

Vacancy Announcement: Consultant

Consultancy Title: International consultant to support UNICEF Belarus Country Office in the development of the 2026-2030 Country Programme Document and related documents

Section/Division/Duty Station: UNICEF Belarus CO

Duration: July 2024 to September 2025

Home/ office Based: Remote/Home-based

About UNICEF

If you are a committed, creative professional and are passionate about making a lasting difference for children, the world's leading children's rights organization would like to hear from you. Over 75 years, UNICEF has been working on the ground in 190 countries and territories to promote children's survival, protection and development. UNICEF supports child health and nutrition, good water and sanitation, quality basic education for all boys and girls, and the protection of children from violence, exploitation, and abuse. UNICEF is funded entirely by the voluntary contributions of individuals, businesses, foundations, and governments.

BACKGROUND

Purpose of Activity/Assignment:

UNICEF Belarus Country Office (CO) seeks to hire an international consultant to support the development of the 2026-2030 Country Programme Document (CPD). The document will be aligned with the UN Sustainable Development Framework (UNSDCF), UNICEF Strategic Plan and the national priorities of the Republic of Belarus, as formulated in the state programs and strategies.

The international consultant will support the CO in completing planned activities through the whole cycle of CPD development process from July 2024 through September 2025 with international expertise and strategic view. The international consultant is expected to contribute meaningfully to internal discussions and workshops and provide timely inputs to strategic data analysis to inform prioritization and ensure evidence-based context analysis and justification of the CPD provisions; support the CO in discussions with national partners by providing recommendations based on international expertise and best practices; support CO in drafting the CPD and key related documents; and support the CO in streamlining the process and navigating strategic challenges.

The international consultant will participate in regular online consultations and meetings, and complete at least two visits to Belarus (tentatively 7 days in the country per each visit) to participate in internal meetings, collect and analyze relevant data, engage in consultations with the CO's team, national stakeholders (as feasible), and draft reports and relevant strategic documents as per the timeline below.

Scope of Work:

Under the direct supervision of the Policy and Planning Specialist and with overall guidance from the Deputy Representative, the international consultant will support the CPD development process, ensuring that the overall process is efficient, participatory, and consultative and deeply grounded in evidence and 'reality,' yet forward-looking, strategic, ambitious and in line with UNICEF's commitment to making a difference for the most vulnerable and left behind.

Specific Tasks of the assignment include:

1. Internal and external consultations to outline new CPD priorities

- Contribute to internal CO's discussions on prioritization and CPD development (online/offline) and conduct a Strategic Moment of Reflection workshop for the CO (with at least one workshop conducted offline, tentatively in September 2024) to support prioritization of programming areas and achieve internal CO's consensus on the new CPD priorities and structure. The consultant is expected to facilitate strategic out-of-box thinking by the team to review previous programming, identify priorities and streamline the new CPD based on existing opportunities and barriers, exploring new opportunities, foresight, risk-assessment, optimal allocation of limited financial and human resources to achieve best results for children.
- Facilitate and document outcomes of internal (within the CO and the Regional Office) consultations in relation to designing new programme strategies subsequently feeding into the CPD. These will include:
 - ✓ Causality analysis
 - ✓ Bottleneck analysis
 - ✓ Mainstreaming cross-sectoral issues (such as gender transformative programming and review of the existing gender norms, disability inclusion, climate etc.)
 - ✓ Development/review of theories of change for the CPD including analysis of risks and major assumptions.

2. Drafting and finalizing the CPD and related documents

- In consultations with the CO and based on the pre-agreed structure, draft the new Country Programme structure, outcomes and Explanatory Notes
- In consultation with the CO, draft the CPD based on the feedback received from RO and national partners
- Provide relevant feedback to the CO management and team and contributions to the design Explanatory Notes and the CPD and revisions based on RO & HQ inputs
- Finalize the text of the CPD, submit/present it to the CO management and staff, and incorporate CO's final comments, if any.

Supervision of the consultancy:

The overall supervision of the consultancy will be provided by the UNICEF Belarus Deputy Representative. The consultant is expected to work closely with the Policy and Planning Specialist and Monitoring and Evaluation Specialist as well as programme section chiefs in their respective areas of competence. The Policy and Planning Specialist will be the contract manager and major focal point responsible for coordinating the performance of the tasks, providing necessary documents, arranging consultations and other steps necessary to complete planned deliverables.

