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

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| **Title**Senior Management Consultant | **Funding Code** | **Type of engagement**[x]  Consultant [ ]  Individual Contractor Part-Time[ ]  Individual Contractor Full-Time | **Duty Station:**Manila, Philippines |
| **Purpose of Activity/Assignment:** **BACKGROUND:**In September 2018, UNICEF Executive Board approved the [Philippines Country Programme Document (CPD)](https://sites.unicef.org/about/execboard/files/2018-PL8-Philippines_CPD-ODS-EN.pdf), which defines UNICEF programme of cooperation between the Government of the Philippines and UNICEF for 2019-2023. In early 2019, UNICEF signed rolling workplans with counterparts for three years (2019-2021). Following a programme review in 2021, a new set of workplans that was informed by the programme review, were signed in March 2022 to cover the remaining period of the country programme. The CPD 2019-2023 focuses on the following key areas: (a) addressing the persistent bottlenecks in the provision of holistic early childhood care and development and comprehensive adolescent services; (b) the development of special measures for indigenous children, children with disabilities and children living in conflict- and hazard-prone areas; and (c) the promotion of positive social norms and parental practices. The CPD, that benefited from a series of consultations, identified UNICEF as having a key role in partnering with national and subnational government agencies to (a) address the fragmentation of services by strengthening vertical and horizontal coordination across government; (b) strengthen the implementation and inclusiveness of national programmes; (c) fill evidence gaps through the generation, analysis and use of data and strategic information; and (d) address structural constraints in strategic planning and budget execution.Since the beginning of the country programme significant progress has been achieved against the results set in the country programme document. However, the COVID-19 pandemic hit during the second year of the country programme implementation, and significantly impacted outcomes for children in the Philippines, with schools being closed for two years, increasing issues of mental health and worsening health and nutrition indicators. UNICEF Philippines adjusted its positioning and activities in light of the changing context. It played a central role in supporting the government in the roll out of the COVID-19 vaccine. It also provided technical advice to the government to strengthen distance learning and advocated for the school reopening. UNICEF Philippines also strengthened its capacity and efforts on risk communication and community engagement (RCCE). Throughout the CPD implementation key programming milestones were achieved including the adoption of key policies, legislations and strategic plans; strengthening of national and subnational capacities, including increase resource allocation for children at provincial level; and introduction of innovative approaches such as shock-responsive social protection; among many achievements. However, the programme also incurred some delays due to the COVID-19 pandemic. The recurring emergencies due to natural hazards including typhoons, earthquakes and volcano eruptions continued to require UNICEF active emergency preparedness and response. In the Bangsamoro Autonomous Region of Muslim Mindanao (BARMM), UNICEF strategically supported the newly established regional authorities in their efforts, particularly in planning and better understanding and addressing the needs of children. To effectively implement this programme, UNICEF Philippines established its capacity as articulated in the Country Programme Management Plan (CPMP) which was approved in 2018. This was adapted through the implementation of the programme, particularly with the impact of the COVID-19 pandemic. Before embarking in the development of a new country programme in early 2023, UNICEF Philippines needs to take stock of its current business model, operation effectiveness, identifying opportunities for optimizing management practices**PURPOSE AND OBJECTIVES**The main purpose of the management review is to:* Assess the design and operating effectiveness of PCO management systems and resources (financial and human) in support of the country programme (including in the areas of oversight/Governance, Finance, Administration, Human Resources (HR), Supply and Logistics, Information and Communication Technology (ICT) and Security)
* Examine the efficiency and effectiveness of processes for planning, programme implementation, internal monitoring and review, including partnerships, resource mobilization, etc.
* Identify options for optimizing management practices, particularly in the context of the pilot of the UN common back office in 2023.
* Review the efficiency of the staffing structure in line with different programming focus and funding scenarios.
* Drawing lessons, identify options for optimization and simplification, and put forward proposed improvements to be considered as part of the development of a new country programme

This will be based on an analysis of the current structure, resources and processes in UNICEF Philippines. The review will be key to inform discussion on the new country programme and the necessary shifts to ensure its fitness for purpose.  |
| **Scope of Work:**As the review will inform the development of the next country programme, particularly the country programme management plan (CPMP), it is crucial for the review to be a participatory process. Consultants will get inputs from senior management, from all levels of the structure and from staff representatives: they will use already existing fora – such as the PMT and the CMT – to discuss in depth the proposed review and agree on the final implications for the Management Review.Specifically, the review will respond to the following key questions, which may be refined during the inception phase:**PCO Business Model*** To what extent UNICEF Philippines current business/operating model is fit for purpose in delivery results for children?
* To what extent the business/operating model is flexible and adapts to changing context and programming?

