

# TERMS OF REFERENCE FOR INDIVIDUAL CONSULTANTS/ CONTRACTORS



<b>Title of contract/consultancy:</b>	Technical Support for Medium Term Review (MTR)
<b>Type of engagement:</b>	<input checked="" type="checkbox"/> Consultant <input type="checkbox"/> Individual Contractor
<b>Workplace of Consultancy / Location:</b>	Remote with 1 visit to Belize
<b>Duration:</b>	48 days
<b>Start Date:</b>	2/5/2024
<b>End Date:</b>	5/15/2024
<b>Requesting Section:</b>	Programme Coordination
<b>Supervisor:</b>	Alison Parker, Representative

**Fields containing an asterisk (\*) will be used to advertise the consultancy**

## **BACKGROUND (\*)**

UNICEF Belize's Programme Cooperation current cycle covers the period 2022-2026, and as such, entering its third year. The Belize Country Office (BCO) has opted to implement a Mid-Term Review to refine and sharpen the focus of the country programme and make adjustments as necessary, to accelerate the achievement of the results for children. Its primary purpose is to review the progress achieved to date towards the expected results of the country programme as outlined in the CPD and the Programme Strategy Notes; to take stock of changes in the programming context, and to review the performance of the country office in implementing programme strategies and principles underlying the country programme. The MTR is a key opportunity to document evidence of "what works" in achieving and sustaining results, with emphasis on the most disadvantaged and excluded children, and to identify areas that can be strengthened or revised.

The BCO MTR will be used as an opportunity to address the following internal and external changes at global, regional and national levels.

- The need for acceleration of the SDG agenda and alignment with the newly emerged national commitments enshrined in the Medium-Term Strategic Plan 2022-2026 and the Statement of Belize's Prime Minister at the SDG Summit 2023, highlighting the Special Education Policy, investment in Early Childhood Development, a costed Social Protection Strategy, including the Social Protection Floor and accompanying institutional mechanisms, School Feeding Programme, National Digital Agenda, and National Strategy for Advancing Statistical Development.
- Ensuring alignment with the new UNICEF Strategic Priorities 2022-2025, Global and Regional Advocacy Priorities, such as EVAC, Mental Health and Climate and Water.
- Building on the solid evidence generated and strategies and roadmaps developed in the past 2 years, maximising UNICEF's added value in Belize and focusing on integrated approaches in delivering the results for children and communities.
- Taking into consideration the new programmes for which BCO has mobilized resources and gained expectations from the Government, such WASH in the Communities, Climate Change and DRM, and strengthened shock responsiveness of social systems.

- BCO implemented several pilots and/or innovative initiatives (Cash transfer programmes using digital payments for migrant children and nutritional outcomes for children; upgrade of school WASH facilities based on the WASH assessments, an innovative partnership with Women’s Parliamentary Caucus, GIGA, Think Equal and GPE, innovative approaches in health such as Quality Improvement App, Vaccine Monitoring App, Remote Temperature Monitoring System for Cold-Chain Equipment, georeferenced mapping of Community Health Workers) which have progressively demonstrated their strategic potential and may need to be highlighted in a revised framework and potentially brought to scale.
- Repositioning emergency programming to make it more systemic and resilient, factor increasing migration concerns and enhance UNICEF’s support in the post-amnesty era.
- Building on the new partnership with the Ministry of Sustainable Development, Climate Change and Disaster Risk Management (MSDCCDRM) enhanced efforts of UNICEF that are needed to build resilience and mitigate the impact of climate change on children.
- Internal adjustments: Since the implementation of the current country programme, UNICEF Belize has grown considerably both in terms of human resources and funds raised for programme implementation, the potential required changes in programme and operations structure.

The review process will be led in a participatory manner, including national/subnational government, civil society, private sector, IFIs, UN and other partners to agree on any adjustments that may be required to the country programme for the remaining period of the programme cycle. The MTR is therefore an opportunity to assess the results achieved in the first two years of the Country Programme, lessons learned, and propose programme adjustments, relating in particular to the outputs, strategies, resource allocation and office structure. The conclusions of the MTR, including the lessons learned, will be incorporated into the planning of the remaining period of the Country Programme and inform the planning of the next cycle.

#### **PURPOSE/SCOPE OF ACTIVITY/ASSIGNMENT (\*)**

The purpose of this consultancy is to provide support for the proposed MTR of the UNICEF Belize Country Programme (2022-2026) aimed at sharpening the focus of the country programme to be fully aligned with the evolving priorities of the Government of Belize (GOB) and remain affordable and effective, making necessary adjustments to the envisaged programme results, targets, strategies, human resource, and delivery modalities of the country programme.

