

TERMS OF REFERENCE FOR INDIVIDUAL CONTRACTORS AND CONSULTANTS

Title of Assignment	International Consultant for the Development of the Malawi Country Office Resource Mobilization Strategy 2024-2028	
Requesting Section	Deputy Representative's office	
Location	Place of assignment: Lilongwe	
	<input checked="" type="checkbox"/> Home Based <input type="checkbox"/> Office Based:	
Contract Duration	2.5 months	
Number of working days	44 days	
Planned Start and End Date	From: 11th June	To: 24th August 2023

BACKGROUND

UNICEF Malawi is an active partner with the Malawian government in the domain of children, in addressing issues of Poverty, Nutrition, Health, Education, Child Protection, Social Protection, Water, Sanitation and Hygiene during normal and emergency situations. The Malawi Country Office's current Country Programme (2019-2023) commenced on the 1st of January 2019 and will end in December 2023. The new Country Programme starts in January 2024 and will end in December 2028.

This programme is unique because it adopted an outcome-based approach to promoting an integrated programmatic approach that holistically addresses multi-faceted challenges facing children in Malawi. The innovative integrated country programme approach requires a robust resource mobilization strategy to raise the \$220,000,000 necessary to implement various innovative programmes to achieve expected results for children, especially the most disadvantaged.

This assignment requires an experienced international resource mobilization expert with a track record in assisting UNICEF country offices in developing resource mobilization strategies for low-income countries like Malawi. This entails an analysis of trends in the public and private financing landscape to propose innovative resource mobilization strategies for the new country programme.

JUSTIFICATION

The new country programme will start in January 2024 and end in December 2028. There is a need for the country to have a resource mobilisation strategy and implementation plan that will support the country in raising funds for programmes. The international consultant that is needed will support the country in developing a forward-thinking strategy and an action plan that will enable the country to raise funds for the new country programme.

PURPOSE OF THE ASSIGNMENT

The objective is to Support UNICEF Malawi's resource mobilization objectives by analyzing donor trends on development and humanitarian assistance. This would be done by analysing organizations competing with UNICEF over funds and analysing UNICEF Malawi's value proposition or competitive advantage.

The outcome will be to produce a resource mobilization strategic document for the 2024-2028 Country programme that would enable the country programme to raise funds for its programme and develop an implementation plan for the strategy.

The strategy needs to be a forward-looking, more action-orientated document highlighting the changing donor landscape and drawing from lessons learned from current resource mobilization efforts. This strategy must also explore new aid modalities and actors, outline a strategic approach to leveraging existing and new partnerships, and recommend diversifying the resource base for UNICEF Malawi.

SCOPE OF WORK/OBJECTIVES

Specific tasks of the consultancy will include:

- Desk Review of necessary documentation (Country Programme Document) to understand UNICEF Malawi's strategy.
- Conduct a comprehensive analysis of the donor environment for potential global, regional and local donors to map the feasibility of securing multi-year and thematic funding and recommend ways to develop and maintain strategic partnerships and engagement with key donors (past, present and future).
- Conduct an analysis of UNICEF Malawi's country funding trends.
- Conduct an analysis of Internal Office fundraising practices
- Facilitate dialogue around resource mobilization strategies to be undertaken by the country office
- Explore opportunities for partnerships from emerging donors- the BRICS countries and private sector and foundations.
- Recommend ways to develop and maintain strategic partnerships and engagement with key donors (past, present and future).
- Develop the Resource Mobilisation Strategy as well as a detailed implementation plan of the strategy.
- UNICEF is looking for a strategy that is dynamic, considering Malawi will be facing an ongoing poly-crisis for the duration of the next Country Programme. The Strategy should be presented in an innovative way and not be a static document. The following guidance is suggested to captivate readers and convey an innovative approach effectively. The consultant could consider the following:
 1. Engaging Title or Heading: The document should have a captivating title or heading that grabs attention and reflects the innovative nature of the Malawi Country Office fundraising strategy. Use creativity to pique curiosity and encourage further reading.
 2. Executive Summary: Provide a concise overview of the fundraising strategy as an executive summary. Highlight the approach's unique and innovative aspects, emphasizing the potential impact and benefits it can bring.
 3. Visualize Data and Statistics: Utilize charts, graphs, and infographics to present data and statistics visually appealingly. Visual representations make information easier to understand and remember and help convey the strategy's innovation more effectively.
 4. Storytelling: Incorporate storytelling techniques to make the fundraising strategy more relatable and engaging. Share success stories of individuals or organizations that have benefited from similar innovative approaches where possible. Weave narratives that showcase the transformative power of the strategy, creating an emotional connection with the readers.

