

United Nations Children's Fund (UNICEF)  
**Bangkok, Thailand**  
*Vacancy Announcement 2020/017*

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## Expression of Interest: Results-based Management (RBM) Expert Consultants Roster

UNICEF works in some of the world's toughest places, to reach the world's most disadvantaged girls and boys. To save their lives. To defend their rights. To ensure their equality. To help them fulfil their potential.

Across 190 countries and territories, we work for every child, everywhere, every day, to build a better world for everyone.

And we never give up.

**For every child,**

UNICEF East Asia and Pacific Regional Office works to ensure the rights of all children in Thailand. This means the rights of every child living in this country, irrespective of their nationality, gender, religion or ethnicity, to:

- **survival** – to basic healthcare, peace and security;
- **development** – to a good education, a loving home and adequate nutrition;
- **protection** – from abuse, neglect, trafficking, child labour and other forms of exploitation; and
- **participation** – to express opinions, be listened to and take part in making any decisions that affect them

**How can you make a difference?**

The Programme and Planning Section, UNICEF East Asia and Pacific Regional Office (EAPRO) is seeking applications to a roster for individual consultants to provide technical support on the RBM.

**Nature of Consultancy:**

UNICEF continues to strive towards a strong culture and practice of results-based management (RBM). It means planning and tracking the achievement of results to support more effective programming, more efficient resource use, greater accountability and more compelling reporting. Results-based management relies on evidence-based decision-making. The building blocks of RBM include the situation analysis that lays the foundation for well-articulated theories of change, the identification of measurable results and risk responsive strategies, and the systematic monitoring and reporting of the programmes' progress and evaluation.

UNICEF East Asia and Pacific Regional Office (EAPRO) plays a key role in terms of oversight, technical support and quality assurance of programming in the region. In order to strengthen its support to country offices at key milestones of the programming cycle to strengthen RBM including strengthening of country office capacity, EAPRO is seeking to establish a roster of individual consultants that has the right qualifications and capacities to

support UNICEF offices in EAP region. Country Office support is sought during the following key programming milestones:

- **Programme Analysis:** Throughout the programming cycle, it is crucial to UNICEF for periodically analyse the situation of children as well as review evidence on programme effectiveness as well as identification, validation and documentation of good practices, lessons learned, and innovative approaches in furthering child rights. Such analysis is crucial to ensure evidence-based decision-making as part of the programme design and implementation. This consists not only the compilation of evidence but also further analysis and consultation with stakeholders in line with UNICEF's commitments to human rights-based approach, gender-sensitive, equity-based and risk-informed programming. This phase may also involve supporting to the UN Common Country Assessment.
- **Programme design:** This involves facilitation and support in the processes of prioritization, development of theory of change, articulation of the programme structure, consultation with partners, and drafting of the country programme as well as facilitation in the design of the management structure. This includes support in drafting of the programme strategy notes, country programme document, and country programme management plan, including resource and capacities needs. It can also involve support to the UN Country Team in the design of the UN Sustainable Development Cooperation Framework.
- **Programme monitoring and review:** This phase involves support to any significant review of programming due to change in programming context, including mid-term reviews and evaluability assessment. Support involves facilitation of the review process, specific programming analysis, gathering of evidence on programming performance, as well as facilitation of consultation with key stakeholders. This can also involve support to offices in the review of their results and/or management structure and programme strategies. This may also involve conducting assessment of the alignment of programming with key programming excellence principles.
- **Capacity strengthening for RBM:** This involves training both staff and partners on results-based management as well as key programming excellence principles and practices such as the human rights-based approach to programming, risk-informed programming, monitoring, evaluation and reporting.

#### Work Assignment:

The roster is being established to facilitate fast-tracking contracting by the regional office (RO) and country offices (COs) in East Asia and Pacific region. For each specific assignment, a detailed ToR specific scope of the assignment and tasks will be developed by the contracting office.

The roster will be established against the following service categories which are based on the type of expertise required to support country offices in key programming milestones. As an effective support will require a wide range of expertise and skillset across service categories, UNICEF in EAPR is particularly interested in consultancy that can provide seamless assistance through the planning and programming cycle, accompanying offices through key milestones.

