

## **TERMS OF REFERENCE FOR INDIVIDUAL INTERNATIONAL CONSULTANT FOR CPD 2025-2029**

<b>Title: Technical Support to New Country Programme Development in Sierra Leone</b>	<b>Funding Code:</b>	<b>Type of Engagement</b> <input checked="" type="checkbox"/> Consultant (International) <input type="checkbox"/> Consultant (National)	<b>Duty Station:</b> Freetown
<b>AWP Activity Planning &amp; Monitoring:</b> 1.1.2: CPD-Onboarding of Consultant/Firm			
<b>Contract Duration:</b> 6 months (25 September 2023 to 30 April 2024)			
<b>Number of Working Days:</b> 90 days			
<b>Supervisor:</b>			
<p><b>Background:</b></p> <p>With the end of the current Medium-Term National Development Plan 2020-2023, the Government of Sierra Leone (GoSL) requested a one-year extension of the 2020-2023 United Nations Sustainable Development Framework and the UNICEF Sierra Leone Country Programme of Cooperation 2020-2023 (till the end of 2024), to ensure better alignment to emerging national priorities in the forthcoming National Mid-Term Development Plan (2024-2028).</p> <p>In June 2023, the Executive Board approved the extension of the current CPC 2020-2023 of Sierra Leone-UNICEF till 31<sup>st</sup> December 2024. A new Country Programme must be submitted to the Executive Board for approval in September 2024.</p> <p>GoSL and UNICEF are engaged in the strategic planning process of development of a new Country Programme Cooperation for the next five-year cycle 2025-2029. The new CPC will be aligned to the United Nations Sustainable Development Cooperation Framework for 2025-2029 and will ensure the advancement of UNICEF's mandate in the realization of child rights for all children, with focus on the most marginalized and deprived, in support to the national and global development priorities as well as humanitarian requirements.</p> <p>The next Country Programme Document (CPD) will be aligned to the Sustainable Development Agenda 2030 for children, the National Development Strategic Priorities, the UNICEF's Strategic Plan 2022-2025 and outcomes of the new CPD will be derived directly from the UNSDCF (2025-2029) outcomes. UNICEF Sierra Leone is currently proactively participating in the next coordination framework development processes including the ongoing UNSDCF's Evaluation, the forthcoming Country Common Assessment (CCA), the visioning exercise, strategic prioritization, TOC and results framework development.</p> <p>GoSL and UNICEF Sierra Leone are committed to ensure full compliance to the new Organizational Country Programme Planning Guidance and Procedures requirements launched in October 2022 by UNICEF DPAM HQ for developing the new CPC.</p> <p>GoSL and UNICEF Sierra Leone have decided to engage the services of an international consultant to assist with the elaboration of the next Country Programme Document (CPD 2025-2029) to have an objective critique of proposed strategic direction of the next country programme whole process by a competent International Consultant with extensive experience and knowledge of UNICEF programming.</p> <p>The recruitment of an independent individual international consultant will allow for an independent and objective/impartial critique of the proposed strategic direction of the next country programme covering the overall whole process from RRBM training, evidence generation and strategic discussions to the delivery of the CPD Draft.</p>			

The Consultant is expected to be home-based with some in-country missions in Sierra Leone at critical stages of capacity building on the Rights and Results Based Planning and Management, the strategic moment of reflection, when holding consultations with UNICEF staff and stakeholders, and facilitating validation workshops of Theory of Change. The Consultant is also expected to work off-site when producing the analytical evidence synthesis report, reviewing documents, developing inception work plan and when drafting CPD products. This will be agreed at the inception stage. It is recommended that the Consultant spend about half of the working days in-country, which will aid immersion within the team to fully understand UNICEF Sierra Leone's programme and context. The Consultant will also have an opportunity to interact with relevant partners at national and sub-national levels.

