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

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| **Title**  Programme Management Training | **Funding Code**  RR | **Type of engagement**  Consultant  Individual Contractor Part-Time  Individual Contractor Full-Time | **Duty Station:**  Abuja |
| **Purpose of Activity/Assignment:**  Strengthening the capacity of UNICEF Education staff members in programme management. | | | |
| Scope of Work:  As part of a larger drive to enhance programme delivery and results for children, as well as building a learning culture, the UNICEF Education team is rolling out a series of trainings aimed at improving staff skills in programme planning, implementation, monitoring and reporting. These trainings come at a critical time when UNICEF Nigeria is commencing its new country program document for 2023-27. Such trainings, based on a Programme Management Manual to be developed as part the assignment, will ensure UNICEF Education staff have the prerequisite knowledge and skills necessary to effectively plan, manage and deliver results in line with UN and UNICEF programming policies and procedures. The training course must be relevant to development, specifically education, account for delivery in both humanitarian and development contexts, be accessible for both administrative staff and education specialists and align to a results-based management programming.  The section requires the service of a consultant to develop and deliver a Programme Management capacity development course for the UNICEF education team. This includes: 1) drafting a “Programme Management Manual” in line with UN and UNICEF programming policies and procedures, as well as development industry best practices, to be used by all Education programme staff; 2) lead in delivering trainings for up to 35 programme staff on the practical implementation and optimal use of the Manual; 3) Provide a final draft Manual after the trainings are completed, drawing on learning and feedback from the training session; 4) provide up to 50 hours of on-demand support to trainees during a three-month period, starting from the time of conclusion of the respective training.  Consultants with previous training and programming experience, ideally with the UN or UNICEF, are hereby invited to submit proposals that will include, among others, the training methodology based on adult learning, content to be delivered for each topic, tools to be used, approaches to make the trainings engaging, the price proposal and how the new knowledge and skills acquired by staff will be assessed at the end of the trainings. UNICEF proposes that the training is structured along 6 modules below according to the programming requirements, strategies and practices in UNICEF, while welcoming bidders’ proposal on other module structures that meet project management needs in the education section of UNICEF Nigeria Office.   1. Training Manual covering each of the modules to be delivered, with proposed content outline and methodology for delivery. 2. Delivery of the trainings as per modules below in collaboration with the UNICEF Nigeria Education Section and the Planning, Monitoring, and Reporting (PMR) Section   Module 1: Theory of change, Results frameworks (log frames), including indicators.  Module 2: Programming Strategies (Program convergence, gender, disability inclusion, and innovation)  Module 3: Financial management including developing budgets, monitoring expenditure and allocations using UNICEF systems.  Module 4: Management of partners (the main one being the Nigerian government) including results, accountability and negotiation.  Module 5: Monitoring and evaluation, especially as they relate to delivery of results.  Module 6: Developing project proposals, both for internally- and externally funded projects. | | | |
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| **Child Safeguarding**  Is this project/assignment considered as “[Elevated Risk Role](https://unicef.sharepoint.com/sites/DHR-ChildSafeguarding/DocumentLibrary1/Guidance%20on%20Identifying%20Elevated%20Risk%20Roles_finalversion.pdf?CT=1590792470221&OR=ItemsView)” from a child safeguarding perspective?       YES       NO     If YES, check all that apply:    **Direct contact role** YES       NO   If yes, please indicate the number of hours/months of direct interpersonal contact with children, or work in their immediately physical proximity, with limited supervision by a more senior member of personnel:     |  | | --- | |  |     **Child data role** YES      NO   If yes, please indicate the number of hours/months of manipulating or transmitting personal-identifiable information of children (name, national ID, location data, photos):     |  | | --- | |  |   More information is available in the [Child Safeguarding SharePoint](https://unicef.sharepoint.com/sites/DHR-ChildSafeguarding/SitePages/Amendments-to-the-Recruitment-Guidance.aspx) and [Child Safeguarding FAQs and Updates](https://unicef.sharepoint.com/sites/DHR-ChildSafeguarding/DocumentLibrary1/Child%20Safeguarding%20FAQs%20and%20Updates%20Dec%202020.pdf) | | | |

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| **Budget Year:** | **Requesting Section/Issuing Office:** | | | **Reasons why consultancy cannot be done by staff:** | | | | | |
| *2023* | *Education* | | | *Specific expertise on training and pedagogy required.* | | | | | |
| **Included in Annual/Rolling Workplan***:*  Yes  No, please justify: | | | | | | | | | |
| **Consultant sourcing:**  National  International  Both  **Consultant selection method:**  Competitive Selection (Roster)  Competitive Selection (Advertisement/Desk Review/Interview) | | | | | | **Request for:**  New – Individual Contract  Extension/ Amendment | | | |
| **If Extension, Justification for extension:** | | | | | |  | | | |
| **Supervisor(s):** | | **Start Date:** | | | **End Date:** | | | **Number of Days (working)** | |
| *Saadhna Panday* | | *1 March 2023* | | | *31 September 2023* | | | *25 days* | |
| **Work Assignment Overview** | | | | | | | | | | |
| Tasks/Milestone: | | | Deliverables/Outputs: | | | | Timeline | | Estimate Budget (USD) | |
| Complete first draft of programme management manual for the education section in UNICEF Nigeria, through consultation with education and PMR section and review of key UNICEF policies and procedures. Manual must be formatted and copy edited. | | | UNICEF Nigeria education programme management manual (first draft) | | | | 15 March, 2023  (6 days) | |  | |
| Deliver a ‘Programme Management 101’ training to 35 staff at the Education section retreat. Training must be interactive and supported by well-designed and curated tools. | | | 1 programme management training held | | | | 22nd March, 2023  (1 day) | |  | |
| Deliver follow up three-day programme management training to 35 staff, with practical application of programme management into education programmes | | | 5 Programme management trainings held | | | | By 30 June 2023 (17 days) | |  | |
| Complete final programme management manual and set of PowerPoint slides for UNICEF Nigeria (based on feedback and learning from training sessions). Final copy must be copy edited and designed | | | UNICEF Nigeria Programme management manual (final) | | | | 15th April 2023 (6 days) | |  | |
| Provide up to 50 hours of on-demand guidance and support to trainees on the practical application of the manual. | | | Individual support to trainees upon request, with a two-hour maximum per trainee and max 50 hours overall, paid upon delivery | | | | By 31 September 2023 (up to 10 days) | |  | |

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| **Minimum Qualifications required:** | **Knowledge/Expertise/Skills required:** |
| Bachelors or Masters  Education, public administration, or other relevant field. \*A first-level university degree (a bachelor’s degree) in a relevant field combined with ten years of professional experience may be accepted in lieu of an advanced university degree (e.g., Master’s or higher). | The consultant must have at least 8 years of experience in working on adult learning and training facilitation, including online delivery of training. In addition, the consultant should demonstrate experience in design and facilitation of programme management-related trainings in a development context. In addition, the consultant should have:   * In-depth knowledge of results-based management, programme processes and tools including in planning, budget management, partnership management and resource mobilization in UNICEF or UN programmes. * Knowledge of the development programming context * Experience in working with the UN or UNICEF * Fluency in English * Excellent written and oral communication * Strong interpersonal skills * Ability to work to tight deadlines |
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| **Administrative details:**  Visa assistance required:  Transportation arranged by the office: | Home Based  Office Based:  If office based, seating arrangement identified:  IT and Communication equipment required:  Internet access required: |
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