#### **KEY EXPECTED RESULTS (\*)**

3.1. Conduct a light assessment of the implementation of the country programme in the first two years (2022-2023) against its outcome/output indicators, change strategies and enablers and review the alignment against the GOB’s priorities and UNMSDCF (2022-2026).

- Review progress against country programme results indicators
- Facilitate sectoral/inter-sectoral consultations with UNICEF Belize team on the use of programme strategies and enablers, its successes and challenges in the country context
- Identify critical emerging issues in the country programme context that need to be addressed
- Review the alignment of the country programme outcome/output result areas, targets and strategies against the UNMSDCF and the MTSP, and other major sector plans and priorities
- Identify specific and necessary areas of adjustments that need to be made in the 2022-2026 country programme results and strategies to be fully aligned with the GOB priorities, UNMSDCF including the ToC, results framework elements and strategies
- Facilitate, coordinate and document internal consultations with UNICEF Belize staff and undertake targeted consultations with GOB concerned authorities and in-country development partners, as defined by UNICEF Belize, to ensure a participatory and objective analytical process

3.2 Support for preparation and facilitation of the MTR with partners

- Facilitate the organization of Strategic Moment of Reflection (SMR) for staff

- Conceptualize and prepare background materials for the MTR based on the light assessment, conversations with the UNICEF Belize Team and consultations with the GOB authorities
- Support preparation for and facilitate 2 days of MTR discussions

### 3.3 Analysis of the affordability and effectiveness of country programme implementation

- Conduct an analysis of the funding landscape and the affordability of the country programme implementation
- Review the outcome of the above-mentioned review/adjustment of programme results, strategies and delivery modality of the country programme vis-à-vis the affordability analysis of the country programme in the latter half of the programme cycle
- Identify specific and necessary areas for fit-for-purpose adjustments that need to be made in the programmatic implementation strategies, staffing structure and non-staff delivery mechanisms for the country programme to remain affordable, sustainable and effective and efficient
- Facilitate discussions with staff to identify skillsets and competencies required to deliver the adjusted country programme results and strategies.

### 3.4 Preparation of Programme Budget Review (PBR)

- Prepare a 25–30-page MTR report
- Support the preparation of a PBR package per the requirement of UNICEF LACRO guidelines for the Technical Review Team and PBR regional committee.

## DELIVERABLES AND TIMEFRAME

The timeframe specified below is negotiable if the overall consultancy period is not affected.

Deliverables	Date of Delivery	Estimated days of consultancy
Deliverable 1: Inception report, including proposed design, methodology, review questions, and a detailed plan of the MTR process	February 2024	5 working days
Deliverable 2: Conduct a light assessment of the implementation of the country programme in the first two years (2022-2023) against its outcome/output indicators, change strategies and enablers and review the alignment against the GOB's priorities and UNMSDCF (2022-2026)		
Light assessment report and slide deck of the achievement of the country programme in the first two years (2022-2023) of implementation against its outcome/output indicators, change strategies and enablers.	February 2024	5 working days
Identify specific and necessary areas of adjustments that need to be made in the 2022-2026 country programme results and strategies to be fully aligned with the GOB priorities, UNMSDCF including the ToC, results framework elements and strategies.	February 2024	3 working days
Deliverable 3: Support for preparation and facilitation of the MTR with partners		
SMR meeting and meeting report with key issues discussed and points of agreements	March 2024	3 working days, including 1 day internal meeting
Support preparation of background materials and PPTs for the MTR based on the light assessment, conversations	March 2024	10 working days

<b>Deliverables</b>	<b>Date of Delivery</b>	<b>Estimated days of consultancy</b>
with the UNICEF Belize Team and consultations with the GOB authorities		
In-person facilitation of 2 days of MTR discussions	13-14 March 2024 Tentative	2 working days
Deliverable 4: Analysis of the affordability and effectiveness of country programme implementation		
Report of an analysis of the funding landscape and the affordability of the country programme implementation	March 2024	5 working days
Proposed adjustments of programme results, strategies, and delivery modality of country programme vis-à-vis the affordability analysis of the country programme in the latter half of the programme cycle, including staffing structure and non-staff delivery mechanisms for the country programme	March 2024	3 working days
Deliverable 4: Preparation of Programme Budget Review (PBR)		
Final MTR report not exceeding 30 pages including conclusions and recommendations for programmatic change and shift in strategic directions, based on document review, synthesis of deliberations from various meetings and engagement with staff as well as selected external stakeholders	April 2024	5 working days
PBR package per the requirement of UNICEF LACRO guideline	April 2024	7 working days

#### **PAYMENT SCHEDULE**

Payment will be made upon successful completion of each deliverable, as per the schedule agreed to at the signing of the contract, and after certification by UNICEF. Below is the proposed schedule of payment.

