

TERMS OF REFERENCE FOR INDIVIDUAL CONSULTANTS AND CONTRACTORS

Title	Funding code	Type of Engagement	Duty station
Consultant to develop a Resource Mobilization and Partnerships Strategy for the Country Programme 2025-2030	Programme Effectiveness	Consultant	Remote/online assignment with one visit to Freetown, Sierra Leone for 15 days (about 2 weeks) as per agreement and deliverables

Purpose of Assignment

Develop the UNICEF Sierra Leone Resource Mobilization and Partnerships Strategy for the 2025 – 2030 Country Programme .

Background

UNICEF Sierra Leone is preparing for its new Country Programme (CP) for 2025-2030 to advance the rights of children, including adolescents and ensure they survive, develop and thrive. UNICEF is working closely with the Government of Sierra Leone, UN agencies and other partners to deliver results for children and support Sierra Leone’s journey towards sustainable development, implementation of the National Medium Term Development Plan and efforts to achieve the 2030 agenda.

The UNICEF Sierra Leone Country Office (CO) requires a robust resource mobilization and partnership strategy and action plan to meet its commitments for the new CP, particularly given the small number of resident donors supporting the country and the shrinking resource space since the end of the civil war and the Ebola epidemic, while global attention has shifted to other pressing emergencies, including the impact of the polycrisis. The assignment requires an experienced resource mobilization and partnerships expert with a track record in developing resource mobilization and partnership strategies for UNICEF/UN and PFP in different country contexts including lower-income countries like Sierra Leone.

Assignment

Develop a Resource Mobilization and Partnerships Strategy for the UNICEF Sierra Leone 2025 – 2030 country programme by:

- Conducting a mapping and in-depth market analysis to identify trends and potential opportunities in the global public and private fundraising and financing landscape and propose innovative approaches to engage donors including government, bilateral and multilateral funders International Financing Institutions (IFIs), UNICEF National committees, philanthropic foundations and organizations, as well as other innovative financing opportunities including climate finance, South-South Cooperation, BRICS and African and Arab states and or corporates with potential interest in Sierra Leone.
- Conducting a SWOT analysis of UNICEF Sierra Leone's internal capacity to effectively manage and support resource mobilization and partnerships, drawing from best practices and lessons learnt, and make recommendations to strengthen the CO's ability to increase and sustain funding throughout the lifecycle of the country programme.
- And produce a Resource Mobilization and Partnership Strategy and action plan for UNICEF Sierra Leone for the period 2025 - 2030 that will present a mapping and analysis of traditional donors, emerging and innovative partnerships and funding mechanisms, and UNICEF national committees and provide recommendations and a clear plan, deliverables, timeline, and resources required to operationalize the strategy.

The strategy needs to be a forward-looking, action-oriented document, considering the evolving donor landscape and drawing on past lessons. It must also explore new aid modalities and actors, outline a strategic approach to leveraging existing and new partnerships, and recommend ways to diversify the donor base for UNICEF Sierra Leones resource base.

Reporting requirements

The consultant will work under the supervision of the Deputy Representative Programmes, and in close consultation with the Reports Specialist (Donor Relations), Communication Specialist, and Section Chiefs and senior management.

The Consultant will provide regular updates on a weekly basis to the Deputy Representative Programmes as per the deliverables outlined via meetings and emails communications.

Deliverables

Resource Mobilization and Partnerships Strategy (inclusive of supporting analytical annexes and graphical presentation of trends) and the Implementation/Action Plan.

Process of consultation

Consult with all relevant stakeholders in the Country Office, including Representative, Deputy Representatives, Sections Chiefs and the RMCG to as required and PFP, donors, foundations, UN partners, UNICEF National Committees, IFIs, global private sector partners) as needed and upon guidance from the Deputy Representative.

