

## TERMS OF REFERENCE FOR INDIVIDUAL CONTRACTORS AND CONSULTANTS

<b>Title of Assignment</b>	<b>National or International Consultancy</b> : Monitoring, Information and Learning (MIL) Specialist	
<b>Requesting Section</b>	Health Section	
<b>Location</b>	Place of assignment: Lilongwe with travel to UN Joint Programme Districts (Rumphi, Mzimba, Kasungu, Ntchisi, Nsanje, Chikwawa)	
	<input type="checkbox"/> Home Based <input checked="" type="checkbox"/> Office Based:	
<b>Contract Duration</b>	11.5 months	
<b>Number of working days</b>	Monthly	
<b>Planned Start and End Date</b>	<b>From:</b> 21-Mar'22	<b>To:</b> 7-Mar'23

### BACKGROUND

Despite recent gains, acceleration in achieving SDGs and health inequity in Malawi remains a challenge. Health care resources in Malawi are unfairly and inefficiently focused on tertiary level facilities and services. Universal Health Coverage (UHC) can only be realistically achieved through a lower cost Essential Health Package (EHP) that emphasizes primary and preventive care, alongside improving quality and strengthening health systems. The UNJP HSS (UN Joint Programme on Health Systems Strengthening) funded by FCDO (United Kingdom Foreign and Commonwealth Development Office) aims to improve the health and survival of the most vulnerable in Malawi. The programme will place emphasis on i) reaching the poorest and most vulnerable with cost effective primary and community-based services; ii) improving quality of care to ensure better life-saving outcomes and increased demand; and iii) establishing more effective district governance and accountability for service delivery and outcomes to make better use of available resources.

The programme represents a significant shift from largely input-driven health financing at national level, to focus tightly on strengthening quality and coverage of UHC and delivering better health outcomes at the sub-national level through decentralized administration. The programme will:

- increase provision and uptake of quality, cost effective life-saving primary healthcare (PHC) services;
- improve equitable resourcing, and district management of services; and
- strengthen Government accountability and citizens' participation in delivery of health services in districts.

### United Nations Joint Programme

A Joint United Nations programme on Health Systems Strengthening (UNJP-HSS) has been developed by UNICEF, WHO and UNFPA and coordinated by the Resident Coordinator's Office (RCO). This was in response to dialogue with FCDO and the Government of Malawi (GoM). The Joint Programme will provide technical support to ensure quality integrated Reproductive Maternal Newborn Child Health (RMNCH) services being available and accessible at primary care and community levels, leading to high coverage of such services which is a key condition for women, children and adolescents to attain a state of good health by 2025.

The United Nations Joint Programme will identify and build upon the complementarities of the three agencies, bring together the added value of each of the partners to address the multifaceted areas of HSS, PHC and achieving UHC - all important contributions towards sustainable development goals in Malawi.

The UNJP HSS programme will be working alongside GoM in formulation of health policies for delivery of RMNCH services and systems strengthening, directly implementing and effectively managing:

- Downstream partners for health workforce skills enhancement
- Community health workers (CHW) coordination and skills building
- Integration of health services
- Improving quality of healthcare services
- Effective work with communities on accountability initiatives
- Emergency preparedness and response interventions with flexibility to adjust priorities in responding to health shocks as they arise.

## JUSTIFICATION

The Malawi Health Information System is facing challenges in data quality and data utilization at district and community levels. The reporting rate, timeliness and quality of data are affected due to poor capacity and knowledge of use of information systems and lack of standardization of tools for informed decision and policy formulation. The supportive referral and feedback systems continue to be weak and the mechanisms for monitoring, tracking and follow up remain a challenge. UNICEF through the joint UN programme aims to support MOH in addressing coordination, governance and capacity related to monitoring and reporting issues and strengthen health information systems through the assistance of a Monitoring, Information and Learning (MIL) Specialist. This in turn will help in utilizing the monitoring framework for the UNJP HSS programme, which relies on national routine monitoring system (DHIS-2).

## PURPOSE OF THE ASSIGNMENT

The purpose of this consultancy is to develop an efficient UNJP-HSS monitoring system that is well aligned with existing District Health Information Systems (DHIS-2) and provides timely analysis and sharing of data for informed decision making and advocacy for the UNJP HSS programme. The consultancy will also support MoH in strengthening capacity and accountability of satellite, district and national structures for effective data management and improved data quality .

