**TERMS OF REFERENCE FOR INDIVIDUAL CONTRACTORS/ CONSULTANTS**

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| **PART I** | | |
| Title of Assignment | Stocktaking of UNICEF Eastern and Southern Africa regional data strategy framework | |
| Section | Programme Planning and Monitoring (PPM) | |
| Location | Remote/home based | |
| Duration | 5 months | |
| Start date | **From: 15** July 2021 | **To: 15** dec 2021 |

**Background and Justification**

UNICEF is a firm believer that by asking the right questions and collecting and analyzing appropriate data can help u​s understand the experiences of children and inform decisions to drive better results. Both the Sustainable Development Goals (SDGs) and UNICEF’s Strategic Plan explicitly recognize the key role of data in achieving results where the ultimate success of these plan rely on data that are fit-for purpose and put to use for children.

In 2019 UNICEF’s Eastern and Southern Africa regional office (ESARO) developed a regional Data for children[[1]](#footnote-2) strategic framework and action plan (regional framework) to support country offices[[2]](#footnote-3) in proritizing their investments and aligning their work with the organization’s capacities. The regional framework was based on the 2017 global Data for Children Strategy Framework[[3]](#footnote-4) (D4C-SF) which was further contextualized to the ESA region.

The regional framework is principled on creating smart demand, supply and use with strong emphasis on strengthening national statistical systems, the four pillars of actions are intended to guide ESAR country offices and ESARO to be aligned and fit-for-purpose in monitoring and reporting against the SDGs, child-rights and informing the country programme results:

* Pillars 1 addresses the need for UNICEF to advocate for and support the government’s demand to measure the progress against its own development plans and SDG targets related to children, through establishing monitoring frameworks and related indicators.
* Pillar 2 addresses the need for UNICEF to support the government’s core capacity to produce high quality and timely data and statistics to enable child rights monitoring and analysis
* Pillar 3 addresses the need for UNICEF to strengthen its internal capacity – both human and financial - to manage data work, through collaboration across different levels of the organization
* Pillar 4 addresses the need for all UNICEF country offices to undertake a data landscape analysis that yields approprirate context-specific data action plans that cut across the three above-mentioned pillars of action.

The regional framework spans from 2019 to 2021 which is aligned with the end of UNICEF ESARO office management plan (ROMP 2018-2021) and global UNICEF Strategic Plan (SP 2018-2021), and as the organization and the regional office transition to the next SP (2022-2025) and ROMP (2022-2025), respectively, an updated regional data strategic framework is also needed which takes into account lessons from the previous cycle, aligned to the organization’s new SP/ROMP, data vision and capacities while taking into account the impact of Covid-19. To this end, UNICEF ESARO is looking for an experienced consultant to support the region and the regional office in making this transition.

**Objectives and Scope of Work**

To facilitate the review and update of the regional data strategy framework for the next ROMP cycle a stocktaking and consultation exercise is required. This will reflect and document evidence on effectiveness and relevance of the regional data strategy framework and action plan (2019-2021) across the countries and the regional office in the past 3 years. The analysis will then facilitate articulating a regional vision and a strategic framework for supporting Data for children investments in the ESAR.

For effectively supporting the purposes of this assignment the following specific objectives are to be achieved:

1. Provide an overview of recent trends on data for children landscape in the region including emerging challenges and opportunities.
2. Review country office initiatives and identify key challenges and best practices in improving data for children demand, supply and use.
3. Assess the relevance and contribution of the regional framework to support country office results and strategies on data for children
4. Assess the alignment of the regional framework to national strategies for development of statistics (NSDS) or other similar country strategic plans, including to regional and global frameworks and strategies[[4]](#footnote-5).
5. Map UNICEF ESAR data for children capacities in supporting the implementation of regional framework
6. Develop key recommendations and updated framework which is fit-for-purpose and aligned with UNICEF capacities and comparative advantage.

The stocktaking is expected to cover each of UNICEF’s 21 country offices in the region. The regional office is integral to supporting countries and will be part of the assessment. Furthermore, the analysis should define the linkages and complementarities, where relevant, with other aspects of the monitoring function within the organization (performance monitoring, field monitoring..etc).

