

**TERMS OF REFERENCE FOR INDIVIDUAL CONSULTANTS**

<b>Funding Code:</b>  2700/A0/07/880/001 SC180194	<u><b>Type of engagement</b></u>  International	<b>Duty Station:</b>  Malaysia
<b>Included in Annual/Rolling Workplan:</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No, please justify:		
<b>Purpose Assignment (Title):</b> UNICEF Malaysia Rights and Results Programming (RRP) technical support to facilitate the 2026-2030 Country Programme Development (CPD) Planning retreats and their preparatory work.		
<b>Background</b>  Malaysia has made significant strides since its independence in 1957, transitioning successfully from a commodity-based economy to one that is diversified and industrialized. A tremendous increase in gross domestic product per capita and tangible reductions in poverty have accompanied this transformation. Socio-economic indicators, such as life expectancy and infant mortality rates, have also improved considerably, reflecting the country's commitment to enhancing the quality of life for its citizens. Malaysia is home to 33.38 million people, with an estimated 9.13 million children. Among those children, 1 in 20 has a disability. Malaysia is a culturally diverse country, with approximately 55 per cent of its citizens Malay, 14 per cent Bumiputra (indigenous), 23 per cent Chinese and 8 per cent Indian. Approximately 8.2 per cent of the population, including 4.2 per cent of the children, are non-citizens. The country is highly urbanized, with nearly three in four people living in an urban area.  While substantial progress has been made in the country on child rights over the past several decades, the COVID-19 pandemic halted or reversed progress on some key indicators. As the country strives toward achieving High Income Country (HIC) status, UNICEF aims to support the government to ensure that development progress is accessible for all children in Malaysia.  UNICEF Malaysia is approaching the last year of its 2022-2025 Country Programme implementation. The current Country Programme was designed with a vision to deliver positive change for the most vulnerable and marginalized children in Malaysia by: (a) reducing child poverty; (b) improving child health and nutrition outcomes; (c) improving education outcomes; (d) enhancing adolescent psychosocial well-being and participation; and (e) reducing levels of violence against children and institutionalization of children. The current programme structure prioritizes two components: child well-being, equity and inclusion; and ending violence against children. A programme effectiveness component includes communication and public advocacy, communication for behaviour and social norm change, knowledge, monitoring and evaluation and technology for development.  In 2024, UNICEF Malaysia is preparing to design the 2026-2030 Country Programme, engaging in a purposeful, effective and strategic planning process at the country level, which will entail reflecting on existing analysis to shape programme choices, prioritize interventions, define the pathway towards change, and articulate desired results vis à vis resources, through a consultative and time-bound process. The new Country Programme will be UNICEF's primary means of achieving its mandate to advance the realization of child rights for all children in Malaysia, including the most marginalized, in support of national and global development priorities as well as humanitarian imperatives.		

The importance of developing a strategic, highly impactful, high-quality country programme that builds on UNICEF’s comparative strengths and is responsive to the country context cannot be over-emphasized. Achieving these objectives requires a purposeful, effective and dynamic programme planning and design process that builds a clear vision and galvanizes action, both within the organization and across a range of partners and stakeholders.

For this process to be successful, UNICEF Malaysia plans to recruit a consultant with expertise on Rights and Results Programming (RRP) which can offer technical expertise to UNICEF programme sections and facilitate the 2026-2030 Country Programming Planning retreats in 2024, following updated global guidance on RRP.

**Start Date: 9/25/2024**

**End Date: 12/15/2024**

**Contract Manager:** Siow Ling Lee, PME Specialist

**Scope of Work:**

This consultancy will involve facilitation and support in the processes of prioritization, development of theory of change, articulation of the Rights and Results Plan as well as facilitation in these processes in the context of the CPD retreats (Retreat 1 and Retreat 2) UNICEF Malaysia will organize in October and November 2024.

The expected scope of work include:

- Support to UNICEF Malaysia’s Planning, Monitoring and Evaluation (PME) and Programme teams to apply RRP concepts into the development of the new Country Programme Document (2026-2030), especially in the identification of priorities, refining existing causality and bottleneck analyses and supporting the development of sector-specific theories of change, in line with the most updated UNICEF RRP global guidance. Such support will be provided via physical facilitation of the CPD retreat series: 1. CPD Retreat 1 on Prioritization (16-18 October); CPD Retreat 2 on Theory of Change (26-28 November); as well as technical guidance for UNICEF to sharpen the focus and value proposition in the new country programme cycle.
- For the facilitation of the two CPD retreats, the location for both retreats will be in Kuala Lumpur. The scope entails:

<b>CPD Retreat 1 on Prioritization (16-18 Oct)</b>	<b>CPD Retreat 2 on Theory of Change (26 – 28 Nov)</b>
<ul style="list-style-type: none"> <li>• Refine the agenda of CPD Retreat 1 in collaboration with the PME Team</li> <li>• Provide strategic guidance to PME Team and the management team on the prep work before the retreat, including the approach and methodology used to distill the prioritized issues per dimension, in line with the updated global guidelines and lessons learned from piloted countries in the region</li> <li>• Lead and facilitate the CPD retreat 1, include team building activities to be planned as part of</li> </ul>	<ul style="list-style-type: none"> <li>• Based on outcomes of the Retreat 1, refine the agenda for Retreat 2 in collaboration with the PME Team</li> <li>• Provide strategic guidance to PME Team and the management team in the context of TOC, including the approach and methodology used to distill the prioritized issues per dimension, in line with the updated global guidelines and lessons learned from piloted countries in the region</li> </ul>

<p>the retreats' agenda and in close collaboration with Staff Association, with the objective of creating a space of trust and collaboration among teams</p> <ul style="list-style-type: none"> <li>• Clinic sessions to support programme teams in refining the causality analysis and TOC.</li> </ul>	<ul style="list-style-type: none"> <li>• Lead and facilitate the CPD retreat 2, include team building activities to be planned as part of the retreats' agenda and in close collaboration with Staff Association, with the objective of creating a space of trust and collaboration among teams</li> <li>• Clinic sessions to support programme teams in refining the TOC and RRP.</li> </ul>
---	---

**Deliverables**

Work Assignments Overview	Tangible Deliverables	Delivery Deadline	Estimated percentage OR fixed fee
<b>CPD Retreat 1 (Prioritization)</b>			
<p><u>Preparatory work (4 days)</u>, to provide technical inputs to PME and Programme teams in reviewing Prioritization Matrix, and discuss the approach and methods for Retreat 2, including refining the retreat agenda. This is to be carried out online between 9<sup>th</sup> to 12<sup>th</sup> October, and in-person 14<sup>th</sup> to 15<sup>th</sup> October.</p>	<p>Agenda and slides for the CPD Retreat 1</p>	<p>15 October 2024</p>	<p>4 days</p>
<p><u>CPD Retreat 1 Facilitation (3 days)</u> on 16<sup>th</sup> to 18<sup>th</sup> October, including a meeting to align workshop with the CPD narratives.</p> <p>After the workshop, submit Retreat 1 Report, including methods used, highlighting key insights and recommendation/way forward for the CPD.</p>	<p>Physical facilitation sessions and meetings CPD Retreat 1 Report</p>	<p>25 October 2024</p>	<p>3 days</p>

<p><u>Online clinic session with programme team (15 hours)</u>, to support programme teams in refining the causality analysis and TOC, between 21<sup>st</sup> October to 17<sup>th</sup> November.</p> <p>Submit one report upon completion of all clinic sessions, to highlight key insights and recommendations provided in each session.</p>	<p>Online clinic sessions conducted Clinic Session Report</p>	<p>22 November 2024</p>	<p>15 hours (~2 days)</p>
<b>CPD Retreat 2 (TOC)</b>			
<p><u>Preparatory Work (3 days)</u>, to provide technical inputs to PME and Programme teams in reviewing TOCs, and discuss the approach and methods for Retreat 2, including refining the retreat agenda.</p> <p>This is to be carried out online between 18<sup>th</sup> to 24<sup>th</sup> November, and in-person on 25<sup>th</sup> November.</p>	<p>Agenda and slides for the CPD 1 retreat</p>	<p>25 October 2024</p>	<p>3 days</p>
<p><u>Retreat 2 Facilitation (3 days)</u> on 26<sup>th</sup> to 28<sup>th</sup> November, including a meeting to align workshop with the CPD narratives.</p> <p>After the workshop, submit Retreat 2 Report, including methods used, highlighting key insights and recommendation/way forward for the CPD.</p>	<p>Physical Facilitation and meetings Retreat 2 report</p>	<p>05 December 2024</p>	<p>3 days</p>
<p><u>Online clinic session with programme team (10 hours)</u>, to support programme teams in refining the Results and Resources Framework, between 1<sup>st</sup> to 20<sup>th</sup> December.</p> <p>Submit one report upon completion of all clinic sessions, to highlight key insights and recommendations provided in each session.</p>	<p>Online clinic sessions conducted Clinic Session Report</p>	<p>15 January 2025</p>	<p>10 hours (~1.5 days)</p>

**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](#)

Total Estimated Consultancy fee in USD	
Airfare Travel International (if applicable)	
Airfare Travel Local (please include travel plan)	
DSA (if applicable)	
Professional Fees	
<b>Total estimated consultancy costs<sup>i</sup></b>	
<p><b>Minimum Qualifications required*:</b></p> <p><input type="checkbox"/> Bachelors <input checked="" type="checkbox"/> Masters <input type="checkbox"/> PhD <input type="checkbox"/> Other</p> <p>Advanced degree in Business administration, social sciences, statistics, development planning, or other social science field is required.</p>	<p><b>Knowledge/Expertise/Skills required *:</b></p> <ul style="list-style-type: none"> <li>At least eight years in the relevant field of planning, monitoring and evaluation. (mandatory)</li> <li>Strong and up-to-date knowledge of results-based management principles and practice (mandatory)</li> <li>Sound and up to date knowledge and expertise in human rights-based approach to programming, gender-responsive and equity-based programming, and risk informed programming.</li> </ul>