<b>Activity</b>	<b>The amount to be paid</b>
Inception report	20% of total consultancy fee
Light assessment report and identification of proposed adjustments, background paper for the MTR, SMR report	30% of total consultancy fee
In-country facilitation of the MTR and travel to Belize	30% of total consultancy fee

Activity	The amount to be paid
MTR report and PBR package	20 % of total fee will be paid at the end of the satisfactory and approved MTR report.

UNICEF reserves the right to withhold up to 30% of the total fee in the case that the deliverables are not submitted on schedule or do not meet the required standard. Copyright and ownership of all documents produced will remain with UNICEF.

**TYPE OF SUPPORT TO BE PROVIDED BY UNICEF**

Discussions on contract work assignments and deliverables will be provided by the contract supervisor. The contract supervisor will be available, as/when required, to provide comments on submitted outputs promptly. BCO will be providing the consultant with the necessary documents for desk review and logistical support for consultative and review meetings.

**QUALIFICATION REQUIREMENTS**

UNICEF is looking for a recognized professional with the capacity to undertake quality work within a short space of time. The consultants should have proven knowledge, expertise and experience in the area of programme reviews, mid-term reviews, country programme development as well as organisational change. The consultant should meet the following minimum qualification criteria:

- An advanced university degree (Master, PhD) in the field of development planning and financing, social science, project management or other relevant field
- Relevant working experience in UNICEF/UN with focus on planning and programme coordination
- Demonstrated experience in organizing and facilitating MTRs or similar processes
- Proven track record on successful delivery of high-quality reports and recommendations
- Relevant work experience in developing countries
- Demonstrated analytical, negotiating, advocacy, reporting and writing skills
- Previous work experience at a senior level with UNICEF is strongly preferred.

**CONDITIONS OF SERVICE (\*)**

Before commencing work, a consultant or individual contractor shall submit a statement of good health and take full responsibility for the accuracy of that statement, including confirmation that he or she has been informed of the inoculations required for the country or countries to which travel is authorized. Consultants and individual contractors shall assume all costs that may occur in relation to the statement of good health.

Consultants and individual contractors are required to certify that they are covered by medical/health insurance.

The consultant will be required to use his/her own IT equipment.

**RECOURSE (\*)**

UNICEF reserves the right to withhold all or a portion of payment if performance is unsatisfactory if work/outputs is incomplete, not delivered or for failure to meet deadlines. Performance indicators against which the satisfactory conclusion of this contract will be assessed include: timeliness/quality of submission and responsiveness to UNICEF and counterpart feedback.

## PROPERTY RIGHTS

UNICEF shall hold all property rights, such as copyright, patents and registered trademarks, on matter directly related to, or derived from, the work carried out through this contract with UNICEF.

## TRAININGS

Consultants and Individual contractors, even those working from home, must complete the following online courses prior to signature of contract. All certificates should be presented as part of the contract.

- [Ethics and Integrity at UNICEF](#)
- [Prevention of Sexual Harassment & Abuse of Authority](#)
- [Sexual Exploitation Abuse \(PSEA\)](#)

Consultants and Individual Contractors must complete the following course before commencement of any travel on behalf of UNICEF.

- [BSAFE Security Training](#)

Any consultant or individual contractor who is issued a UNICEF email address must complete the following courses no later than 30 days after signature of contract.

- [UN Human Rights and Responsibilities](#)
- [UNICEF Information Security Awareness Course](#)
- [Fraud Awareness](#)

## HOW TO APPLY (\*)

Prospective consultants will be submitting the following to apply for the position:

- a) A cover letter;
- b) Detailed Curriculum Vitae
- c) A proposal with a detailed budget inclusive of estimated travel costs and insurance.

UNICEF is committed to diversity and inclusion within its workforce, and encourages all candidates, irrespective of gender, nationality, religious and ethnic backgrounds, including persons living with disabilities, to apply to become a part of the organization.

UNICEF has a zero-tolerance policy on conduct that is incompatible with the aims and objectives of the United Nations and UNICEF, including sexual exploitation and abuse, sexual harassment, abuse of authority and discrimination. UNICEF also adheres to strict child safeguarding principles. All selected candidates will, therefore, undergo rigorous reference and background checks, and will be expected to adhere to these standards and principles.