**TERMS OF REFERENCE FOR INDIVIDUAL CONTRACTORS/ CONSULTANTS**

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| **PART I:**  |
| Title of Assignment  | Develop a compendium of lessons from the Regional Office (RO) experience programming in the context of COVID-19, using a consultative process and the ESARO annual review as a platform for reflection |
|  | [x] International  | [ ] National |
| Contract Type | [x] Individual Consultant  | [ ] Individual Contractor (Part-Time / Full Time) |
| Indicate level of consultancy | Senior (P5+) |
| Hiring Section  | Programme Planning and Monitoring (PPM)  |
| Location  | Remote/home-based; no presence in Kenya and/or travel is required.  |
| Duration  | 30 working days |
| Start/End date | **From:**13-Sep-21 | **To:** 31-Dec-21 |
| **Part II: This information is for INTERNAL use only; shall not be shared with prospective candidates**  |
| Supervisor  | Yumi Bae, Regional Chief of PPM, UNICEF ESARO  |
| Planned Budget/Estimated Cost of assignment  |  |
| Budget Code  |  |
| AWP Activity  | PPM Output 3-Activity 2: Coordinate and facilitate ESARO planning and review processes, at /mid-year/year-end, and prepare ROAR. Provide support to statutory meetings (RMT, DREPs, PCT etc) |
| Proposed assignment is included in the approved ESARO Consultant Plan  | [x] *Yes*  | [ ] *No* |
| Proposed methodology for sourcing of qualified candidates | [ ]  Advertisement  | [x] Expression of Interest |

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| **Child Safeguarding** |
| Is this assignment considered an “[Elevated Risk Role](https://unicef.sharepoint.com/sites/DHR-ChildSafeguarding/DocumentLibrary1/Guidance%20on%20Identifying%20Elevated%20Risk%20Roles_finalversion.pdf?CT=1590792470221&OR=ItemsView)” from a child safeguarding perspective? | [ ] Yes | [x] No |
| Is this a Direct contact role? | [ ]  Yes # of hours per month? **Choose an item.** | [x]  No |
| Is this a child data role? | [ ]  Yes # of hours per month **Choose an item.** | [x]  No |

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| **PART III: Signatures**  |  |  |
| **Function**  | **Name**  | **Signature**  | **Date**  |
| Prepared by  | Rajesh Patnaik,OIC Regional Chief of PPM  |   |   |
| Endorsed by  | Brian Nyakanda,OIC Regional Chief of Human Resources    |   |   |
| Approved by  | Lieke van de Wiel,Deputy Regional Director |   |  |

**TERMS OF REFERENCE FOR INDIVIDUAL CONTRACTORS/ CONSULTANTS**

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| **PART I:**  |
| **Title of Assignment**  | Develop a compendium of lessons from the Regional Office (RO) experience programming in the context of COVID-19, using a consultative process and the Eastern & Southern Africa Regional Office (ESARO) annual review as a platform for reflection |
| **Section**  | Programme Planning and Monitoring (PPM)  |
| **Location**  | Remote/Home based  |
| **Duration**  | 30 working days |
| **Start/End date**  | **From:**13-Sep-21 | **To:** 31-Dec-21 |

**BACKGROUND AND JUSTIFICATION**

The overarching objective for the UNICEF Eastern and Southern Africa Regional Office (ESARO) is to support Country Offices (COs) in scaling up the delivery of equitable results for children and women in development and humanitarian contexts, working with all levels of UNICEF and with partners in the region.

Since March 2020, all sections of ESARO have engaged in responding to the effects of COVID-19pandemic on children, adolescents and women, and on basic services that protect their survival, development and protection. During this period, ESARO introduced unprecedented adjustments in *how* ESARO conducts its work, as well as *what* it does, yielding some important lessons, including many with potential long-term implications.

The 2020 Annual Review (AR) of ESARO documented its efforts in the initial pandemic response. 1) A ‘Lessons Learned survey/report’ which focused on how ESARO adjusted its way of working to continue to deliver in the context pandemic.  2) An analysis of how the shifts/agreements of the end-2019 Mid-Term Review of ROMP (Regional Office Management Plan) were sustained/adjusted in responding to the pandemic.

One of the action points of the 2020 Annual Review was a call to comprehensively document, and thereby institutionalize, the main achievements and learning from programming in the context of COVID-19. This consultancy to develop a “Compendium of Lessons” takes this action point forward, considering programmatic efforts of 2021, which were made more robust with sustained learning over 2 consecutive years.

The findings of this exercise will be shared and further reflected on the 2021 ESARO Annual Review scheduled for early December 2021.

**OBJECTIVES**

The overall goal of this consultancy is to contribute to building back better from COVID-19 by documenting regional level learning on programming during COVID-19. The specific objectives will be to

* Collate and produce a compendium of lessons in ESARO’s strategic programming actions in the context of COVID-19.
* Facilitate participatory discussions among ESARO, including a session in its annual review, to steer cross-fertilization of learning and actions to strengthen the regional office’s response and programming.

**SCOPE OF WORK**

* The compendium of lessons will subscribe to established definition of ‘lessons’ and ‘good practices’ for all participating sections to ensure consistency of approach and differentiation from annual reporting.
* The exercise will **not** be a compilation of all 21 sections’ work during the pandemic, which is already covered through 2020 and 2021 regional office annual report. The leadership of ESARO will delimit the areas of work/sections to be covered in the scope of exercise. The selected areas of coverage will consist of both vertical sectoral work, as well as thematic efforts involving shared learning among multiple sections and the RO as a whole.
* The exercise will build on the programmatic discussions and lessons learned already captured through the 2020 Annual Review.
* The exercise will dive deeper into the programming experience and learning, wherease the 2020 exercise covered to a great extent the adjustments made in terms of deliver modality of ESARO’s mandate.

