

TERMS OF REFERENCE FOR INDIVIDUAL CONSULTANTS

<p>International Consultancy: Mid-term review and evaluation of the implementation and Update of the Country Office Social and Behaviour Change (SBC) Strategy.</p>	<p>Duty Station: Remote/home based with one week travel to Phonm Penh.</p>
<p>Purpose of Activity/Assignment: Conduct a Mid-term Review and Evaluation of the CO SBC Strategy Implementation and Update the Strategy in line with Key Priorities in the New Country Programme Document (CPD) 2024-2028.</p>	
<p>Background:</p> <p>Analysis of key deprivations in children and adolescent rights in Cambodia¹ reveals several critical issues. Alongside shortcomings in the enabling environment and response systems, there exists a significant challenge stemming from undesirable beliefs, attitudes, and entrenched social norms. These factors heavily influence behavioral practices and serve as major obstacles to the realization of children's and adolescents' rights in the country. The analysis further indicates a lack of a culture of demand among service users, alongside discriminatory gender norms and social stigma against children with disabilities. Field monitoring data highlights negative attitudes and gaps in interpersonal communication (IPC) skills among social service providers, which hinder their ability to effectively engage with families and communities in a participatory and inclusive manner.</p> <p>The Programmatic review undertaken by the Cambodia Country Office (CCO) in June 2021 recommended the development of a comprehensive SBC Strategy to strengthen cross-sectoral linkages and convergence of interventions in the CPD. The strategy was finalized in 2022 and promotes use of age-appropriate, gender-transformative and inclusive content and multiple platforms along the life-course. In line with the organisational Strategic Plan (2022-2025), the organisational shift from Communication for Development (C4D) to SBC, the strategy defined a set of behavioural interventions through the active engagement of children, adolescents, women, men, and relevant duty bearers in social action and change processes, to help realize the survival, development, protection and participation rights of children and adolescents. The strategy also provides a way forward to strengthen the SBC capacity of national systems to effectively integrate in relevant policies, plans, and budgets for social services.</p> <p>Over the past two years, the strategy has not only boosted key program results but also informed the development of the SBC Explanatory Note and Theory of Change, which contributed strategic inputs to the new CPD (2024-2028), which is currently being implemented.</p> <p>The CPD prioritizes SBC as one of the key change strategies to promote positive changes in support of children's rights. SBC strategies engage individuals and communities to enhance their influence in co-designing effective solutions towards the realization of the survival, development, learning, protection and participation rights of children and adolescents. These solutions include promoting positive behaviors like immunization, adequate nutrition, demand for basic education and retention, positive discipline, hygiene, climate action, and building institutional capacities for broader societal transformations towards inclusivity and equity.</p> <p>The CCO has decided to hire an experienced international consultant to facilitate a participatory mid-term review and update of the CO SBC Strategy (2022-2024). This evaluation will assess the implementation of the strategy and revise it in alignment with the key priorities outlined in the new CPD (2024-2028). The aim is to ensure that key lessons over the last two years and valuable insights from the latest social and behavioral science are effectively leveraged to enhance program excellence and achieve results for children across sectors and at multiple levels.</p> <p>Justification</p>	

¹UNICEF Cambodia (2023): An analysis of the situation of children and adolescents in Cambodia 2023
<https://www.unicef.org/cambodia/reports/analysis-situation-children-and-adolescents-cambodia-2023>

This year, UNICEF Cambodia initiated a new Country Programme Cycle, which includes a strong SBC component across multiple sectors. To build upon the achievements, insights, and momentum gained from implementing the SBC strategy over the past two years, it is crucial to compile and document key achievements and lessons. By leveraging these experiences and identified needs, we can refine our strategic focus and enhance our efforts to achieve positive outcomes for children and adolescents in Cambodia, especially those who are most vulnerable.

Methodology

The consultant will be conducting the tasks through a mix of online means using the available technology. The methodology will include a mix of desk review, consultations, and interviews with key stakeholders in UNICEF, line ministries, UN agencies and selected CSO partners.