Scope of Work

The specific tasks of the consultancy will include:

- i. Desk review of relevant documentation (Country Programme Document, donor contribution trends, funding gaps for new CP, nature of expenditures, etc)
- ii. Conduct a comprehensive analysis and mapping of the donor environment in Sierra Leone for potential global and regional donors, including National Committees and provide an assessment on the feasibility of securing multi-year and thematic funding and recommend innovating approaches and strategies to develop and maintain strategic partnerships and engagement with key donors for the full term of the CP 2025 – 2030:
 - The analysis will review key bilateral and multilateral donor strategic priorities for Sierra Leone and reflection on how these fit with UNICEF Sierra Leone strategic funding goals, recommending relevant approaches for donor engagement.
 - Review and assess multilateral and IFIs funding trends and opportunities and how UNICEF can leverage financing for the government including through climate financing, the World Bank, IMF, Islamic Development, African Development Bank etc.
 - Provide a donor mapping of areas of donor engagement current and future.
 - Propose how the interaction with UNICEF National Committees can be fostered.
 - Explore opportunities for partnerships with emerging donors, global private sector, foundations, as well as regional bodies.
- iii. Conduct a SWOT analysis of UNICEF Sierra Leone's internal capacity to effectively manage and support resource mobilization and partnerships and provide recommendations to strengthen the CO's ability to increase and sustain funding throughout the lifecycle of the country programme.
- iv. Produce a Resource Mobilization Strategy for the Country Programme 2025 – 2030 with clear and realistic recommendations on how the SLCO can raise the funding required for the new country programme and provide a detailed action plan for the strategy including deliverables, timeline and resources required to operationalize the strategy.
- v. And develop a compelling narrative about the results that will be achieved with required resources to cover the resource requirements till the end of 2030.

Management oversight

The consultant will work under the supervision of the Deputy Representative Programmes. For this assignment, the consultant will be working remotely and onsite in Sierra Leone for 15 days. He/she will carry one (1) mission to Sierra Leone for 10 days. There will be no field missions. The consultant will have his/her own laptop computer and access will be provided to printers and photocopying facilities when on UNICEF premises. The consultant is expected to submit a technical and a financial proposal that takes into account all costs related to this consultancy (fees, daily allowances, travel expenses, etc...)

Child Safeguarding

Is this project/assignment considered as "[Elevated Risk Role](#)" from a child safeguarding perspective?

NO

No Direct contact role

No Child data role

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](#) and [Child Safeguarding FAQs and Updates](#)

Reasons why consultancy cannot be done by staff:

As the SCLO requires specialized external expertise in the resource mobilization and partnerships domain

Included in Annual/Rolling Workplan: Yes

Consultant sourcing: International – Individual Contract

Competitive Selection: Advertisement

Supervisor:

Start Date:

15 June 2024

End Date:

31 August 2024

WORKPLAN

Work Assignments Overview	Deliverables/Outputs	Delivery date/deadline	Estimated Budget
Develop work plan for the Resource Mobilization and Partnerships Strategy and Action Plan 2025-2030	Work plan developed	1 days	5%
Organize consultation meetings with key stake holders on fundraising practices and affordability of the country programme (funding needs, forecasts, and gaps)	Consultations organized	07 days	5%
Conduct detailed analysis of the funding trends and elaborate a donor mapping of global and regional donors, including National Committees.	Detailed mapping and funding analysis and donor trend analysis completed		15%
Conduct a SWOT analysis of UNICEF Sierra Leone's capacity to effectively manage and support resource mobilization and partnerships and provide recommendations.	SWOT Analysis and recommendations to strengthen CO to increase and sustain funding for CP		10%
Draft Resource Mobilisation and Partnership Strategy Country Programme 2025 – 2030 including recommendations on how the SLCO can raise the funding required (in view of existing resource and projected funding patterns) for the new country programme and provide a detailed action plan for the strategy including deliverables, timeline and resources required to operationalize the strategy.	First draft of Resource Mobilization		20%
Draft action plan for the strategy including deliverables, timelines, and budgets to implement the strategy.	First draft of implementation/action plan	2 days	10%
Present drafts of the Strategy and Action Plan to the senior management and RCMG for feedback	Drafts of Strategy and Action Plan presented to Senior management and the RMCG		5%
Incorporate feedback and present Resource Mobilization and Partnerships Strategy and Action Plan 2024-2030 to Senior management and the RMCG for endorsement	Resource Mobilization and Partnerships Strategy and Action Plan 2024-2030 endorsed by the senior management and the RMCG	5 days	30%

Estimated Consultancy fee

Travel International (if applicable) (ticket, visa, etc..)

