

**Terms of Reference for P4-TA Integrated Programming Manager**

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| **Position Title:** | Programme Manager (Integrated Programming) |
| **Level** | International (P4 Level) |
| **Location:** | Lilongwe, Malawi |
| **Duration:** | 1 year (364 days) |
| **Start Date:** | 1 May 2019 |
| **Reporting to** | Deputy Representative |

# Purpose of the job

UNICEF Malawi during its previous Country Programme (CPD) 2012- 2018 worked to enhance integrated programming and team-work across sectors. While there were some limited successes, progress was limited by structural issues in terms of the set-up of the office and country structure and the lack of institutionalized systems fostering integration.

Using Human Centred Design Thinking the Malawi Office has developed a new CPD (2019-2023) that is very integrated and has a results structure that is no longer sectoral. It contains three programmatic pillars: 2 Pillar focusing on the life cycle of a child (0-6, school age 7-18) and one pillar focusing on the enabling environment along the socio-ecological model (child friendly and resilient communities).

The CPD and the subsequent Country Programme Management Plan (CPMP) have institutionalized integration into the structural design of UNICEF Malawi. This includes the placement of integrated staff within the sections where they will contribute to the results of the respective pillars. These integrated staff will have clear responsibilities and accountabilities. A Change Management Consultant has been engaged to support this process.

In addition to an integrated approach to programming, UNICEF Malawi in line with the UNDAF are reviewing the approach to capacity development in Malawi. The key for UNICEF Malawi is the roll out of the strategic actions, emanating from the study into doable actions for programme results. This includes the professionalization of training in certain sectors toward the achievement of programmatic results.

UNICEF Malawi would like to engage an Integrated Programming Manager who will contribute to the tasks necessary to move ahead on the phasing of the integrated approach while ensuring optimal programme quality, and the roll out of a comprehensive plan for capacity development. This will include a) participation in the Change Management process and assisting the office in the design and roll out of tools that will help staff/teams deliver results and b) review of capacity development assessment and the operationalization of the recommendations into a clear plan of action for the office. The work will draw from the design of the UNICEF CPD/CPMP and the UNDAF and build on the programmatic shifts from sector-based interventions to pillar based outcomes/outputs and the shifts in capacity development across the UN system.

In addition to and dovetailing from the above tasks, due to changes at Global level, the Integrated Programming Manager will be responsible for coordinating the drafting of the UNICEF Malawi Country Office Annual Report and proofing of results in RAM to consolidate achievements during 2019 which is submitted for inclusion in the UNICEF Global Annual report; and will support integrated annual planning for 2020.

# Key Expected Results

**Result 1: Coordinate and document roll-out of integrated programme management**

* Coordinate and quality assure the work of the Change Management Consultant;
* Manage the Change Management Group (Change Leadership Team);
* Track progress of the Change Management process and propose course-correction if necessary;
* Work with the various Task Teams on the different elements of the change management approach and ensure linkages and coherence in proposed design and implementation;
* Identify training needs of affected staff for the transition from sector-based programming to structured integrated program;
* With a focus on pillar two, review and analysis structure as per the CPMP (including job descriptions) and propose methodology for management of integrated programme planning and implementation;
* Support and document the roll-out of all Task Teams;
* Support the roll-out of the Developmental Evaluation;
* Support the roll-out of all Agile Projects;
* Produced documentation of the Change Management process for various audiences as required.

**Result 2: Lead on the development and roll-out of an integrated approach to professionalization**

* Together with Pillar 1, co-lead the setting-up and running of the Task Team on Professionalization;
* Co-manage the Task Team on Professionalization;
* In close collaboration with the Task Team on Professionalization:
  + Carry out a desk review of main areas of capacity development within the Malawi Country Programme with focus on key staff across all Pillars ie: HSAs, Community Workers, District staff, teachers
  + Working with the sections (pillar focus), identify areas for professionalization of training and propose methodologies to achieve this (away from workshop culture)
  + Assist the pillars in the preliminary design of approach (including methodologies and costing) to roll out professionalization in key sectors.
  + Support mapping of other development partners approach and investment in capacity development in Malawi with a focus on key groups and districts.
* Where necessary mentor key managers with direct reporting responsibility for matrixed staff.

**Result 3: Quality assurance of mid-year and end-year integrated reporting (RAM /SMQs (RBM, coherence, gender), and preparation of the Annual Report 2019**

* In close cooperation with PPM, lead the production of the Annual Results Report (compile UNICEF staff inputs and other materials and draft, copy-edit and fact-check the overall report);
  + Desk review of donor reports, studies, and evaluations submitted in 2019;
  + Liaise/initiate with Section focal points in writing the key components of first draft of Annual Result Report: a) overall trends with reference to the list of relevant global data sources; b) in-depth analysis of year 2019 implementation; c) global and regional outcomes- success and challenges; d) impact of outcomes and outputs that links to a broader change; e) highlights of selected innovative strategic decision that led to cost efficiency and economies of scale of strategic interventions in catalysing and creating impact in delivering results
  + Correlation of information including verification of statistical results and data
  + Prepare first draft, subsequent drafts and final version of the Annual Results Report; including fact-checking and proof-reading; highlight the results in line with the overall global and regional outcomes and the successes/challenges in key indicators for 2019;
  + Provide final draft to management for endorsement.
  + Review and incorporate comments from ESARO produce final version for approval.
* Provide technical support to pillars on integrated mid-year and end-year RAM reporting;
* Provide technical support to sections for the production of thematic reports;
* Provide quality assurance of RAM, SMQs, thematic reports with focus on RBM, coherence, and gender equality.

**Result 4: Quality assurance of integrated annual planning for 2020**

* In close cooperation with PPM, support integrated annual planning for 2020 across the entire Country Programme, including all Pillars, including the application of design thinking and other innovative and interactive methods.

**Result 5: Integration of the emergency response**

* In close coordination with the office lead on emergency facilitate the integration of the emergency response across different pillars/sections and devise a simple way to ensure that the emergency response stays integrated and does not derail the integration efforts of the office.
* Support the emergency reporting for quality assurance and timeliness.

# 3. Qualification of successful candidate

**Education Background**

* An advanced university degree or equivalent in social sciences, project/programme management or other relevant discipline(s).

*\*A first University degree in the above fields of studies, combined with 5 additional years of relevant work experience, may be acceptable in lieu of an advanced university degree.*

**Work Experience**

* At least 8 years of relevant experience and proven expertise with planning and development, including strong understanding of UNICEF’s programming, gender equality, HRBA, capacity development, environmental sustainability and RBM.
* Good knowledge of national programming principles, INGOs and NGO networks, and a strong knowledge partnership principle in development work;
* Previous results report writing experience, particularly with UNICEF producing global reports
* Excellent report writing skills, analytical skills as well as good computer skills.
* Previous experience in planning process for UNICEF or other like organizations.
* Excellent written in English, of publication standard;
* Experience in working with teams and team processes.

**Language**

* Fluency in English is required.

1. **Competencies of Successful Candidate**

**Core Values**

* Commitment
* Diversity and inclusion
* Integrity

**Core competencies**

* Communication [II]
* Working with people [II]
* Drive for results [II]

**Functional Competencies**:

* Formulating strategies and concepts (II)
* Analyzing (III)
* Applying technical expertise (III)
* Leading and supervising (II)
* Relating and networking (II)
* Deciding and Initiating action (III)

***Remarks***

*This is a temporary appointment contract for 364 days, office-based position in Lilongwe, Malawi. Field and international travel as required/agreed with the supervisor.*

*UNICEF is committed to diversity and inclusion within its workplace, and encourages interest female candidates to apply*