#### A. Programme analysis

This service category covers the compilation, review and analysis of key evidence and data on the situation of children as well as the identification, validation and documentation of "good practices, lessons learned, case studies and innovative approaches" in furthering child rights. These analyses will contribute to improving the understanding of decision-makers of the status of children's rights; support programme

planning; and strengthen capacity to monitor the situation of children. It may also contribute to the programme design process within the UN, including to the Common Country Assessment (CCA).

Key tasks and deliverables would typically include:

- Inception phase: Development of methodology and work plan for analysis.
- Desk review: Catalogue, review and synthesize secondary data and analysis sources, noting data gaps.
- Additional data collection: Conduct key informant interviews, focus group discussions and/or consultative meetings and workshops (using UNICEF conceptual frameworks and analytical tools such as causality analysis, role pattern analysis and/or barrier and bottleneck analysis, etc.).
- Analysis report: Elaborate the programme analysis (situation analysis) and revising as required through review with CO, Regional Office and Peer Review.
- Validation: Present the results of the analysis, in cooperation with Country Offices, to key stakeholders.
- Closure: Deliver a final high-quality report (included editing and formatting).

## B. Facilitation

This service category involves the preparation, organization and facilitation of key programme design and review events, including strategic moment of reflections, prioritization and planning exercise (including annual planning exercise), theory of change workshops, consultation with key stakeholders (including children and young people), and programme review meetings (both annual review and mid-term review meeting). This covers both internal discussions/workshops and external meeting involving a range of stakeholders including government, civil society, development partners, communities and children/young people.

Key tasks and deliverables would typically include:

- Preparation: Review of documentation, drafting agenda and identification of key methodology used for facilitation, consultation with key internal and external stakeholders and articulation of key deliverables.
- Facilitation: Actual facilitation of key programming events, including explaining specific methodology used, summarizing discussions and compilation of action points or outcome of discussions.
- Reporting: Draft and deliver meeting report highlighting key points and outcomes of discussions.

## C. Compilation and drafting of programming documentation

This service category covers the preparation and drafting of key programming documentation, particularly the programme strategy notes (PSN), country programme document (CPD), country programme management plan (CPMP), UN Sustainable Development Cooperation Framework (UNSDCF), Mid-Term Review, and other key programme documentation (Annual/Rolling Management Plan; Country Programme Action Plan; Annual/Donor Report) as per UNICEF and/or UN Guidance. This includes coordinating the compilation/review of results and resources frameworks, clear articulation of theory of change (both narrative and graphic illustration), ensuring coherence and adherence to UNICEF guidelines.

Key tasks and deliverables would typically include:

- Preparation: Support to preparation of documentation, including preparation of templates, review of existing documentation, articulation of guidance and consultation with key stakeholders.
- Compilation: Coordination and compilation of inputs from a range of teams, further consultation with stakeholders as necessary.
- Drafting: In line with UNICEF/UN global guidance, draft documentation in close collaboration with relevant stakeholders.

<ul style="list-style-type: none"> <li>• <u>Validation and finalization</u>: Consult with relevant country office stakeholders, integrate inputs from regional office and other key reviewers.</li> </ul>
<b>D. Quality assurance and assessment</b>
<p>This service category involves reviewing a range of programming documentation to quality assure the application of key results-based management and programming principles, including programme design documentation, workplans, monitoring reports, result reporting, donor proposals and reports, and other programming documentation. It also covers the technical assessment and review of RBM practice within an office, such as the review of monitoring systems.</p> <p>Key tasks and deliverables would typically include:</p> <ul style="list-style-type: none"> <li>• <u>Inception phase</u>: Development of scope, methodology and work plan for analysis.</li> <li>• <u>Desk review</u>: Collect, review and analyse key documentation in line with agreed methodology.</li> <li>• <u>Consultation and validation</u>: Consult with key stakeholders to seek additional inputs and validate findings from quality review.</li> <li>• <u>Reporting</u>: Draft and deliver high-quality report identifying key areas for improvement and with practical recommendations.</li> </ul>
<b>E. Capacity development</b>
<p>This service category includes training staff and partners on results-based management and programming excellence principles including human rights-based approach to programming, gender and risk-informed programming. This will be based on UNICEF developed training packages.</p> <p>Key tasks and deliverables would typically include:</p> <ul style="list-style-type: none"> <li>• <u>Preparation</u>: Meeting with key stakeholders to assess scope and content of training, conduct pre-workshop learning need assessment, review of relevant documentation, and drafting agenda</li> <li>• <u>Facilitation/training</u>: Actual facilitation of learning workshop using innovative, interactive and engaging methodologies,</li> <li>• <u>Reporting</u>: Draft and deliver a training report highlighting lessons learned, specific outcomes relevant for future follow up and other relevant observations.</li> </ul>