**Approach**

For effectively and credibly covering the outlined objectives with sufficient analytical depth and breadth, the following data collection methods are suggested (the contractor is encouraged to propose changes, as seen most appropriate for the assignment if these changes do not significantly increase cost):

*Desk review*: The desk review will be contributing to most of the objectives outlined above. This will entail the review of country, regional and global strategies, assessments, reports, progamme documents and plans. The desk review will provide a broad context on the state of statistical systems for data for children in the region, contribute to the mapping of country office intiatives and on the relevant and alignment of regional framework. A list of initial documents will be collaboratively established during the kick-off meeting.

*In-depth interviews*: In-depth interviews will be held with staff involved in strategic guidance of country office work and Monitoring staff on data related work, to understand country challenges and UNICEF priorities, including CO capacities and relevance of the regional framework. The interviews will be conducted remotely. At CO level, suggested interviewees are the Chiefs of planning and monitoring/Social policy and other relevant specialists/officers who are engaged on stategic data work[[5]](#footnote-6) and key sectoral staff[[6]](#footnote-7) and Deputy Representatives.

At regional level, suggested interviewees are: Deputy Regional Director, Regional Chief of Programme Planning and Monitorng (PPM) and regional chief of social policy.

**Anticipated Interviewees**

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| --- | --- | --- | --- |
| **Regional/HQ Office** |  | **Country Offices** |  |
| Position | # | Position | # |
| Deputy Regional Director | 1 | Deputy Representatives | 6[[7]](#footnote-8) |
| Regional Chief of PPM | 1 | Chiefs of planning and monitoring/ Social policy and other relevant specialists/officers | 32[[8]](#footnote-9) |
| Regional social policy | 1 | Other section staff[[9]](#footnote-10) | 10 |
| Associate director data analytics (HQ) | 1 |  |  |
| Chief of data analysis section (HQ) | 1 |  |  |
| Chief of data use section (HQ) | 1 |  |  |
| Chief of data collection section (HQ) | 1 |  |  |
| (Sub-)Total | 7 | (Sub-)Total | 48 |

ESA Regional Office will brief all proposed interviewees regarding the purpose and objectives of the assignment, prior to commencement of work. The organisation of the interviews will be within the responsibility of the consultant, who will be provided with the necessary contact information.

**Workplan, Deliverables and Payment Schedule**

The following tentative work plan is envisioned. The final work plan will be agreed with the contractor in the kick-off meeting.

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| **Deliverables/Activity** | **Estimated working days** | **Finalized by** | **Payment %** |
| Kick-off meeting | 1 | July 15th |  |
| Draft inception report, including a preliminary desk review, tools development and finalized workplan and sample | 8 | July 30th |  |
| *(Review by ESARO)* |  | Aug 5th |  |
| Finalise inception report | 1 | Aug 30th | 30 |
| Interview conduction | 24 | Sep 30th |  |
| Analysis and report drafting | 10 | Oct 10th |  |
| 1st Draft report review by ESARO |  | Oct 15th | 30 |
| Presentation and consultation with Country offices through 1-2 hours webinar | 1 | Oct 20th |  |
| 2nd draft report | 3 | Oct 24th |  |
| Review by ESARO |  | Nov 5th |  |
| Final report | 2 | Nov 15 | 40 |
| **Total** | **50 days** |  |  |

The extensive time period for conducting interviews factors the summer annual leaves’ period; during the latter more time would be needed in order to reach UNICEF staff eligible for interview, as listed above.

The ***inception report*** should provide details of the contractor’s understanding of, and approach to accomplishing the assignment. This includes as a minimum an agreed workplan with timeline, data collection tools, a study matrix outlining which tool will be applied to which target group and for answering which study objective , and structure of the final report.

The ***final report*** should include as a minimum the approach implemented for completion of the assignment, collected evidence and in-depth analysis for addressing the purpose and objectives, and recommendations. The final report shall not exceed 15,000 words, excluding executive summary and annexes. The report will include details for each Country Office as annexes, including lessons and best practices. A proposed regional data strategy framework should also be annexed.

All reports will be submitted to ESARO for review, and comments have to be adequately addressed for the finalisation and approval - comments should be replied whether accepted or otherwise with justification. All reports should be submitted electronically in Microsoft Word format and in line with the UNICEF Style Book Guide[[10]](#footnote-11).

**Ethical Considerations**

In line with UNICEF procedure on ethical standards in research, evaluation, data collection and analysis all those engaged in designing, conducting and managing the activities for this assignment will aspire to conduct high quality and ethical work guided by professional standards and ethical and moral principles. The proposal must identify actual or potential ethical issues, as well as measures and methods adopted to mitigate against these issues.