Terms of Reference / Key Deliverables / Delivery Deadline:

Work Assignment Overview	Deliverables/Outputs	Delivery deadline
<p>Regular online consultations with the CPD Task Force to coordinate efforts, discuss ongoing issues, provide inputs and expertise to support the CPD development</p>	<p>Regular online consultations with the CPD Task Force (on average at least once a month) are conducted to facilitate the CPD development process, provide inputs and expertise, coordinate and streamline the development of the CPD and supporting documents</p>	<p>July 2024 – September 2025</p>
<p>Develop, prepare, facilitate, and conduct the internal two-stage Strategic Prioritization Workshop (<i>Strategic Moment of Reflection (SMR)</i>) to support prioritization of programming areas and achieve internal CO’s consensus on the new CPD priorities and structure</p>	<p>Two-stage SMR conducted including the following major steps and deliverables:</p> <ul style="list-style-type: none"> - At least two initial consultations with the CO conducted online to identify key priority areas and format of the SMR - A draft concept and agenda of the SMR is provided to the CO for approval - A discussion to finalize the proposed SMR approach is conducted - First stage of the SMR conducted online with CPD task force (up to 12 people) - Summary brief on the first stage of the SMR is submitted to the office within a week after the first SMR stage - A facilitated discussion of the report is conducted with the CO and the concept and agenda of the second stage of the SMR is updated in line with the first stage results and the discussion with the CO - The second SMR stage is conducted offline in Minsk, Belarus (tentatively in September 2024 - 7-day consultancy visit). The SMR is to include a 2-day workshop with the CPD Task Force to be followed by a 1-day workshop with the whole CO’s team; 2 days planned between sessions and after for follow-up, summaries, etc. - A series of discussions with the CO staff is conducted to finalize and detail results of the second SMR stage (if necessary) - SMR report providing recommendations on the programmatic priorities to be included in the CPD, CPD structure, risks assessment and mitigation measures, and other relevant findings and insight is prepared and submitted to the CO within a week after the second SMR event to inform the CPD development - An online meeting with the CO’s team is conducted to discuss the results of the SMR and provided recommendations - The SMR report is finalized in line with comments provided by the CO during the discussion within a week following the online meeting. 	<p>July 2024 – September 2024</p>

Work Assignment Overview	Deliverables/Outputs	Delivery deadline
Developing and finalizing the proposed outcomes' Theories of Change (TOCs) for the CPD with the CPD Task Force	<ul style="list-style-type: none"> - An online workshop with participation of the CPD Task Force (up to 12 people) is conducted to introduce format, approach, applicable tools for developing the proposed CPD outcomes' TOCs - Online consultations with defined TOC teams (likely 3-4 TOCs to be developed) to fine-tune and finalize TOCs - Draft TOCs are finalized by the TOC teams and approved by the CPD Task Force 	November 2024
Contribute to drafting Explanatory Notes (ENs)	<ul style="list-style-type: none"> - Analyse ENs providing recommendations for contributions or additional issues to consider for each EN - Online consultations with defined TOC/EN teams (likely 3-4 TOCs/ENs being developed) to fine-tune and finalize ENs - At least one online discussion of the draft ENs conducted with the CPD Task Force to clarify any issues and finalize TOCs & ENs to the CPD 	November 2024
Drafting the first CPD and supporting documents in close coordination with the CPD Task Force and ECARO advisors as necessary	<ul style="list-style-type: none"> - Draft version of the CPD finalized as per the TOCs and accompanying ENs, as per quality guidelines issued by UNICEF HQ and as per strict formatting and template requirements of UNICEF/UN (OSEB) - Supporting documents streamlined and finalized for the first review - Draft CPD presented and discussed with the CPD Task Force (online) 	16 December 2024
Conducting strategic moment of reflection / review of the first draft of CP package by the CO's team	<ul style="list-style-type: none"> - An agenda of the strategic moment of reflection to discuss the first draft CP package with the CO's team is prepared and approved by the CO - Strategic moment of reflection conducted offline in Minsk, Belarus (tentatively in January 2024 - 7-day consultancy visit) - A series of discussions with the CO staff is conducted to finalize the draft CPD and supporting documents (as necessary) - Comments and suggestions received during the strategic moment of reflection are summarized in the report and integrated in the CPD and supporting documents in line with consultations with the CPD Taks Force 	January 2025
Revising and finalizing the CPD and supporting documents for submission to the ECARO for the initial review	<ul style="list-style-type: none"> - Draft CPD and supporting documents revised in line with comments received from the CO, national partners and other relevant stakeholders 	1 February March 2025

