

Title Documentation of Lessons Learned & Best Practices – Country Programme – 2012-2021 – UNICEF Yemen	Funding Code	Type of engagement <input checked="" type="checkbox"/> Consultant <input type="checkbox"/> Individual Contractor	Duty Station: Remote/Online
Purpose of Activity/Assignment: To identify and document key lessons learned, good/emerging practices, failures and innovations in implementing the current (2012-2021) Country Programme.			
Background/ Scope of Work: <h2>1. Background & Justification</h2> <p>The current YCO Country Programme runs from 2012-2022. As we enter the second part of 2021, there is a need to ramp up the preparation process for the next country programme, which will run from 2023-24. Using the power</p> <p>As input to this process and the overall development of the new Country Programme, YCO will conduct key lessons learned and good practices from the current Country Programme focusing on the last 2-3 years of programme implementation (2018-2021).</p> <p>Documentation of lessons learned and good practices for continuous improvements in programming.</p> <h2>2. Objective of the consultancy</h2> <p>To document key lessons learned, good/emerging practices, failures and innovations in implementing the current (2012-2021) Country Programme that can inform and support advocacy efforts for scale-up and replication in the areas of Education, Child Protection and WASH.</p> <p>In addition, in 2020, the Country Office worked on six lessons learned cases and one value for money case. These cases are now at the final drafting stage but will require another round of review and redrafting. The international consultant to be assigned will also be requested to support with this work.</p>			
Budget Year: 2021	Requesting Section/Issuing Office: PMR	Reasons why consultancy cannot be done by staff: <i>This is a time-consuming exercise requiring specific technical skills in knowledge management.</i>	
Included in Annual/Rolling Workplan: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No, please justify: Output 7.1: <i>YCO staff and partners have improved capacity to undertake equity- focused, gender- sensitive and evidence- informed planning and programming.</i> Activity 7.1.12 <i>Lessons Learned and Value for Money</i>			
Consultant sourcing: <input type="checkbox"/> National <input checked="" type="checkbox"/> International <input type="checkbox"/> Both		Request for: <input checked="" type="checkbox"/> New SSA	

Consultant selection method: <input type="checkbox"/> Competitive Selection (Roster) <input checked="" type="checkbox"/> Competitive Selection (Advertisement/Desk Review/Interview)		<input type="checkbox"/> Extension/ Amendment	
If Extension, Justification for extension:			
Supervisor: Boniface Kalanda, Chief, PMR	Start Date: 20.08.21	End Date: 19.12.21	Number of Days (working) 80 working days

[TERMS OF REFERENCE FOR INDIVIDUAL CONSULTANTS AND CONTRACTORS](#)

Work Assignment Overview			
Tasks/Milestone:	Deliverables/Outputs:	Timeline	Estimate Budget
Phase 1: Inception			
Desk review of the relevant documents relating to the three selected cases	1) Inception Report 2) Proposed structure of the three case studies	15 days	
Draft Inception Report, including methodology and workplan/timeframe			
Review and endorsement of the draft Inception Report and the proposed structure for the three case studies (each case should have max 6 pages)			
Structure & outline of the three case studies			
Phase 2: Data Collection			
Preparation for the data collection phase		20 days	
Collect data based on the methodology. The data collection can be done through online interviews; focus group discussions (FDGs). Remotely interviews with key stakeholders (implementing partners: Government; national/international NGOs and UN agencies)			
Phase 3: Analysis & Drafting			
Analysis and drafting – three case studies	3) First draft of the three cases	17 days	
Engagement with stakeholders on first draft of the three cases		4 days	
Review and revise the existing 7 cases	4) Revised draft of the seven cases	12 days	
Phase 4: Validation & Dissemination			
Preparation of a PowerPoint presentation on emerging findings, conclusions, and recommendation	5) Final and endorsed versions of all the cases 6) PPT 7) Webinar/presentation	12 days	
Estimated Consultancy fee			35,000
Travel International (if applicable)			
Travel Local (please include travel plan)			
DSA (if applicable)			
Total estimated consultancy costs¹			35,000
Minimum Qualifications required: <input type="checkbox"/> Bachelors <input checked="" type="checkbox"/> Masters <input type="checkbox"/> PhD <input type="checkbox"/> Other Enter Disciplines	Knowledge/Expertise/Skills required: Consultant should demonstrate that he/she can meet the following requirements: <ul style="list-style-type: none"> - Possess an advanced degree in social sciences, management, health, education, law or development studies, preferably in a university internationally renowned in social sector studies. 		

	<ul style="list-style-type: none"> - At least 8 years of relevant professional experience, for which five years should be in conducting socio-economic analysis. - Demonstrate, excellent analytical and report writing skills (sample analytical products will be requested). - Strong communication and presentation skills. - Excellent writing skills in English language; Good knowledge of Arabic language an advantage. - Previous experience with knowledge Management and documentation an advantage. - Relevant work experience in Middle East and North Africa region is an added advantage. - Previous working experience with UNICEF in a similar capacity is an asset. - Specific knowledge of the context in Yemen is an asset. - Other competencies include demonstrated ability to work in a multi-cultural environment and established relationships with national partners
<p>Administrative details: Visa assistance required: <input type="checkbox"/> Transportation arranged by the office: <input type="checkbox"/></p>	<p><input checked="" type="checkbox"/> Home Based <input type="checkbox"/> Office Based: If office based, seating arrangement identified: <input type="checkbox"/> IT and Communication equipment required: <input type="checkbox"/> Internet access required: <input type="checkbox"/></p>
<p>Request Authorised by Section Head</p>	<p>Request Verified by HR:</p>
<p><i>Approval of Chief of Operations (if Operations):</i> _____ <i>Approval of Deputy Representative (if Programme)</i> _____</p> <p><i>Representative (in case of single sourcing/or if not listed in Annual Workplan)</i></p> <p>_____</p>	

ⁱ 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