**Management systems and resources:**1. To what extent PCO management systems and resources are adequately designed as well as effectively and efficiently implemented to enable programme implementation?
2. What can be efficiency gains and opportunities for optimization?
3. Are PCO management systems and resources sufficiently flexible to enable effective programming in both development and humanitarian settings as well as subnational level?
4. To what extent the pilot UN common back office in 2023 can facilitate greater effectiveness and efficiency?

**Programming and operational processes:**1. For what type of programming such systems are effective? To what extent these systems will have to be adapted if UNICEF programming in the Philippines shifts?
2. How could current processes be simplified?
3. To what extent the existing programming and operation processes are in line with global policies and are efficiently implemented
4. To what extent current programming ensure quality programming and adequate oversight?

**Staffing structure and capacity**1. To what extent the staffing structure is in line with programmatic requirements and facilitate efficient programme delivery? What are opportunities for efficiency gains? To what extent the office structure is sufficiently flexible to adapt to different programming context (development/humanitarian)?
2. To what extent the office structure would need to be adapted to potential shifts in programming in the next country programme? What steps would be required to make these adjustments?
3. To what extent systems and resources are facilitating sub-national programming? To what extent UNICEF presence in BARMM is optimal?
4. To what extent the current office structure and processes facilitate integrated programming and cross-sectorality? Are cross-sectoral functions effective to support sectoral programmes achieve their results?
5. Is the current office structure (including programme, operations and field) the most appropriate to ensure effective and efficient implementation and sound monitoring system?

**Tasks and activities**Based on the review objectives and scope of work, this section indicates a possible approach, methods, and processes for the review. This review should follow a participatory, utilization-focused approach, with mixed methods (qualitative and quantitative) of data collection and analysis. Under a utilization-focused approach, the review will facilitate senior management decision-making in the context of the development of the new country programme. The inception phase will be the opportunity to refine the scope of the review as well as determine the most appriate methodology. The consultant will engage with key decision makers and staff as well as other key stakeholders at sub-national, country and regional levels as well as with key UN partners. **Data Collection Methods**The Management Review will rely on quantitative and qualitative data methods. * **A comprehensive desk review** of available documentation (including CPD, strategy notes, CPMP, CPAP, workplans, etc.). The consultant will also be given access to minutes of key internal meetings as well as internal Standard Operating Procedures. The desk review should culminate in a synthesis from the documents reviewed and be included as an annex to the Inception Report.
* **Financial data analysis.** The consultant will be given access to data from key internal financial and resource management platform, as well as key performance indicators.
* **Key informant interviews:** Discussions with key internal and external stakeholders (including UNICEF staff, other UN agencies, development partners, implementing partners, etc.) will be largely qualitative, and might involve face-to-face and remote modalities. An initial consultation through key informant interviews (KIIs) with mostly UNICEF Philippines Country Office (current and former staff) and Regional office will be undertaken at the inception phase to shape the inception process.
* **Validation workshop** with UNICEF Philippines Country Management Team.