## SCOPE OF WORK

Under the supervision of the Health System Specialist, the incumbent will:

- **Lead the development and implementation of a monitoring framework for the UN Joint Programme on Health Systems Strengthening**
  - Review and finalize Theory of Change and logical framework
  - Lead the design and development of a monitoring strategy and plan
  - Develop training materials, SOP, guidelines for monitoring and reporting
  - Lead the establishment of data collection methods, data quality management and analysis plan
  - Develop and execute a plan for monitoring of UNJP-HSS programme
  - Establish data visualization products from the monitoring data
  - Generate and disseminate monitoring reports and other knowledge products among key stakeholders for learning and improvement
  - Provide relevant data for donor reports and ensure quality assurance
  - Provide technical and operational support throughout all stages of project cycle processes to ensure the achievement of results as planned

- **Contribute to improvements and innovations within the UNICEF Health Section for monitoring and reporting**
  - Lead the development of infographics, dashboard, newsletters and reports from the Section and ensure they are consistent and harmonized
  - Conduct gap analyses in accordance with official data sources, including information disaggregated by age, sex and vulnerable groups.
  - Strengthen information management through real-time monitoring, surveillance maps and dashboards
  - Develop and maintain knowledge products for the Section
  - Support the Section with data quality assurance for key report, assessments and evaluations.
  - Ensure consistent and effective data management and use within the Section
  - Support the development of effective monitoring methods and platforms to share information within the Section
- **Strengthen MoH through Capacity building and co-ordination between different levels of the health system**
  - Strengthen district level capacity on data collection, data quality, analysis and use for program planning and prioritization in targeted districts
  - Facilitate bottleneck analysis to identify mentorship gaps at satellite and district levels
  - Strengthen coordination of monitoring and reporting among key sectors at national, satellite and district levels
  - Support capacity building of districts in use of information to inform programme planning
  - Support selected districts in evidence-based planning and budgeting
  - Facilitate supportive supervision visits to targeted districts to improve monitoring of RMNCH programmes

## REPORTING REQUIREMENTS

### **To whom will the individual contractor report (supervisory and any other reporting/ communication lines):**

The individual contractor will report to the UNJP Coordinator i.e UNICEF Health Systems Specialist on a regular basis. The individual contractor will also liaise closely with the other UN partners (UNFPA and WHO) and the UNJP Secretariat.

### **What type of reporting will be expected from the individual contractor and in what format/style will the submissions of reports/outputs be done:**

The individual contractor will provide a monthly update report in the form of a written document, for the period of the consultancy and a final report in the end. Weekly meeting reports, trip reports and other documents related to the programme will be attached as annex to the monthly reports.

### **How will individual contractor consult and deliver work and when will reporting be done:**

The contractor will work consult through various communication channels such as email and mobile communication. Regular field visits will be conducted to the districts to interact face to face with key stakeholders. Field reports will be submitted at the end of each field visit and submitted as annexe along with the monthly report. Any consultation or meeting will also be documented and shared as meeting minutes, attached as annex to the monthly report.

Reporting will be done at the end of the month and the final report at the end of the consultancy.

## EXPECTED DELIVERABLES

In alignment with the scope of work as described above, the contractor will be expected to perform the following activities and deliverables as per the schedule and estimated dates below:

Task/Milestone	Deliverable/Outcome (e.g. Inception, progress, final reports, training material, workshop, etc.)	Estimated # of days	Planned Completion date	% of total fee payable
Outline information flow existing in the health system including current structures and processes, tools used, and key bottlenecks identified	Inception report	Pro-rated	April'22	Pro-rated
Develop a monitoring framework for the UNJP-HSS programme	Document on the monitoring framework	Monthly	May'22	Monthly
Develop tools, indicators, dashboards for UNJP-HSS programme monitoring	UNJP-HSS programme digital dashboard	Monthly	June'22	Monthly
Develop training materials, SOP, guidelines for monitoring and reporting	Training materials and Guidelines	Monthly	July'22	Monthly
Support MOHP and districts in evidence-based planning and budgeting	Completed District DIPs	Monthly	Aug'22	Monthly
Support the collection and analysis of essential real-time data and information from high quality DHIS-2 indicators	Monthly programme monitoring report	Monthly	Sept'22	Monthly
Strengthen routine programme monitoring, reporting and feedback using data from DHIS-2 in 6 targeted districts	Date review meeting reports	Monthly	Oct'22	Monthly
Develop and disseminate periodic reports to UN partners for advocacy, planning and evidence based programming	Programme monitoring dashboard	Monthly	Nov'22	Monthly
Strengthen coordination and capacity of district and satellite structures for effective data utilization, and feedback at all levels	Training reports	Monthly	Dec'22	Monthly
Strengthen MoH mentorship and supportive supervision for improving data management quality at district and sub-district level	Monthly dashboard on data quality	Monthly	Jan'23	Monthly
Prepare knowledge products based on key health indicators for reporting and dissemination	Quarterly Information bulletins	Monthly	Feb'23	Monthly
Summary of the contractual services provided	Final Report	Pro-rated	Mar'23	Pro-rated
TOTAL		11.5 months		100%

However, as the actual starting date may impact the dates estimated in the TOR, a detailed workplan with exact timeframes and actual delivery dates will be jointly agreed upon between the individual contractor and the supervisor upon contract signature.

## PERFORMANCE INDICATORS FOR EVALUATION OF RESULTS

The performance of work will be evaluated based on the following indicators:

- Completion of tasks specified in TOR
- Compliance with the established deadlines for submission of deliverables
- Quality of work
- Demonstration of high standards in cooperation and communication with UNICEF and counterparts

## PAYMENT SCHEDULE

All payments, without exception, will be made upon certification from the supervisor of the contract, of the satisfactory and quality completion of deliverables and upon receipt of the respective and approved invoice.

