meetings (when on-site) shall be scheduled for the consultant to make presentations on specific deliverables requiring discussion and instant feedback.

In addition to specific deliverables, the consultant is expected to submit the following reports: (i) less than two-page technical proposal for carrying out the consultancy assignment, (ii) inception work plan with clear activities and timeframes for accomplishing the specific deliverables specified in the contract, (iii) end of contract assignment report summarizing key deliverables accomplished, challenges and lessons learnt from the process as well as recommendations to guide similar future processes.

On the specific deliverables specified in the contract, MCO expects satisfactory and concise written (word, schematic and power point presentations) overarching programme rationale and theory of change, draft CPD, draft CEP.

How will the consultant consult and deliver work and when will reporting be done:

In consultation with the Chief of Programme Planning and Monitoring, the consultant will schedule meetings to present on specific deliverables. The written deliverables (inception work plan, programme rationale, theories of change, results and resources plan and framework, draft country programme document, costed evaluation plan) will have agreed timelines as articulated in the agreed inception work plan.

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/Milestone	Deliverable/Outcome (e.g., Inception, progress, final reports, training material, workshop, etc.)	Estimated # of days	Planned Completion date	% of total fee payable
1. Produce a concise inception work plan outlining activities to be carried out to support the country office to develop a solid next country programme document (off-site)	Satisfactory concise inception work plan	5	15 August 2022	0
2. Facilitate the Strategic Moment of Reflection (on-site)	Strategic Moment of Reflection report	10	30 August 2022	20%
3. Facilitate and draft outcome and overarching programme rationale, outcome and overarching theories of change, outcome results and resources plans and results and resources framework, costed evaluation plan and explanatory notes for the next country programme using latest UNICEF guidance. Facilitate stakeholder consultations. (on-site)	Satisfactory draft overarching programme rationale and outcome and overarching theories of change, results and resources plans and framework for the next country programme.	40	31 October 2022	40%
4. Facilitate and draft the next country programme document following OSEB classic template and annexes ¹ . (off-site)	Satisfactory draft next country programme document that include results and resources plans and overarching results and resources framework and costed evaluation plan.	20	15 December 2022	20%
5. Facilitate CPD validation workshops and produce final draft next country programme document incorporating feedback from validation workshops and regional office (on-site) .	Satisfactory pre-final draft country programme document.	10	15 January 2023	0

¹ Aligned to UNICEF Strategic Plan (2022-2025); UNSDCF (2024-2028); Malawi 2063 Vision first Implementation Plan (2021-20230) and Malawi Sustainable Development Goals.

6. Finalise all documentation and facilitate final validation exercise with the country office and stakeholders (off-site)	Final submission	5	31 January 2023	20%
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However, as the actual starting date may impact the dates estimated in the TOR, a detailed workplan with 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 (concise inception work plan, overarching programme rationale and theories of change, draft CPD, CEP)
- Demonstration of high standards in cooperation and communication with UNICEF and counterparts
- Stakeholder facilitation skills, particularly during strategic moment of reflection and stakeholder validation workshops
- Concise end of contract report summarizing key deliverables accomplished, challenges experienced, lessons learnt and recommendations to guide future processes.

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.

Travel (international (two flights) and local) and living costs will be included as a lump sum in the proposal with daily rates for an estimated 40 days. As per UNICEF operational guidelines, travel for international consultancies, will be in economy class and will use the most economical route.

DESIRED COMPETENCIES, TECHNICAL BACKGROUND AND EXPERIENCE

Academic qualification:

- At least a Masters degree in a relevant field (international relations, development studies, business administration, social sciences, demography, economics, statistics).

Work experience:

- At least ten years of strategic planning and programme design experience in social development field is required.
- Proven track record of experience in design of UN and UNICEF country programme documents and results frameworks is required.

- Proven track record in results-based management practice including in programme design (prioritization, programme strategy notes, theory of change, results framework and results-based budgeting) is required.
- Proven track record in facilitating multi-stakeholder groups as well as consultation with vulnerable groups, including children and adolescents, is essential.
- Experience in development and humanitarian programming in the Eastern and Southern Africa is an asset.
- Experience in conducting situation analysis of children's and adolescents' rights and well-being is an added advantage.

Technical skills and knowledge:

- Strong and up-to-date knowledge of results-based management principles and practice.
- Sound and up to date knowledge and expertise in human rights-based approach to programming, gender-responsive, equity-focused and risk-informed programming.
- Sound and up to date knowledge of UN and UNICEF policies and practices in programme design.
- Conversant with the Convention on the Rights of the Child as it relates to civil, political, economic, social and cultural rights of every child.
- Working knowledge of Malawi and Eastern and Southern Africa geographic and socio-economic situation.

Competencies:

- Strong analytical and conceptual thinking
- Strong coordination and facilitation skills
- Works collaboratively with others
- Demonstrates self-awareness and ethical awareness
- Drive to achieve results for impact
- Ability to work under pressure and to manage different expectations
- Strong verbal and written communication skills
- Computer skills, including internet navigation, and various office applications

Languages:

- Fluency in English language combined with strong oral, presentation and written communication skills is required.

ADMINISTRATIVE ISSUES

UNICEF will regularly communicate with the consultant and provide feedback and guidance and necessary support 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 upon acceptance of the offer. Prior to the issuance of the official contract, the consultant is requested to complete the applicable mandatory trainings.

The consultant's assignment will be both on-site and off-site depending on activities as explained above and as agreed in the work plan at inception stage.

The consultant will be provided a workstation at UNICEF offices. The consultant will be connected to shared printers and will have access to UNICEF conference facilities for workshops and presentations.

The consultant is expected to take care of his or her VISA clearance, travel arrangements and accommodation arrangements.

CONDITIONS

- The consultancy days (90) will be over a period of 7 months divided between working in Malawi at critical periods like the strategic moment of reflection and when facilitating TOC workshops; and from his or her own base when reviewing documents and drafting CPD products.
- 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 in Lilongwe for about 40 days and working from his or her base for about 50 days as per agreed work plan.
- The consultant will be paid an all-inclusive fee (stationary, communication and other miscellaneous expenses) as per the stipulated deliverable and payment schedule.
- The consultant is not entitled to payment for overtime, weekends or public holidays.
- The consultant will receive lump sum payments for living expense costs for in-country presence based on evidence of number of stayed.
- Transport will be provided by UNICEF 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.
- The consultant will not have supervisory responsibilities or authority on UNICEF budget.
- 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 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.
- The assignment is an on-site and off-site support.

HOW TO APPLY

Interested consultants should provide the following:

1. Curriculum Vitae
2. Brief technical proposal (no longer than two pages) demonstrating the consultant's understanding of the assignment and approach/methodology to the assignment
3. Financial proposal including a breakdown of their all-inclusive fees (including professional fees, travel, living cost, visa and other costs). Complete the attached form.



Financial
Proposal.xlsx

4. References details