## Work Schedule and End Product:

The following reporting requirements are foreseen:

- **Inception Report** (following the contracting of specific, subject to requirements from the contracting office): The consultant should provide an initial inception report that confirms the work plan for the duration of the contract, a calendar for deliverables and methodologies for completion of the process (as well as other elements required for Situation Analysis).
- **End of Contract Report** (following the completion of deliverables, subject to requirements of the contracting office): The consultant should provide a summary report to confirm the list of deliverables and highlights any challenges or recommendations for the future workplan.

Contract deliverables will be identified in the terms of reference of specific work assignment.

**Estimated Duration of Contract:** 11.5 months with possibility of extension upon the need of assessment.

**Official Travel:** Travel may be required in discussion and agreement with contract's supervisor.

To qualify as an advocate for every child you will have...

- Advanced degree in the social sciences (sociology, anthropology, development studies), Economics/Statistics or related fields relevant for the assignment.
- At least eight years in the relevant field of planning, monitoring and evaluation.
- Strong and up-to-date knowledge of results-based management principles and practice.
- 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.
- Proven ability to exercise analytical and conceptual thinking.
- Computer skills, including internet navigation, and various office applications.

Service categories	Specific qualification requirements
<b>A. Programme analysis</b>	<ul style="list-style-type: none"> <li>• Strong track record of conducting major meta-analyses, with an understanding of the elements quantitative and qualitative research methods.</li> <li>• Proven track record of delivering high quality analytical briefs, making effective use of infographics, and other visual aid.</li> <li>• Strong understanding of children's issues and rights-based approaches.</li> </ul>
<b>B. Facilitation</b>	<ul style="list-style-type: none"> <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>
<b>C. Compilation and drafting of programming documentation</b>	<ul style="list-style-type: none"> <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.), monitoring and reporting.</li> <li>• Strong track record in supporting the elaboration (drafting) of strategic frameworks, workplans and programmes.</li> <li>• Proven track record of strategic and detailed work planning with UNICEF, UN Agencies and/or governments.</li> <li>• Familiarity with the latest UNICEF and UN programming policies and guidance is highly desirable.</li> </ul>

<b>D. Quality assurance and assessment</b>	<ul style="list-style-type: none"> <li>• Strong track record in terms of performing quality assurance and assessment related to programme documentation.</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.), monitoring and reporting.</li> </ul>
<b>E. Capacity development</b>	<ul style="list-style-type: none"> <li>• Strong track record of training and furthering adult learning processes – including by developing or contributing to guidance, face-to-face training packages and/or tools.</li> <li>• Strong track record in training and facilitating learning opportunities on results-based management.</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.), monitoring and evaluation.</li> <li>• Familiarity with UNICEF RBM training package is an advantage but is not essential.</li> </ul>

**Application process:** Interested applicants are requested to submit Application Package and Expression of Interest by **19 April 2020** detailing:

- Qualification and technical capacity (CV/P-11)
  - A cover letter indicating which areas of expertise you are applying for. Applicants may indicate expertise more than one area.
- Areas of Expertise:
- Group A: Programme Analysis
  - Group B: Facilitation
  - Group C: Compilation and drafting of programming documentation
  - Group D: Quality assurance and assessment
  - Group E: Capacity development
- Full contact information of minimum 2 references
  - Availability
  - Proposed daily professional fee in USD

**For every Child, you demonstrate...**

UNICEF's core values of Commitment, Diversity and Integrity and core competencies in Communication, Working with People and Drive for Results.

View our competency framework at [http://www.unicef.org/about/employ/files/UNICEF\\_Competencies.pdf](http://www.unicef.org/about/employ/files/UNICEF_Competencies.pdf)

Only shortlisted candidates will be contacted and advance to the next stage of the selection process.

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*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 be expected to adhere to these standards and principles and will therefore undergo rigorous reference and background checks. Background checks will include the verification of academic credential(s) and employment history. Selected candidates may be required to provide additional information to conduct a background check.*

**Remarks:**

Only shortlisted candidates will be contacted and advance to the next stage of the selection process.

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.