DSA (Daily Subsistence Allowance) for all national contractors is estimated at \$500 per month (total for 11.5 months: \$5,750). This is for all approved field trips, reimbursable upon actual expense reporting.

For international contractors a flat DSA rate of \$1,000 per month (total for 11.5 months=\$11,500) is estimated reimbursable upon actual expense reporting.

Flight travel Costs (for international independent contractors) and transport costs will be reimbursed on actual expenditures and upon presentation of original supporting documents

## DESIRED COMPETENCIES, TECHNICAL BACKGROUND AND EXPERIENCE

### Academic qualification:

- An advanced university degree (Master's Degree) in Data Science, Health Information Systems, Statistics, Public Health or other relevant disciplines is required<sup>1</sup>

### Work experience::

- Five years or more professional experience in development and implementation of monitoring systems for health interventions is needed
- Experience in designing monitoring framework, developing tools, compiling and analyzing data and report writing is required
- Capacity building experience in data management and quality assessment is essential
- Experience of working in LIC (Low Income Countries) and with key stakeholders such as Ministry of Health is needed.
- Experience in evidence based planning, bottle neck analysis is desirable
- Experience managing, analyzing, and visualizing data using web-based data visualization dashboards/platforms is desirable

### Technical skills, knowledge and competencies:

- Demonstrated competencies in monitoring and information systems is required
- Knowledge in quantitative and qualitative analytical skills is required
- Knowledge of District Health Information Systems (DHIS2) is essential

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<sup>1</sup> A first-level university degree in a relevant field combined with five additional years of professional experience may be accepted in lieu of an advanced university degree

- Familiarity with mobile-based real-time monitoring platforms, and application of these technologies for development planning, response, monitoring and reporting is desirable
- Demonstrated ability to develop dashboards for health programme monitoring is essential
- Track record of producing quality deliverables on time.
- Strong ability to multi-task and a drive for on-time delivery required.
- Should be a self starter; self-reliant with excellent organization, coordination & planning skills
- Naturally committed and hard-working, with ability to work under pressure
- Good communication, advocacy and negotiation skills

#### **Languages:**

- Excellent spoken and written English and report writing skills is required.

### **ADMINISTRATIVE ISSUES**

UNICEF will regularly communicate with the contractor and provide feedback and guidance and necessary support so to achieve objectives of the work, as well as remain aware of any upcoming issues related to the performance and quality of work.

As per policy on individual contractors, the individual will be expected to complete a list of mandatory training, including policies on Prohibiting and Combatting Fraud and Corruption; Prohibition of discrimination, harassment, sexual harassment and abuse of authority and other relevant policies for their information and acknowledgment upon acceptance of the offer. Prior to the issuance of the official contract, the individual contractor is requested to complete the applicable mandatory trainings.

The individual contractor is expected to work from UNICEF office in Lilongwe and will be provided with a desk space.

### **CONDITIONS**

- The contractor will be on a long-term arrangement basis over a period of 11.5 months.
- The candidate selected will be governed by and subject to UNICEF's General Terms and Conditions for individual contracts.
- No contract may commence unless the contract is signed by both UNICEF and the individual contractor.
- The individual contractor will be based in Lilongwe, Malawi, with regular field trip to UNJP districts
- The individual contractor will be paid an all-inclusive fee (stationary, communication and other miscellaneous expenses) as per the stipulated deliverable and payment schedule.
- Under the consultancy agreements, a month is defined as 21.75 working days, and fees are prorated accordingly for actual days worked.
- The contractor is eligible for Paid Time Off and paid UN official Holidays. The Individual Contractor will receive Paid Time Off (PTO) credit at the rate of one- and one-half days (1.5 days) for each full month of service, to be credited on the last calendar day of the month.
- Travel expenses for official in-country trips, including living costs (DSAs), will be covered in accordance with UNICEF's rules and tariffs, by the contractor and reimbursed against actuals, as outlined in the payment schedule section above.
- Transport will be provided to the individual contractor during in-country field travel, where planned and approved.
- No travel should take place without an email travel authorization from section prior to the commencement of the journey from the duty station.

- Standard UNICEF procedures will apply for invoicing and all other financial management requirements set out in the contract.
- Standard penalty clauses will also apply for late and poor-quality deliverables. The supervisor of the contract will provide the contractor with the criteria for the evaluation of the quality of each deliverable.
- Additional details of UNICEF rules, regulations and conditions will be attached to the contract.
- Individual contractor will not have supervisory responsibilities or authority on UNICEF budget.
- 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.
- The assignment is an on-site/off-site support.

## HOW TO APPLY

Interested contractors should provide the following:

1. Detailed Curriculum Vitae
2. Submission of atleast one product reflecting candidate’s monitoring expertise (monitoring framework, monitoring report, data dashboard etc)
3. Brief technical proposal (no longer than five pages) demonstrating the consultant’s understanding of the assignment and approach/methodology to the assignment
4. Financial proposal including a breakdown of their all-inclusive fees (including professional fees, travel, living cost, visa and other costs). Complete the attached form.



Financial  
Proposal.xlsx

5. References details