Under the guidance of the Deputy Representative – Programmes (DRP), the Consultant will support the roll out of the defined Roadmap for the Development of the Country Programme of Cooperation. S/he will pull together the different pieces of information into a coherent equity-focused Country Programme Document and this will be done based on the new CPD drafting guidelines, in close consultation with the government ministries, departments and agencies (MDAs), development partners, civil society organizations, academia, beneficiaries, private sector and other related stakeholders including young population and children in the country. Furthermore, the Consultant is expected to proactively consult with all UNICEF sections and task teams to ensure adequate coverage of all outcomes and cross-cutting areas.

#### **Purpose and Objectives:**

The purpose of this international consultancy is to develop a new country programme cooperation by strengthening common understanding of UNICEF staff and partners about the new UNICEF Strategic Planning Standard Principles and RRBM, drafting a coherent child-centred CPD incorporating relevant evidence from the situation analysis, lessons learned from the independent evaluation of the previous country programme 2020-2024, in-depth sector analyses, the overall evidence synthesis report, strategic moment of reflection, programme rationale and narratives of theories of change articulated and complimented with sector explanatory notes for collectively identified programme priority areas.

**Key Expected Result:** a solid analytical strategic draft CPD, guided by the UNICEF Strategic Plan (2022-2025) and Gender Action Plan III, and fully aligned with the United Nations Sustainable Development Cooperation Framework (UNSDCF) and the Mid-Term Development Plan of Sierra Leone 2024-2028, **is ready by the end of February 2024 for submission to the WCAR Regional Office's review and comments.**

#### **Strategic objectives:**

1. To strengthen common knowledge and capacities of Government and UNICEF staff on concepts, principles and practical applications of RRBM during the face-to-face (F2F) workshop training.
2. To secure common clarity of strategic prioritization of child deprivations, theory of change, clear vision of the programme, clear outcomes and results framework, and the overall coherence of the new Country Programme Cooperation 2025-2029. To be well aligned with the country context, National Development Plan, sectors strategic plans, SDGs and the UNICEF Strategic Plan 2022-2025 as well as the Gender Action Plan.
3. To promote risk-informed country programme planning that will secure the achievement of expected results for children and adolescents, taking into consideration the presidential and legislative transitions underway from the 2023 elections, the global crisis and post-Covid 19

as well as socio-economic challenges that have aggravated the livelihood situation of the population.

4. To secure high quality excellence and evidence based participatory Strategic Planning of the new CPD 2025-2029, in compliance with the requirements of the global UNICEF CPP Guidance to achieve SDGs by 2030, introduced in October 2022.
5. To promote accountability and a learning ecosystem of the new CPC 2025-2029 and other government sector wide strategic plans and implementation at all levels (regional, district and local levels) for adequate Programme Performance Measurement and learning (Evaluation).

#### **Methodology and Technical Approach:**

The Consultant will have in-depth consultations/discussions with UNICEF SLCO during the inception phase to reach an agreement on appropriate approaches and s/he will elaborate an Inception/Methodological Approach Paper that will be discussed and approved by UNICEF for the accomplishment of these assignments and the achievement of expected deliverables.

#### **Specific Tasks:**

Under the direct supervision of the Deputy Representative - Programmes and the overall guidance of the Representative, the Consultant will work closely with the Chief of Programme Planning & Monitoring and all Section Chiefs to:

1. Produce a concise inception work plan outlining activities to be carried out to support the country office to develop a solid next country programme document (remote).
2. Prepare, organize and facilitate two RRBM workshops of 4-5 days each (duration could be reviewed) for approximately 30 participants per session. The inception approach paper will be produced including a detailed agenda of the RRBM training and list of participants (UNICEF staff and Partners).
3. Elaborate/produce the Analytical Evidence Synthesis Report using the global template, integrate all existing SitAn Report, Sector Analysis, Child Poverty Study, CPE & evaluations reports, all existing studies and household surveys, national political and economic context diagnosis analysis that will serve as key support to the strategic debate at the SMR/Prioritization of top Child Rights Deprivation issues and development of sectoral TOC and Results Framework.
4. Facilitate the Strategic Moment of Reflection of the CPD, based on the SitAn, Evidence Synthesis and all existing evidence sources (the Consultant will work remotely with some travel to Sierra Leone during this exercise).
5. Facilitate, review, compile and critique the SLCO team's inputs to draft the overarching programme rationale, outcome and overarching theories of change, outcome results and resources plans, results and resources framework, costed evaluation plan, and explanatory notes that will guide the design of the next country programme in line with the new country programme strategic planning guidance launched in October 2022 by UNICEF HQ. This includes facilitating consultations workshops with key stakeholders to validate the theories of change (the Consultant will be based in Sierra Leone during these exercises and workshops).
6. Using the OSEB classic 6,000-word CPD template, develop/write the draft of the next CPD that is derived from the evidence synthesis report, the UNICEF Strategic Plan (2022-2025) with a high-level theory of change, and that is aligned to UNSDCF 2025-2029; Sierra Leone Strategic Priorities of the Mid-Term Development Plan 2024-2028 and the Sustainable Development Goals (the Consultant's support will be remote and full guidance will be provided on the requirements as per latest country programme planning guidance, style and templates).