Travel Local (please include travel plan)

DSA (if applicable) (10 days field mission)

Total estimated consultancy costs

Minimum Qualifications required:

An advanced university degree (Master's degree or equivalent) in one of the following fields is required: in the social sciences (Sociology, International Relations, Anthropology, Development studies, Economics/Statistics), Business Administration, Marketing, Commerce, Communications, Fundraising, Management another relevant technical field in line with the TOR

Minimum of ten (10) years of senior level professional work experience at national and international levels in public and private sector fundraising is required, with progressively increasing responsibilities, including direct responsibility for setting and meeting income targets.

Knowledge/Expertise/Skills required:

- Experience in, and knowledge of, the global and regional country contexts and fundraising markets is required.
- Relevant marketing experience will be considered as contributing to this work experience. Familiarity with the public and private sector space including international fundraising experience is required.
- Previous managerial experience in the resource mobilization and fundraising is essential
- Fluency in English is required. Knowledge of another UN language is an asset.
- Experience in planning and facilitating donor and UN related consultations.
- Familiarity with UNICEF's planning, programming and operational processes related to resource mobilization, fundraising and partnerships will be a solid advantage.
- Required skills: demonstrated strong analytical, communication, planning, finance, writing and editing skills.

Evaluation Criteria (This will be used for the [Selection Report](#) (for clarification see [Guidance](#)))

A) Technical Evaluation (e.g. maximum 75 Points)

B) Financial Proposal (e.g. maximum of 25 Points) -

Required degree : (20 points)

Master in in the social sciences (Sociology, International Relations, Anthropology, Development studies, Economics/Statistics), Business Administration, Marketing, Communications, Fundraising, Management

Experience: (20 points)

-Minimum of ten (10) years of senior level professional work experience at national and international levels in private sector fundraising is required, with progressively increasing responsibilities, including direct responsibility for setting and meeting income targets.

- 15< 20 : 20 points
- 10<15 projects : 10 points
- 0<10 : 0 point

- Relevant marketing experience will be considered as contributing to this work experience: (10 points)

Familiarity with the private sector as well as international fundraising experience is an asset (5 points)

Previous managerial experience is essential (5 point)

- Familiarity with UNICEF's planning processes will be a solid advantage (5 points)
- Experience in planning and facilitating consultations with large and small groups (5 points)
- Fluency in English and another UN language is an asset (5 points)

Administrative details:

Visa assistance required:

If office based, seating arrangement

identified: IT and Communication equipment

required:

Home Based Office Based

Internet access required:

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.

Text to be added to all TORs:

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.

The selected candidate is solely responsible to ensure that the visa (applicable) and health insurance required to perform the duties of the contract are valid for the entire period of the contract. Selected candidates are subject to confirmation of fully-vaccinated status against SARS-CoV-2 (Covid-19) with a World Health Organization (WHO)-endorsed vaccine, which must be met prior to taking up the assignment. It does not apply to consultants who will work remotely and are not expected to work on or visit UNICEF premises, programme delivery locations or directly interact with communities UNICEF works with, nor to travel to perform functions for UNICEF for the duration of their consultancy contracts.

UNICEF offers [reasonable accommodation](#) for consultants with disabilities. This may include, for example, accessible software, travel assistance for missions or personal attendants. We encourage you to disclose your disability during your application in case you need reasonable accommodation during the selection process and afterwards in your assignment.