

TERMS OF REFERENCE FOR INDIVIDUAL CONTRACTORS/ CONSULTANTS

PART I		
Title of Assignment	International Consultancy for the finalization of the Resource mobilization strategy	
Section	Deputy Representative's Office	
Location	Lilongwe - Malawi	
Duration	44 working days over a 2-month contract period	
Start and End Date	From: 12th October 2020	To: 10th December 2020

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 new Country Programme (2019-2023) commenced on the 1st of January 2019. The new country programme is unique in the sense that it adopted a pillar approach to promote an integrated approach to holistically address multi-faceted challenges facing children of Malawi. The innovative integrated country programme approach requires a robust resource mobilization strategy to raise adequate resources necessary to implement various innovative strategies to achieve expected results for children, especially the most disadvantaged.

This assignment requires an experienced international resource mobilization expert who has a track record in assisting UNICEF/UN country offices to develop 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 country program is in the second year of the five year country strategy. The country program is also currently undergoing a mid-term review of its country program to evaluate where changes can be made so that UNICEF in Malawi can create impact in the lives of children. The country program currently has a draft of the resource mobilisation strategy, and is in need of a consultant to finalise this strategy in line with the country program document.

PURPOSE OF THE ASSIGNMENT

The objective is to support UNICEF Malawi resource mobilization objectives through analyzing funding trends, assessing donor landscape and priorities for Malawi and analysis the ODA and humanitarian assistance provided to Malawi. The scope of the consultancy will look to the extend possible also on opportunities to mobilise, private sector investments, individual contributions, and will assess opportunities for leveraging government and /or multilateral funding. In addition the consultancy will further analyse UNICEF malawi funding trends and donor support. Opportunities for innovative financing (outside of tradiitonal donor support) and south South cooperaiotn and fundraising opportunities will also be explored.

The outcome will be to produce a resource mobilization strategic document for UNICEF Malawi covering the period 2021-2023 that would enable the country program to fill financial gaps in its program as well as to develop an implementation plan for the strategy.

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

SCOPE OF WORK/OBJECTIVES

Specific tasks of the consultancy will include:

- Desk review of relevant documentations (country program Document; donor contributions, funding trends, nature of expenditures)
- Conduct a comprehensive analysis of donor environment for potential global, regional and local donors, including private sector and high net worth individuals 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). The analysis will review key bilateral and multilateral donor strategic priorities for Malawi and reflect on how those fit with UNICEF Malawi strategic funding goals in recommending relevant approach to donor engagement.
- Review and assess government capacity for investment in Social sectors in Malawi.
- Review and assess multilateral and International Financing institutions 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 BRIC countries and private sector and foundations.
- Recommend ways to develop and maintain strategic partnerships and engagement with key donors, (past, present and future).
- Revise and Finalize the RM strategy from the draft that already exist as well as finalize a detailed implementation plan of the strategy.

The work will also support the affordability analysis of the country office in view of existing and projected funding patterns.

REPORTING REQUIREMENTS

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

The Resources Mobilization consultant will work under the supervision of the Public Partnership Specialist and will consult with the Deputy Representative. He/she will develop a resource mobilization strategy and implementation Plan that is SMART. He/ She will support UNICEF country office in the overall effort to mobilize funds that are in line with the country program document. He/she will work closely with the Public Partnership Specialist and the Chiefs 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 (inclusive of supporting analytical annexes and graphical presentation of trends) and the implementation plan. The consultant will report weekly to the Public Partnership Specialist and give updates on work that has been completed as per the work plan. Drafts of documents will be sent through email to the Public Partnership Specialist and the Deputy Representative and face to face meetings or zoom calls will be organised to discuss issues faced and inputs and feedbacks given and considered where necessary.

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

The consultant will consult with all relevant stake holders in the Country Office , Sections Chiefs, Representative, Deputy Representative and Partnership Specialist to enable him or her to have relevant information for the completion of the task. Consultation with key stakeholders (donors and UN partners) will be held as well.

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
Work plan for the resource mobilisation strategy developed and approved by the deputy representative	Inception report and Work plan developed	4	15th October	100% payment pending final submission of the deliverables
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	20th October	
Conduct detail analysis of donor environment	Donor trend document finalised	10	3rd November	
Revise and finalise the RM strategy from the existing draft	First draft of RM strategy finalised	15	24th November	
Develop detailed implementation plan of the strategy for the CO	First draft of Implementation plan available	5	1st December	
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	8th December	
Submission of final Resource mobilisation strategy, related annexes and implementation plan	Final draft of RM strategy and implementation plan available	2	10th December	
TOTAL		44 days		

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

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.

Travel (international and local) 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

Academic qualification: At least a masters degree in international relations, Business Administration/Management, Marketing, or other relevant discipline.

Work experience: Minimum 8 years of relevant experience in fundraising in an international setting

Technical skills and knowledge: Proven track record of generating significant funding with institutional donors and private sector and background in developmental and emergency programming

Competencies: Facilitation analytical , coordination , research, writing and review competencies are required.

Languages: Mastery of English both written and spoken, is required.

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. Within 5 days of the contract commencement, the consultant/individual contractor is requested to complete the applicable mandatory trainings.

The consultant will be provided with office space, access to office resources and other administrative arrangement necessary for the completion of the assignment.

CONDITIONS

- The consultancy will be on a long-term arrangement basis over a period of 2 months, however the consultant will only work for 44 days during this contract period.
- 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 in Lilongwe Malawi
- 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.
- Travel expenses for official in-country trips, including living costs, will be covered in accordance with UNICEF's rules and tariffs, by the consultant and reimbursed against actuals, unless otherwise agreed.
- Transport will be provided to the consultant during in-country field travel, if planned and approved.
- No travel should take place without an email 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 on-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