7. Facilitate the draft CPD validation workshop(s) with key stakeholders (Government of Sierra Leone, UN, CSOs, development partners and members of UNICEF Executive Board in Sierra Leone (the Consultant will be based in country during this exercise).
8. Finalize the 2025-2029 Country Programme Document incorporating feedback from validation workshops (the Consultant will work remotely during this period).

**Management, Organization and Timeframe:**

The overview and detailed Roadmap of the CPD process approved by CMT and the RO will serve as the master plan of this consultancy. Specific approach and agenda papers will be produced by the Consultant regarding key specific activities of the roadmap.

**The consultant will report to (supervisory and any other reporting/communication lines):**

The Consultant will directly report to the Deputy Representative in close liaison with the Chief of Planning and Monitoring for the day-to-day contract execution. Periodic updates will be given to the UNICEF Representative as well.

**Expectations for Reporting Formats and Submissions:**

The Consultant is expected to report to the Deputy Representative and Section Chiefs during special programme coordination meetings (PCM) and Country to provide regular updates on progress in implementation of the assignment. When in Sierra Leone, the Consultant will be requested to provide updates during weekly Section Chief meetings.

Draft deliverables will be agreed upon and coordinated feedback from all Section Chiefs will be provided. As appropriate, online (when off-site) and physical meetings (when on-site) shall be scheduled for the Consultant to make presentations on specific deliverables which require discussion and instant feedback.

In addition to specific deliverables, the Consultant is expected to submit the following reports: (i) a less than two-page technical proposal for carrying out the consultancy assignment, (ii) an inception work plan with clear activities and timeframes for accomplishing the specific deliverables specified in the contract, (iii) an end of contract assignment report summarizing key deliverables accomplished, challenges and lessons learnt from the process and recommendations to guide similar future processes.

On the specific deliverables specified in the contract, UNICEF Sierra Leone expects satisfactory and concise written (word, schematic and power point presentations) Analytical Strategic Evidence Synthesis Report, SMR/overarching programme rationale and Theory of Change, draft CPD, draft Costed Evaluation Plan (CEP).

**Work Delivery and Reporting:**

In consultation with the Chief of Planning and Monitoring, the Consultant will schedule meetings to present on specific deliverables. The written deliverables (inception work plan, evidence synthesis report, SMR/programme rationale, theories of change, results and resources plan and framework, draft country programme document, costed evaluation plan), will have agreed timelines as articulated in the agreed inception work plan.

**Child Safeguarding**

Is this project/assignment considered as “Elevated Risk Role” 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:

At least 60 hours periodic meetings: Adolescent and youth participation to following Activities: i) RRBM Training, ii) Strategic Moment of Reflection (SMR), iii) Sector TOC Workshop, iv) CPD validation workshop.