Scope of Work:

The SBC Strategy Review and Update process will include the following main components:

1. **Desk Review (10 Days):** Conduct a preliminary desk review of key program documents, including the SBC Strategy, SBC Strategy Note, and the CPD 2024-2028, along with the Programme Explanatory Notes and Result Frameworks. Additional documents for review will encompass the CCO Advocacy Strategy, Climate Change Strategy, Positive Parenting Strategy, and sector-specific SBC strategies/plans related to Child Protection, Routine Immunization, Nutrition, Education, and Social Policy. The desk review will also involve analyzing Annual Workplans, Country Office Annual Reports (COARs), RAM Reports, budgetary expenditures, PIDB Coding and Tagging, as well as SBC and Community Engagement Core Standard Indicators (CSIs). Furthermore, it will include other sector-related reports, formative research, and evaluations, particularly those focused on cross-sectoral programs such as Integrated Early Childhood Development (IECD), Adolescent Development and Participation (ADAP), and initiatives addressing gender and disability.
2. **Participatory review (30 days):** Engage and consult with key internal and external stakeholders to assess the progress of the SBC strategy implementation and gather valuable insights for future iterations. This major activity will encompass three interconnected components:
 - a) **Program Staff Survey:** Develop and administer a brief online survey for program staff to assess the impact of SBC on the CPD over the past two years. The survey will also gather perceptions and recommendations for enhancing ongoing SBC contributions in the new CPD.
 - b) **Stakeholder Consultations:** Conduct stakeholder consultations, including UNICEF management, selected donors, programme sections (Chief of sections and SBC focal points), and partners (government counterparts and CSO partners). These consultations will aim to identify best practices, gaps, and opportunities within current SBC and community engagement programs, partnerships, and approaches in the realization of children rights in Cambodia.
 - c) **Consultation and Co-Design with Beneficiaries:** Co-facilitate consultation and feedback sessions with beneficiaries, involving selected children, adolescents, parents/caregivers, and service providers in at least two target provinces. This can be done remotely through the local consultant, with the international consultant developing tools and providing quality assurance and overall documentation of the process as part of the participatory review and co-design of the updated strategy.
3. **Drafting/Writing of Strategy Review Report (15 Days):** Develop final SBC Strategy Review Report incorporating key results, successes/best practices, opportunities, and challenges over the last two years. The Review Report should also include opportunistic sectoral and cross-sectoral recommendations and interventions to boost ongoing implementation of interventions in the new CPD (2024-2028), particularly, for the Sub National Approach and other priorities in the CPD.
4. **Strategy Design Workshop (5 days, including travel to Phnom Penh):** Co-facilitate an in-person design workshop with selected program staff to present the strategy review report and its preliminary findings. Gather further

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insights to enrich the review report and leverage key takeaways to collaboratively brainstorm a shared vision for SBC. This vision will inform the revision and update of the SBC Strategy in Activity 5 outlined below.

- Writing and Updating CCO SBC Strategy (20 Days):** Revise, update, and refine the CCO Cross-Sectoral SBC Strategy by incorporating key inputs from the participatory review, design workshop, relevant sector-specific results framework interventions, and indicators. This will enhance the ongoing implementation of interventions in the new CPD for 2024-2028. Additionally, the life-cycle framework within the current strategy will be updated to reflect sector-specific and cross-sectoral priorities, opportunities, and key behaviors that have already been prioritized by the sectors in the new CPD. This will serve as a foundation for age-appropriate, convergent SBC and community engagement interventions for the CCO.

Child Safeguarding

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

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

<p>Budget Year: 2024</p>	<p>Requesting Section/ Issuing Office: SBC Unit</p>	<p>Reasons why consultancy cannot be done by staff:</p> <p>This strategy review aims to comprehensively document the key results and insights derived from the implementation of the SBC strategy over the last two years. To ensure a thorough and unbiased review and documentation, it is essential to engage both internal and external stakeholders strategically and independently. This process will require a dedicated commitment of time and resources over the next three months.</p> <p>Currently, the SBC team is heavily occupied with the ongoing implementation of critical priorities outlined in the RWP for 2024-2025 and will not have the necessary time and bandwidth to adequately focus on this vital task. Therefore, an external review and is necessary to facilitate this important work without compromising existing commitments.</p>
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Included in Annual/Rolling Workplan:

Yes **No** – As part of the SBC workplan 2024-2025.