<p>*Minimum requirements to consider candidates for competitive process</p>	<ul style="list-style-type: none"> <li>• Sound and up to date knowledge of UN and UNICEF policies and practices in programme design, implementation and monitoring and reporting is an asset.</li> <li>• Knowledge and experience in development programming in the East Asia and Pacific region is an asset.</li> <li>• Experience working with UNICEF and/or the United Nations system is an asset.</li> <li>• Strong verbal and written communication skills (mandatory)</li> <li>• Proven ability to exercise analytical and conceptual thinking (mandatory)</li> <li>• Proven skills in facilitation and communication, particularly in multi-cultural settings.</li> <li>• Strong track record in supporting the elaboration (drafting) of strategic frameworks, workplans and programmes;</li> <li>• Strong track record of facilitating multi-stakeholder groups at the higher level (including with government, UN Agencies, development partners and civil society);</li> <li>• Strong track record in results-based management practice including programme design (prioritization, theory of change, results framework, results-based budgeting, programme monitoring, results reporting, etc.);</li> <li>• Proven track record in facilitating consultation with children and young people is an asset.</li> </ul> <p>*Listed requirements will be used for technical evaluation in the competitive process</p>
---	--

<p><b>Evaluation Criteria (This will be used for the <a href="#">Selection Report</a> (for clarification see <a href="#">Guidance</a>))</b></p>	
<p>A) Technical Evaluation (e.g. maximum 75 Points)</p>	<p>B) Financial Proposal (e.g. maximum of 25 Points)</p>
<p>OVERALL RESPONSE TO THE TOR (30%)</p>	
<ul style="list-style-type: none"> <li>• Demonstrated understanding of requirements, objectives and potential deliverables that may be required under future contracts</li> <li>• Overall approach, principles and methodology to support key programming excellence in UNICEF programmes</li> </ul>	
<p>2. INDIVIDUAL EXPERIENCE (35%)</p>	

- At least eight years in the relevant field of planning, monitoring and evaluation. (mandatory)
- Strong and up-to-date knowledge of results-based management principles and practice (mandatory)
- Sound and up to date knowledge and expertise in human rights-based approach to programming, gender-responsive and equity-based programming, and risk informed programming.
- Sound and up to date knowledge of UN and UNICEF policies and practices in programme design, implementation and monitoring and reporting is an asset.
- Knowledge and experience in development programming in the East Asia and Pacific region in an asset.
- Experience working with UNICEF and/or the United Nations system is an asset.
- Strong verbal and written communication skills (mandatory)
- Proven ability to exercise analytical and conceptual thinking (mandatory)

### 3. FACILITATION (35%)

- Proven skills in facilitation and communication, particularly in multi-cultural settings.
- Strong track record in supporting the elaboration (drafting) of strategic frameworks, workplans and programmes;
- Strong track record of facilitating multi-stakeholder groups at the higher level (including with government, UN Agencies, development partners and civil society);
- Strong track record in results-based management practice including programme design (prioritization, theory of change, results framework, results-based budgeting, programme monitoring, results reporting, etc.);
- Proven track record in facilitating consultation with children and young people is an asset.

#### Single Source Justification

##### Note on number of qualified candidates:

For establishment of Long-Term Agreements -> Minimum 3 **qualified** candidates

For competitive selection from Rosters -> Minimum 3 **qualified** candidates

Other competitive selection processes (Including Low Value Contracts) -> Minimum 2 **qualified** candidates

#### Justification (only applicable if waiver for competition):

<p><b>Administrative considerations:</b></p> <p><b>Office Space</b></p> <p>Consultants are responsible for their own time management. The time invested for each deliverable is at discretion of the consultant, in consultation with the supervisor. Consultants will not have a designated space to work from the Office. Consultants can visit the office for meetings only.</p> <p><b>Equipment</b></p> <p>Consultants must have their own equipment, tools and materials needed to perform their services. They will use their own laptops/computers, any application or system needed to complete the assignment. This applies to facilitators as well, that may need flipcharts, facilitation cards, any printed material, etc. They need to provide the full service without using UNICEF resources</p>	<p><b>Special Administrative Requests</b></p> <p><input type="checkbox"/> Visa assistance required (only applicable for international advertised consultancies)</p> <p><input type="checkbox"/> UNICEF Email</p> <p>Justify:</p>
---	--

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

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 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.

---