

## TERMS OF REFERENCE FOR INDIVIDUAL CONSULTANTS

Title of Assignment	Both National and International Consultancy – <b>Accountability to Affected Population (AAP) roll out in Malawi</b>	
Section	Community Development and Resilience (CDR)	
Location	International consultancy – remote work National consultancy – based in Lilongwe	
Duration	3 Months	
Start and End Date	<b>From: 1 June</b>	<b>To: 1 September</b>

### BACKGROUND

Accountability to Affected Population (AAP) has been identified as one of the priority pillars in achieving UNICEF's 2018-2021 Strategic Plan. UNICEF's core commitment in both humanitarian and development sectors working directly in communities and institutions closest to children entails putting people at the heart of all our work. The intersections of the organization's mandate with deep imbalances of power based on gender and age heighten the need for UNICEF leadership to safeguard and prioritize AAP both internally and with partners.

However, despite broad support for AAP across the organization, external reviews, evaluations and consultations show that AAP is not yet well understood or well-integrated into Country Office planning processes and programming. Being a rights-based organization, UNICEF MCO fully endorses the fact that our response is primarily aimed at protecting and promoting Human rights of affected population. The affected population from different categories (women, men, boys and girls) have the right to be consulted, informed and participate in all programming cycle into the decision making that affect them and provided with feedback on the services provided. They have the right to be provided timely services that promote their safety, dignity and is an empowering experience. Keeping in mind the Humanitarian, Development, Peace nexus it is essential that AAP principles are applied in all our programs no matter what context the organization is operating in.

UNICEF Malawi is strongly committed to the development and rollout of an AAP action plan, along with the existing child safeguarding and Prevention of Sexual Exploitation and Abuse (PSEA) standards, policies and guidelines. Building on existing good practices in country programmes and drawing from the AAP Framework "putting people at the center of humanitarian action" developed in 2017, UNICEF has embarked upon a process to scale-up accountability to affected populations across the entire organization to put our commitments into practice in a systematic and coordinated manner.

As UNICEF's core commitments to children are built around seven pillars of accountability principles and good practices that put vulnerable people at the center of both development and emergency programmes, there is need for these pillars to be reflected in all aspects of UNICEF's work including: the country programme planning cycle; management decision-making; and operations and resources management; in addition to areas such as partnership agreements, and monitoring and evaluation.

### PURPOSE OF THE ASSIGNMENT

The primary purpose of this consultancy is to strengthen UNICEF's work in Malawi around AAP by providing dedicated technical assistance to the country office, designing and implementing targeted capacity building activities for UNICEF staff and partners across different sectors, producing and disseminating relevant technical guidance, tools and resources. In particular, it will contribute to the following results:

- Quality and accountability benchmarks are established and monitored for all UNICEF programmes;
- UNICEF is better prepared for implementing AAP in humanitarian action;
- All UNICEF programme policies, guidance and procedures reflect our AAP commitments;

- All partners Project documents and partners MOUs have included AAP standard articles and indicators
- An inter-agency collective approach to AAP and community engagement is developed and implemented.
- Integration of Accountability to affected populations (AAP) integrated throughout programming in UNICEF Malawi Country Office including building the capacity of partners on AAP, and participatory program approaches.
- Establishment of a monitoring plan based on UNICEF's standards, including indicators for all initiatives, in collaboration with the Planning, Monitoring and Evaluation Unit and other relevant teams.
- Preparation of reports, briefing papers and other related documentation on AAP as necessary for decision making and information purposes for UNICEF management, donors, partners and allies.

## SCOPE OF WORK

The consultant has responsibility to lead and provide technical support in the development, contextualization and roll out of the Malawi Country Office Accountability to Affected Population Action Plan.

Within delegated authority, the AAP Coordinator will be responsible for the following duties:

### 1. **Advisory and technical support:**

- Conduct a desk review of AAP documentation relating to MCO.
- Disseminate tools, guidance and promote practice that ensures integration and implementation of AAP standards and principles.
- Ensure that AAP activities are integrated and budgeted for in all proposals and that section teams consistently report on progress and outcomes.
- Undertake capacity gaps analysis (including mapping to the available government and inter-agency tools and mechanisms)
- Based on capacity gap analysis, undertake capacity building exercise for MCO staff and partners.

### 2. **Coordination:**

- Coordinate the implementation of a community engagement needs assessment.
- Coordinate the inclusion of appropriate AAP indicators in joint needs assessments and standalone AAP assessments as well as in monitoring frameworks.
- Coordinate community-based monitoring of feedback mechanisms to ensure that they accurately reflect community preferences and the changing context.
- Facilitate the analysis of trends in community feedback and propose programme recommendations to resolve issues.

### 3. **Information management:**

- Provide advice and support to enable a predictable approach to how UNICEF and partners are collecting, protecting, analysing, sharing and aggregating data about community preferences priorities, feedback and participation.
- In consultation with the C4D and Communication and Media team develop communication material on AAP and facilitate community awareness programs based on developed minimum standards on community awareness and sensitization.
- Design and produce an engaging reporting product that can be shared within coordination platforms (e.g. HCT) to regularly update them as to the priority concerns and issues of the community.

#### 4. Collaboration with the Gender Mainstreaming and PSEA initiatives:

- Identify community preferences for feedback channels, including for sensitive issues (conducting risk assessments where necessary).
- Coordinate closely and collaborate with the PSEA focal points to ensure complementarity.
- Map existing complaint and feedback channels and support organisations to establish additional channels based on identified gaps and community preferences.
- Establish and agree referral mechanisms for feedback between organisations, how is this reported, actioned including agreed protocols for timely responses and closing the loop.
- Ensure that the AAP action plan is inclusive, gender responsive, transformative, caters to and responds to the need of the most marginalized members of the community including women and children (boys and girls)

#### 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 AND EXPERIENCE:

##### Qualifications

- An advanced university degree (Master's degree or equivalent) in Advanced university degree or equivalent in development studies; human rights, gender, the social sciences or other relevant emergency programming. A first-level university degree with relevant combination of academic

qualifications and experience on child safeguarding or accountability may be accepted in lieu of the advanced university degree with an additional 5 years of experience.

- 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
- 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.

### Languages

Fluency in English is required.

## REPORTING REQUIREMENTS

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

**AAP Coordinator** Reporting to UNICEF Chief of Community Development and Resilience

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

Narrative reporting on deliverables agreed upon in the contract and monthly workplan will be expected, noting the key activities undertaken, results, challenges and recommendations for moving forward

**How will consultant/ individual contractor consult and deliver work and when will reporting be done:**

Under the overall supervision of the Chief- Community Development and Resilience, the consultant will work remotely towards the delivery of agreed up milestones with monthly narrative reporting in close collaboration with the C4D team.

## 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 scope of work, deliver on a monthly basis on tasks and activities as will be set out in the workplan	Progress report	monthly	30 June	monthly
As per the scope of work, deliver on a monthly basis on tasks and activities as will be set out in the workplan	Progress report	monthly	30 July	monthly
As per the scope of work, deliver on a monthly basis on tasks and activities as will be set out in the workplan	Final report	monthly	30 August	monthly

A detailed workplan will be discussed and agreed upon at the onset of the assignment. 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 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.

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

## 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. .75Prior to the issuance of the official contract, 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 21.75 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.
- I 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 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:
  - 4.1 Relevant samples from similar work (web links also can be provided)
  - 4.2 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 for international candidates and in Malawian Kwacha for national candidates.

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.