Due to the relatively small number and mutual knowledge of each other among participants, ensuring anonymity and privacy poses a potential ethical challenge. Moreover, organisational hierarchies can impact on the consent of participants. To mitigate privacy risks, raw and disaggregated data below CO level will not be requested from the contractor. However, the contractor must have these available and stored for three years, to provide upon further request access for analysis of data in a way, which will not infringe privacy. Regarding the participants’ consent, it will be clearly stated to all participants that their contribution is voluntary. Meanwhile, additional emphasis will be put on providing participants with a clear understanding of the study, why their contribution is important and how it can benefit them. The contractor shall identify any other potential ethical issues and develop mitigation strategies.

**Desired competencies, technical background and experience**

It is envisioned that assignment can be completed by one experienced individual. However, if the contractor proposes a team, the number of team members shall be determined by the contractor, as seen most suitable for the successful completion of the assignment, and the level of involvement of each team member must be specified in the proposal.

The consultant/team leader shall minimally meet the following requirements:

* Advanced degree, preferably in international development, stastical systems, M&E or organisational development related field
* Ten (10) years of experience in development work with focus on supporting monitoring and national statistical systems of which at least:
  + Two (2) years with or within UN agencies, and
  + Two (2) years with or within non-UN actors in international development
  + Five (5) years of experience in organisational analysis and development, preferably within multi-national organisations
* Track record of producing concise reports that provide actionable recommendations based on research findings.
* Fluency in English is required. Knowledge of other languages used officially in countries of the region an asset (especially French and Portuguese).
* knowledge of Eastern and Southern Africa region is an asset

**Administrative issues**

The consultant should perform the work using his/her own resources (e.g. computer, internet connection) and UNICEF will not provide working space as the work will be performed remotely/home-based.

The consultant will report to the Child rights Monitoring Manager in PPM section and will interact with other relevant colleagues and sections as needed.

**Conditions**

The candidate selected will be governed by, and subject to, UNICEF’s General Terms and Conditions for individual contracts. The work can be performed remotely/home-based. All products and data developed and collected for this agreement are the intellectual property of UNICEF. The consultant may not publish or disseminate the final report, or any other document produced from this work without the express permission and acknowledgement of UNICEF ESARO.

**Risks**

Risks include poor quality of internal and external documents, delay in submission of documents and/or limited and delayed engagement by staff due to summer holidays or otherwise. Mitigation measures include already taking into account the delay causes by the summer holidays and triangulating information from other sources apart from documents.

**How to Apply**

Qualified candidates are requested to submit the following documents:

* Expression of interest/motivation letter
* UN P11 Form and Curriculum Vitae
* Quoted daily fees in US$
* Sample of written work
* Availability throughout the contract period

Incomplete applications will not be considered.

1. Data for children refers to data required both to monitor child rights (including SDGs) as well as to plan, inform, analyse, and evaluate UNICEF and government programmes and policies. [↑](#footnote-ref-2)
2. UNICEF ESA region constitutes 21 countries, https://www.unicef.org/esa/ [↑](#footnote-ref-3)
3. UNICEF data for children strategic framework, 2017, https://data.unicef.org/resources/data-children-strategic-framework/ [↑](#footnote-ref-4)
4. This component will also reflect coordination and positioning of UNICEF efforts amongst other key actors in data – this can include other UN agencies, worldbank and UNCT/RCO structures. Regional Africa wide frameworks such Strategy for Harmonization of statistics in Africa, Africa charter for statistics; Other global strategies such as UNICEF’s vision on supporting data for children and UNSG’ data strategy and other relevant instruments. [↑](#footnote-ref-5)
5. Country office level the strategic data function can be part of planning and monitoring section or/and social policy section. [↑](#footnote-ref-6)
6. Furthermore, sectoral staff also can have direct engagement with ministries in strengthening administrative data systems – EMIS, HMIS and other similar systems or surveys. [↑](#footnote-ref-7)
7. Deputy representatives of programme will be invited to participate on voluntary basis from few offices [↑](#footnote-ref-8)
8. Depending on the country context and structure the data function can be led by planning and/or social policy sections. Where relevant the chief of these sections would need to be interviewed with additional officer/specialist as relevant. [↑](#footnote-ref-9)
9. The countries to be interviewed will be informed by the desk review and agreed with ESARO [↑](#footnote-ref-10)
10. https://www.unicef.org/cambodia/media/3206/file/UNICEF\_Style\_Book\_September\_2018.pdf [↑](#footnote-ref-11)