Work Assignment Overview	Deliverables/Outputs	Delivery deadline
	<ul style="list-style-type: none"> - The revised CPD and supporting package are streamlined and approved by the CO for the submission to the ECARO for review 	
Revising and finalizing the CPD and supporting documents for submission to the ECA Regional Office (ECARO) for the second review	<ul style="list-style-type: none"> - Draft CPD revised in line with comments received from the CO, ECARO, national partners and other relevant stakeholders - Supporting documents revised and edited in line with the changes to the CPD, including ENs and other documents as necessary - The revised CPD and supporting package are streamlined and approved by the CO for the submission to the ECARO for review 	11 March 2025
Finalizing the CPD and supporting documents and final submission to the ECARO	<ul style="list-style-type: none"> - Draft CPD revised in line with further comments received from the CO, ECARO, HQ, national partners and other relevant stakeholders as necessary - Draft CPD and supporting documents streamlined and consistent - Final CPD is approved by the CO for submission to ECARO 	20 April 2025
Supporting the CO with finalization of the package for the submission to the board	<ul style="list-style-type: none"> - Addressing any final comments to the package from ECARO and the national partners (e.g. the Ministry of Foreign Affairs) - Streamlining the CPD and supporting documents in line with final edits as necessary - Supporting the CO in drafting any explanatory and support documents for ECARO if requested 	16 June 2025

NOTE: The above timeline is tentative, with some flexibility for potential fluctuations preserved for negotiations with the selected consultant. The final timeframe is to be discussed and finalized in consultation with the consultant based on the deadlines identified by UNICEF Regional Office and HQ.

Travel (if required as per TOR):

International travel(s) to Belarus, based on the preliminarily agreed timeline and activities

Qualifications

Education:

- Masters degree in social sciences (sociology, development studies, economics / statistics) or related fields relevant for the assignment.

Work experience/Knowledge/Expertise/Skills required:

- Employment experience – a minimum of ten years of senior level professional work experience at national and international levels preferably in international development

- Previous experience of work in UNICEF and other UN agencies at managerial and/or strategic positions relevant to the assignment (e.g., planning specialist, section head, CRM specialist) is an asset
- Proven expertise in drafting and/or substantially contributing to drafting country programmes and supporting sets of documents for UN agencies
- Proven expertise with strategic planning and development, including strong understanding of UN's relevant Programming Guidelines on UNSDCF process, UNICEF CPD process, Gender Equality, Human Rights Based Programming (HRBP) approach, Environmental Sustainability and RBM
- Proven expertise of conducting strategic exercises such as Strategic Reflections to support development of mid-term and long-term strategies in a blended format
- Experience of developing mid-term and long-term strategies for development agencies and international organizations under high uncertainty and risks conditions (e.g., in an emergency or political turbulence context) is an asset
- Experience in mid-term and long-term strategic planning, evaluations and other strategic exercises in the EACRO region is an asset
- Fluency in English
- Fair knowledge of Russian is an asset

Competencies:

- strong leadership, planning, coordination, communications, conflict-resolution and facilitation skills necessary to manage and bring diverse teams to strategic results within limited time
- strong expertise in strategic planning, risk analysis and developing mitigation plans
- sensitivity towards ethics with regards to human and child rights issues, vulnerable populations, different cultures, local customs, religious beliefs and practices, personal interaction and gender roles, disability, age, and ethnicity
- strong expertise in virtual and blended facilitation to ensure a dynamic learning experience and conducting strategic planning, prioritization, and other types of learning sessions for medium sized teams
- strong remote facilitation and guidance skills; strong virtual meeting production capacities
- strong writing and editorial skills in required formats and styles for UNICEF (explanatory notes and other documents) and for the Executive Board (CPD)
- strong planning and analytical skills and high attention to details to streamline and ensure consistency within the comprehensive package of CPD documents.