If no, please explain:

Consultant sourcing: National International Both

Competitive Selection: Advertisement Roster Informal competitive (Low Value Contract)

Single Source Selection: (Emergency - Director’s approval)

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Supervisor: Social & Behavior Change Specialist	Start Date: December 01, 2024	End Date: May 31, 2025 (maximum 80 working days with six months duration)	
Work Assignment Overview			
Tasks/Milestone	Deliverables/Outputs	Timeline	Estimate Budget
Desk Review of background documents/preliminary consultations and data collection tools.	Deliverable 1: Desk Review and Inception Report outlining the methodology, milestones, timelines, and structure for the review process. It also includes primary data collection tools to facilitate effective evaluation.	December 31, 2025	20%
Conduct KIIs and consultations with all key stakeholders as per the stakeholders mapping list provided (including UNICEF management, program sections, partners).	Deliverable 2: SBC Participatory Review Report synthesizing key results, achievements, insights, and recommendations for continued strengthening of SBC programming in the CPD.	February 28, 2025	30%
Design workshop and dissemination of SBC Review Report to internal stakeholders.	Deliverable 3: Internal design workshop facilitated to present preliminary findings and gather additional insights for the review and co-design shared vision for SBC in the CPD.	March 15, 2025	10%
Revise, update, and refine the CCO Cross-Sectoral SBC Strategy based on the consultation report and incorporating sectoral and cross-sectoral priorities in the new CPD.	Deliverable 4: Updated CO Cross-Sectoral SBC Strategy (2024-2028).	May 31, 2025	40%
Total number of days		80 days	100%

Minimum Qualifications required*: <input type="checkbox"/> Bachelors <input checked="" type="checkbox"/> Masters <input type="checkbox"/> PhD <input type="checkbox"/> Other Enter Disciplines: Advanced University Degree in social and behavioural science, sociology, anthropology, psychology, communications, or related field.	Knowledge/Expertise/Skills required*: The ideal candidate should: <ul style="list-style-type: none"> ▪ Have at least 10 years’ experience working in the social and behavioural science field and community engagement programming. ▪ Research and analytical report writing skills/experience. ▪ Experience working in southeast Asia, low and middle-income country context highly desirable. ▪ Extensive experience in self-directed work and remote teamwork. ▪ Computer literacy and presentation skills.
Submission of applications:	
<ul style="list-style-type: none"> ▪ Letter of Interest (cover letter) ▪ CV or Resume ▪ References of similar consultancy assignments 	

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- Financial proposal: All-inclusive lump-sum cost *per deliverable* including, consultancy fee, 30 days travel to Phnom Penh, accommodation cost as well as the health insurance for this assignment as per work assignment. Given budget considerations at year-end, UNICEF Cambodia
- may contract by partial deliverables as funding is confirmed.

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

A two-stage procedure shall be utilised in evaluating proposals, where the evaluation of the technical proposal will be completed prior to any price proposal being reviewed and compared. The Cumulative Analysis Method (weight combined score method) will be used for evaluation and selection in this process. The Contract shall be awarded to candidate obtaining the highest combined technical and financial scores, subject to the satisfactory result of the verification interview and reference checks.

a) Technical Qualification (max. 100 points): Weight 70%

- Applicant’s academic background - Master’s degree in relevant field (max 20 points)
- Experience working on similar assignment, including knowledge and experience working in SBC and community engagement programming and SBC programme review (max 20 points)
- Demonstrated research and analytical report writing skills & experience including conducting Key Informant Interviews (max 20 points)
- Quality of samples of previous work provided (20 points)
- Experience working in East Asia, low and middle-income country contexts (10 points)
- Knowledge of UNICEF and/or UN SBC programmes and approaches (10 points)

b) Financial Proposal (max. 100 points): weight 30 %.

The maximum number of points shall be allotted to the lowest Financial Proposal that is opened /evaluated and compared among those technical qualified candidates who have attained a minimum 70 points score in the technical evaluation. Other Financial Proposals will receive points in inverse proportion to the lowest price.

<p>Administrative details:</p> <p>Visa assistance required: <input type="checkbox"/></p> <p><input checked="" type="checkbox"/> Home Based <input type="checkbox"/> Office Based:</p>	<p>If office based, seating arrangement identified: <input type="checkbox"/></p> <p>IT and Communication equipment required: <input type="checkbox"/></p> <p>Email/O365 access required: <input checked="" type="checkbox"/></p> <p>Internet access required: <input type="checkbox"/></p>
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* 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

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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.