5. **Incorporate Multimedia:** Make the document more dynamic by integrating multimedia elements such as images, videos, or audio clips. These can be used to demonstrate the impact of the strategy, share testimonials, or showcase innovative technologies related to the UNICEF Malawi Country Programme.
6. **Clear and Concise Language:** While it's important to be innovative, ensure that the strategy remains clear and concise. Avoid jargon and complex language that may alienate readers. Use simple and straightforward language to explain the strategy, making it accessible to a wide audience.
7. **Call to Action:** End the strategy with a compelling call to action that motivates readers to take the next steps. Encourage them to support your fundraising strategy and participate in the innovative change UNICEF Malawi Country Office wants to create.

REPORTING REQUIREMENTS

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

The Resources Mobilization consultant will work under the supervision of the Partnership Specialist, reporting to the Deputy Representative Programmes. S/he will develop a SMART resource mobilization strategy and implementation plan. S/he will support the UNICEF country office in the overall effort to mobilize funds in line with the country programme document. S/he will work closely with the Public Partnership Specialist and the Chief of Sections in developing this strategy.

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

The main documents required from the consultant are the complete resource mobilisation strategy (including supporting analytical annexes and graphical presentation of trends) and an implementation plan. The consultant will report weekly to the Partnership Specialist and give updates on the work that has been completed as per the work plan.

Draft documents will be emailed to the Partnership Specialist and the Deputy Representative (Programme). Face-to-face meetings or online calls will be organised to discuss issues faced, and inputs and feedback will be given and considered where necessary.

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

The consultant will consult with all relevant stakeholders in the country office, Section Chiefs, Representative, Deputy Representatives and Partnership Specialist to give them relevant information to complete the task. Consultations with key stakeholders (donors and UN partners) will also be held as required.

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	Remote	% of total fee payable
Work plan for the resource mobilisation strategy developed and approved by the deputy representative	Inception report and Work plan developed	4	15th June	Remote	
Organise Consultation meetings with key stake holders in the country office on fundraising practices and affordability of the country office	Consultation meetings organised/ report available	3	19th June	Remote	
Conduct detail analysis of donor environment	Donor trend document finalised	10	30th June	Remote	
Develop the RM strategy	First draft of RM strategy finalised	15	21 July	Remote	
Develop detailed implementation plan of the strategy for the CO	First draft of Implementation plans available	5	28th July	Remote	
Finalisation of the RM strategy based on the CO comments of draft submitted by consultant	Second draft of RM strategy and implementation plan available	5	7th August	Remote or in country (where possible)	
Submission of final Resource mobilisation strategy, related annexes and implementation plan	Final RM strategy and implementation plan available	2	10th August	Remote	
Total		44 days			100% upon completion of the assignment

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
- Demonstration high standards in cooperation and communication with UNICEF and counterparts
- Submission of the RM strategy and implementation plan

PAYMENT SCHEDULE

All payments, without exception, will be made upon certification from the contract supervisor of the satisfactory and quality completion of deliverables and upon receipt of the respective and approved invoice.

Travel (international) costs will be reimbursed on actual expenditures and upon presentation of original supporting documents. 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

- Advanced University degree in international relations, Business Administration/Management, Marketing, or other relevant discipline.
- Minimum 7 years of relevant experience in fundraising in an international setting
- Proven track record of generating significant funding with institutional donors and private sector
- Background developmental and emergency programming
- Fluent in English, both written and spoken, is required.

ADMINISTRATIVE ISSUES

UNICEF will regularly communicate with the consultant and provide feedback, guidance, and necessary support to achieve the 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, 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 acknowledgement upon acceptance of the offer.

Before issuing the official contract, the consultant must complete the applicable training. The consultant will be provided with office space, access to office resources and other administrative arrangements necessary to complete the assignment.

CONDITIONS

- The consultancy will be for 44 days
- The candidate selected will be governed by and subject to UNICEF's General Terms and Conditions for individual contracts.
- No contract may commence unless both UNICEF and the consultant sign the contract.
- The consultant will be work remotely, if any in country work is required, they will be 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.
- The consultant is not entitled to payment for overtime, weekends or public holidays.
- No travel should take place without an email travel authorization from the section before 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 the UNICEF budget.
- Individuals engaged under a consultancy contract will not be considered “staff members” under the Staff Regulations and Rules of the United Nations and UNICEF’s policies and procedures. They 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. 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 off-site support

HOW TO APPLY

Interested consultants should provide the following:

1. Curriculum Vitae
2. Brief technical proposal (no longer than five 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