**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](#) and [Child Safeguarding FAQs and Updates](#)

Specific Tasks and Timetable Deliverables & Payment Schedule				
Major Assignment with respect to CPD Road Map	Deliverable/Outcome (e.g., Inception, progress, final reports, training material, workshop, etc.)	Estimated # of days	Planned Completion date	% of total fee payable
1. Produce a concise inception work plan outlining activities to be carried out to support the country office to develop a solid next country programme document (off-site)	Satisfactory concise inception work plan	5	29 September 2023	0
2. Prepare, organize and facilitate two RRBM workshops of 4-5 days each	Two RRBM workshops are organized: <=60 participants are trained	10 days	2-13 October	10%
2. Elaborate/produce the Analytical Evidence Synthesis Report	Sector Analysis and Quality Strategic Evidence Synthesis Report produced	10 days	16-30 October	10%
3. Facilitate a Strategic Moment of Reflection (internal + external)	Both Internal and External Strategic Moment of Reflection are Organized and Final SMR Report produced	15	1-30 November 2023	20%



<b>Specific Tasks and Timetable Deliverables &amp; Payment Schedule</b>				
Major Assignment with respect to CPD Road Map	Deliverable/Outcome (e.g., Inception, progress, final reports, training material, workshop, etc.)	Estimated # of days	Planned Completion date	% of total fee payable
4. Facilitate and draft outcome and overarching programme rationale, outcome and overarching theories of change, outcome results and resources plan and results and resources framework, costed evaluation plan and explanatory notes for the next country programme using latest UNICEF guidance. Facilitate stakeholder consultations	Satisfactory draft overarching programme rationale and outcome and overarching theories of change, results and resources plans and framework for the next country programme	40	1 November -30 December 2023	20%
5. Facilitate and draft/write the next country programme document following OSEB classic template and annexes3. (off-site)	Satisfactory draft of the next country programme document including results and resource plans, overarching results and resource framework, and a costed evaluation plan	20	1-31 January 2024	10%
6. Facilitate CPD validation workshops and produce final draft next country programme document incorporating feedback from validation workshops and regional office comments	Satisfactory pre-final draft country programme document reviewed incorporating comments from the RO and validation workshop	10	1-15 February 2024	10 %
7. Facilitate the draft CPD validation workshop(s) with key stakeholders (Government of Sierra Leone, UN, CSOs, development partners and members of UNICEF Executive Board in Sierra Leone (consultant will be based in country)	Draft CPD edited and finalized	10 days	15-28 February 2024	5 %
8. Finalize the 2025-2029 Country Programme Document incorporating feedback from validation workshops and RO	Final submission to UNICEF for Consultations with Donors and submission to GoSL approval	5 days	1-31 March 2024	15 %

\* **Expected timelines for completion are estimated and may vary depending on progress**

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 consultant 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 (concise inception work plan, overarching programme rationale and theories of change, draft CPD, CEP)
- Demonstration of high standards in cooperation and communication with UNICEF and counterparts
- Stakeholder facilitation skills, particularly during strategic moment of reflection and stakeholder validation workshops
- Concise end of contract report summarizing key deliverables accomplished, challenges experienced, lessons learnt and recommendations to guide future processes.

## **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.

Travel and living costs will be included as a lump sum in the proposal with daily rates for an estimated 40 days. As per UNICEF operational guidelines, travel for international consultancies, will be in economy class and will use the most economical route.

## **DESIRED COMPETENCIES, TECHNICAL BACKGROUND AND EXPERIENCE**

### **Academic qualification:**

At least a Master's degree in a relevant field (international relations, development studies, business administration, social sciences, demography, economics, statistics).

### **Work experience:**

- At least ten years of strategic planning and programme design experience in the social development field is required.
- Proven track record of experience in design of UN and UNICEF country programme documents and result frameworks is required.
- Proven track record in results-based management practice including in programme design (prioritization, programme strategy notes, theory of change, result frameworks and results-based budgeting) is required.
- Proven track record in facilitating multi-stakeholder groups as well as consultation with vulnerable groups, including children and adolescents, is essential.
- Experience in development and humanitarian programming in the West African countries is an asset.
- Experience in conducting situation analysis of children's and adolescents' rights and well-being is an added advantage.
- At least basic knowledge of gender equality analysis and ability to identify other social issues that affect children and adolescents in particular.