The review will build on other key evidence generation initiatives that are currently taking place in the UNICEF Philippines, this includes (but not limited to): the After Action Review of UNICEF’s Response to Typhoon Odette; the Country Programme Evaluation of CPC8; the WASH evaluation as well as the recently completed Child Protection Evaluation.  |
| **Child Safeguarding** Is this project/assignment considered as “[Elevated Risk Role](https://unicef.sharepoint.com/sites/DHR-ChildSafeguarding/DocumentLibrary1/Guidance%20on%20Identifying%20Elevated%20Risk%20Roles_finalversion.pdf?CT=1590792470221&OR=ItemsView)” from a child safeguarding perspective?        [ ]    YES    [x]    NO     If YES, check all that apply:                                                                                                                                                     **Direct contact role**[ ]  YES     [ ]   NO  If yes, please indicate the number of hours/months of direct interpersonal contact with children, or work in their immediately physical proximity, with limited supervision by a more senior member of personnel:  **Child data role**[ ]  YES    [ ]   NO  If yes, please indicate the number of hours/months of manipulating or transmitting personal-identifiable information of children (name, national ID, location data, photos): More information is available in the [Child Safeguarding SharePoint](https://unicef.sharepoint.com/sites/DHR-ChildSafeguarding/SitePages/Amendments-to-the-Recruitment-Guidance.aspx) and [Child Safeguarding FAQs and Updates](https://unicef.sharepoint.com/sites/DHR-ChildSafeguarding/DocumentLibrary1/Child%20Safeguarding%20FAQs%20and%20Updates%20Dec%202020.pdf)  |
| **Budget Year:**2022 | **Requesting Section/Issuing Office:**Operations/Manila | **Reasons why consultancy cannot be done by staff:**The scope of work is not a staff role, and will require a participatory process and get inputs from senior management, from all levels of the structure and from staff representatives, which would be better done by a consultant. The review will inform discussion on the new country programme.  |
| **Included in Annual/Rolling Workplan***:* [ ]  Yes [x]  No, please justify:The review will be key to inform discussion on the new country programme and the necessary shifts to ensure its fitness for purpose.  |
| **Consultant sourcing:**[ ]  National [ ]  International [x]  Both**Consultant selection method:** [ ]  Competitive Selection (Roster)[ ]  Competitive Selection (Advertisement/Desk Review/Interview) | **Request for:**[x]  New SSA – Individual Contract[ ]  Extension/ Amendment |
| **If Extension, justification for extension** (please attach approved Note for the Record)**:** |
| **Supervisor:****Xavier Foulquier**  | **Start Date:****1 September 2022** | **End Date:** **30 November 2022** | **Number of Days (working):** **60 days** |
| **Work Assignment Overview** |
| **Tasks/Milestone:** | **Deliverables/Outputs:** | **Timeline** | **Estimate Budget** (for HR Reference Only) |
| **Inception** | Inception Report including methodology, desk review, and review instruments/tools | September  | 20% |
| **Analysis** | PPT presentation of key findings and recommendationsZero draft review report | October  | 50% |
| **Report** | Final review report  | November | 30% |
| **Assumptions and Risks between activities and outputs:** | The assignment can be carried either remotely with travel to the country. When working remotely, the consultants should make herself/himself available during UNICEF Philippines working hours. |
| **Estimated Consultancy fee** |  |
| Travel International (if applicable) |  |
| Travel Local (please include travel plan) |  |
| DSA (if applicable) |  |
| **Total estimated consultancy costs[[1]](#endnote-1)** |  |
| **Minimum Qualifications required:**[ ]  Bachelors [x]  Masters [ ]  PhD [ ]  Other(put discipline ex. Management, Social Sciences, Medicine, etc) | **Knowledge/Expertise/Skills required*** Advanced university degree in social sciences or other relevant studies.
* Fifteen years of relevant professional work experience, including both international and national.
* Thorough knowledge and understanding of the UN and UNICEF Country Programme planning, implementation and monitoring.
* Knowledge of human resources strategies, policies and organizational development including change management.
* Proven competency and answering to the profile of commitment, handling diversity, integrity, strong in communication and in working with people, drive for results.
* Proven competency in leadership and supervision, formulating strategies and concepts, analysis, relating and networking and application of technical expertise.
* Proven competency with regard to a comprehensive understanding of various approaches and methods of programming, human rights and gender and its implications for programmes.
* Fluency in English and proven writing skills.
* Familiarity with UNICEF processes and knowledge/understanding of the Philippine context is an advantage.
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| **Administrative details:** Visa assistance required: [ ]  | [x]  Home Based [ ]  Office Based:\* Consultants are not provided desk space and ICT equipment.\* UNICEF email can be requested by the hiring section through MDM to GSSC. |
| Will any of the deliverables contribute to Research, Studies, Evaluations, or Government M&E Capacity Development?[x]  Yes [ ]  NoIf yes, please seek additional endorsement from the Planning Monitoring and Evaluation Section  |
| Where deliverables contribute to Research, Studies, Evaluations, or Government M&E Capacity Development |
| Endorsed by PME: (Name)  |
| Signature | Date |
| **Request Authorised by Section Head:**Xavier Foulquier, PME20 July 2022 |
| **Request Verified by HR:**  | **HR Remarks:** |
| Approval of Deputy Representative - Operations (if Operations):Tayyeba Nasir (OIC)(Date) | Approval of Deputy Representative (if Programmes):Behzad Noubary(Date) |
| Approval of Representative (for Communications, Partnerships and PFP)Thomas Meyerer (OIC)(Date) |

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

Payment of professional fees will be based on submission of agreed deliverables. UNICEF reserves the right to withhold payment in case the deliverables submitted are not up to the required standard or in case of delays in submitting the deliverables on the part of the consultant

Individuals engaged under a consultancy or individual contract will not be considered “staff members” under the Staff Regulations and Rules of the United Nations and UNICEF’s policies and procedures, and will not be entitled to benefits provided therein (such as leave entitlements and medical insurance coverage). Their conditions of service will be governed by their contract and the General Conditions of Contracts for the Services of Consultants and Individual Contractors. Consultants and individual contractors are responsible for determining their tax liabilities and for the payment of any taxes and/or duties, in accordance with local or other applicable laws.

Selected consultants will be required to complete applicable mandatory trainings. [↑](#endnote-ref-1)