**METHODOLOGY**

The development of the “Compendium of Lessons” will be conducted in the most 'light-touch’ approach as possible, to reduce time-consuming meetings requested upon staff members.

* The exercise will use a combination of methods (surveys and discussions). This is to be suggested by the consultant and finalized in consultation with the ESARO team.
* Conclusions of the recent ESAR regional network meetings (and other regular meetings) will be fully utilized to avoid a duplication of deliberations.
* The draft compendium will be circulated amongst the COs to triangulate the viewpoints.
* An agreed number of consultations with sections will take place both bilaterally and jointly with multiple sections to ensure the compendium’s perspectives are taken in a participatory manner.
* A half-day virtual consultation will be organized with all concerned section heads to have a preliminary validation of findings before the ‘All Staff’ Annual Review.
* Presentation at All Staff Meeting of the key findings and strategic directions, to get validation from all staff and the Regional Director.

**SUPERVISION AND MANAGEMENT**

The contract will be managed by ESA Regional Chief of Programme Planning and Monitoring as direct supervisor of consultancy. The substantive work of the consultant will be guided by a steering group of ESARO composed of the leadership of the Deputy Regional Director (DRD) and technical steering/oversight of select regional advisors.

**DURATION OF CONSULTANCY**

The consultancy will take approximately 30 working days between 13 September and 31 December 2021.

**PAYMENT SCHEDULE**

Payments will be based on timely and quality deliverables as outlined below and cleared by PPM section to be invoiced with the Final Report.

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| **Deliverables** | **Duration (Estimated no. of Days)** | **Timeline/Deadline** | **Schedule of payment** |
| Inception report, including methodology and timeline | 5 days | 30 September | 20% |
| Consultations with participating sections  | 5 days | 31 October |  |
| Draft compendium of lessons document  | 10 days | 30 November | 40% |
| Presentation of key findings at annual review with ppt  | 5 days | 10 December |  |
| Final document incorporating feedback of technical reviews and the annual review | 5 days | 20 December | 40% |
| **Total** | **30 days** |  | **100%** |

**Conditions**

* As per UNICEF policy, payment is made against approved deliverables. No advance payment is allowed unless in exceptional circumstances against bank guarantee, subject to a maximum of 30 per cent of the total contract value in cases where advance purchases, for example for supplies or travel, may be necessary.
* The consultant selected will be governed by and subject to UNICEF’s General Terms and Conditions for individual contracts.
* Performance will be evaluated considering quality of deliverables, consultation with stakeholders, timeliness of deliverables of and comprehensiveness of work as defined in the terms of reference.
* The consultant may not publish or disseminate Reports, data collection tools, collected data or any other documents produced from this consultancy without the express permission of and acknowledgement of UNICEF.
* The consultant will be required to clearly identify any potential ethical issues and approaches, as well as the processes for ethical review and oversight of the evaluation process in their proposal

**KEY SKILLS & QUALIFICATIONS**

* Masters (required) or Advanced Degree (Ph.D. desirable) in the development field, including social sciences, programme planning, monitoring and evaluation, statistics, or demography
* At least 10 years of progressively responsible professional work experience at national and international levels in conceptualizing, designing and implementing reviews of large-scale programmes in developing countries, including experience with both quantitative and qualitative research methods
* Good knowledge of development and programme issues, especially with children’ issues and UNICEF’s work.
* Good analysis and report writing skills
* Good facilitation skills
* Familiarity of programming in ESAR or similar context.
* Must exhibit the UNICEF Core Values of:
	1. Care
	2. Respect
	3. Integrity
	4. Trust
	5. Accountability
* Fluency in English is required. Knowledge of other languages used officially in countries of the region an asset (especially French and Portuguese).
* Demonstrated ability to produce high quality evaluation and/or analytical research reports
* Knowledge and experience in working with development programs where gender issues are mainstreamed, and which utilize child and human rights-based approaches
* Proven ability to: (i) handle multiple tasks under pressure with short deadlines; (ii) ability to work independently, seeking guidance on complex issues; and (iii) excellent interpersonal skills, proven team orientation and the ability to work across unit boundaries.

**Competencies**

* Builds and maintains partnerships
* Demonstrates self-awareness and ethical awareness
* Drive to achieve results for impact
* Innovates and embraces change
* Manages ambiguity and complexity
* Thinks and acts strategically
* Works collaboratively with others

**RISKS**

The consultancy assignment does not pose any notable risks; however, should any arise, a relevant response and mitigation actions will be defined.

**ADMINISTRATIVE ISSUES**

The consultant should perform the work using his/her own resources (e.g. computer, internet connection) and will not be provided with a working space. The work will be performed remotely/home-based. The Consultant will, therefore, be available for calls and skype meetings while working remotely.

**CONDITIONS**

The candidate selected will be governed by, and subject to, UNICEF’s General Terms and Conditions for individual contracts. The work can be performed remotely/home-based. All products and data developed and collected for this agreement are the intellectual property of UNICEF. The consultant may not publish or disseminate the final report, or any other document produced from this work without the express permission and acknowledgement of UNICEF.

**HOW TO APPLY**

Interested and qualified candidates are requested to apply online using link provided and attach the following

1. Cover letter describing motivation for the consultancy.
2. Expression of interest (EOI) demonstrating understanding of the terms of reference and proposing the consultant’s approach to the assignment.
3. Curriculum Vitae
4. Quoted daily fees in US$
5. Confirmed availability to start 13 September 2021

Incomplete applications will not be considered