Evaluation Criteria:

- A) Technical Evaluation (e.g., maximum 70 Points)
- ✓ Demonstrated professional experience of a minimum of ten years of senior level professional work experience at national and international levels preferably in international development (20)
 - ✓ Technical proposal demonstrating an ability to meet goals and objectives of the TOR supported by a clear timeline (20)
 - ✓ Previous experience of work in UNICEF and other UN agencies at managerial and/or strategic positions relevant to the assignment (e.g., planning specialist, section head, CRM specialist) (5)
 - ✓ Proven expertise in drafting and/or substantially contributing to drafting country programmes and supporting sets of documents for UN agencies (10)
 - ✓ Proven expertise of conducting strategic exercises such as Strategic Reflections to support development of mid-term and long-term strategies in a blended format (10)
 - ✓ Proven expertise with strategic planning and development, including strong understanding of UN's relevant Programming Guidelines on UNSDCF process, UNICEF CPD process, Gender

Equality, Human Rights Based Programming (HRBP) approach, Environmental Sustainability and RBM (5)

B) Financial Proposal (e.g., maximum of 30 Points)

- ✓ The financial proposal will be evaluated based on the best value for money principle.
- ✓ Bidders are requested to provide an all-inclusive cost in the financial proposal. In all cost implications bidders should factor the cost of the required service/assignment and provide the breakdown of these costs. Estimated cost for travel should be included in the financial proposal. Travel costs shall be calculated based on economy class travel, regardless of the length of travel. Costs for accommodation, meals and incidentals shall not exceed applicable daily subsistence allowance (DSA) rates, as promulgated by the International Civil Service Commission (ICSC). Unexpected trips shall also be treated as above.

Requirements:

Completed profile in UNICEF's e-Recruitment system and

- Interested applicants should provide a letter of interest (Cover Letter) describing how they can contribute to the interventions listed under roles and responsibilities and why they should be selected for this position. In addition, they should share their latest CV/Resume and financial proposal to undertake this job.
- Samples of the related job/tasks done/portfolio (e.g. an example of a previously developed CPD).
- Upload copy of academic credentials
- Financial proposal should be submitted using the financial offer template and must:
 - o Reflect the costs per each deliverable and the total lump-sum for the whole assignment period (in US\$) to undertake the terms of reference.
 - o Include travel costs and daily subsistence allowance, if internationally recruited or travel is required as per TOR. Consultants are responsible for arranging their own transportation arrangements. UNICEF can provide office vehicle for some duty travel missions with prior agreement as per monthly travel plan approved by the supervisor
 - o Include any other costs: health insurance, payment of an incidental expenditure (such as bank charges, insurances, etc.) and living costs as applicable.
- Indicate your availability
- Any emergent / unforeseen duty travel and related expenses will be covered by UNICEF.
- At the time the contract is awarded, the selected candidate must have in place current health insurance coverage.
- Payment of professional fees will be based on submission of agreed satisfactory 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.

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

For every Child, you demonstrate...

UNICEF's values of Care, Respect, Integrity, Trust, Accountability, and Sustainability (CRITAS).

To view our competency framework, please visit [here](#).

UNICEF is here to serve the world's most disadvantaged children and our global workforce must reflect the diversity of those children. [The UNICEF family is committed to include everyone](#), irrespective of their race/ethnicity, age, disability, gender identity, sexual orientation, religion, nationality, socio-economic background, or any other personal characteristic.

UNICEF offers [reasonable accommodation](#) for consultants/individual contractors 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.

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:

Individuals engaged under a consultancy 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. Consultants 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.

Key milestones	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July	Aug	Sep	Oct
First draft of CP package ready / RO review (February 7, 2025)											X								
CPD dialogue with ECARO and national partners to receive feedback and comments											X	X							
Revised CPD package + draft CPD submitted to RO (March 31, 2025)												X							
Final CPD + related documents submitted to RO (April 25, 2025)													X						
Submission to the board (May 16, 2025)														X					
Commenting period / editing + finalizing CPD														X	X				
CPMP development															X	X	X	X	X
“What’s at stake” doc																X			
Board Review September 2025																		X	
PBR																X	X	X	X