**Technical skills and knowledge:**

- Strong and up-to-date knowledge of results-based management principles and practice.
- Sound and up to date knowledge and expertise in human rights-based approach to programming, gender transformative, equity-focused and risk-informed programming.
- Sound and up to date knowledge of UN and UNICEF's policies and practices in programme design.
- Conversant on the Convention on the Rights of the Child as it relates to civil, political, economic, social and cultural rights of every child.
- Ability to analyse connections between CRC, CEDAW and UNPRDP.
- Working knowledge of Sierra Leone and Western Africa geographical and socio-economic situation.

**Competencies:**

- Strong analytical and conceptual thinking
- Strong coordination and facilitation skills
- Works collaboratively with others
- Demonstrates self-awareness and ethical awareness
- Drive to achieve results for impact
- Ability to work under pressure and to manage different expectations
- Strong verbal and written communication skills
- Computer skills, including internet navigation, and various office applications

**Languages:**

- Fluency in English language combined with strong oral, presentation and written communication skills is required.

**ADMINISTRATIVE ISSUES**

UNICEF will regularly communicate with the Consultant and provide feedback, guidance, and necessary support to achieve the 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 consultants and individual contractors, the individual will be expected to complete a list of mandatory trainings, 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 consultant is requested to complete the applicable mandatory trainings.

The Consultant's assignment will be served in hybrid work format, depending on activities as explained above and as agreed in the work plan at inception stage.

The Consultant will be provided a workstation at UNICEF's office while working in country. The Consultant will be connected to shared printers and will have access to UNICEF conference facilities for workshops and presentations.



## **CONDITIONS**

- The consultancy days (90) will be over a period of 7 months divided between working in Sierra Leone at critical periods like the strategic moment of reflection and when facilitating RRBM Workshop, TOC workshops; and from his or her own base when reviewing documents and drafting CPD products.
- The Consultant will be based in Freetown for about 40 working days and working from his or her base for about 50 days as per agreed work plan.
- Transport will be provided by UNICEF to the Consultant during in-country field travel, if planned and approved.
- The assignment is both an on-site and off-site support.

## **HOW TO APPLY**

Interested consultants should provide the following:

1. Curriculum Vitae
2. Brief technical proposal (no longer than two pages) demonstrating the consultant's understanding of the assignment and approach/methodology to the assignment
3. Financial proposal including a breakdown of their all-inclusive fees (including professional fees, travel, living cost, visa and other costs). Please complete the attached form.

<b>Budget Year:2023</b>	<b>Requesting Section/Issuing Office: Deputy Representative and Planning &amp; Monitoring</b>	<b>Reasons why work cannot be done by staff:</b> UNICEF SLCO staff is fully concentrated on programme implementation, services delivery to children, multiple responsibilities of results-based management, end of year 2023 review & multiple reporting and the 2024 work planning.  The recruitment of an independent individual international consultant will allow for an independent and objective impartial and neutral thinking and can advise on the proposed strategic direction of the next country program without organizational bias.	
<b>Included in Annual/Rolling Workplan:</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No, please justify:			
<b>Consultant Sourcing:</b>  <input type="checkbox"/> National <input checked="" type="checkbox"/> International <input type="checkbox"/> Both  <b>Consultant Selection Method:</b>  <input type="checkbox"/> Competitive Selection (Roster) <input checked="" type="checkbox"/> Competitive Selection (Advertisement/Desk Review/Interview)		<b>Request for:</b>  <input checked="" type="checkbox"/> New Consultancy  <input type="checkbox"/> Extension/ Amendment	
If Extension, Justification for extension: N/A			
<b>Supervisor:</b> Liv Elin Indreiten, UNICEF Deputy Representative Programmes in Sierra Leone	<b>Start Date:</b>  25/09/2023	<b>End Date:</b>  30 April 2024	<b>Number of (working) Days/Months:</b> 15 working days per month

Estimated Consultancy Fee	500 USD per day	90	45,000 USD
Travel International	Flight Tickets (2 return)		8,000 USD
Travel Local (please include travel plan)			NA
Residency Permit Costs			
DSA (local travels)	243 USD per Day	40 days	9,720 USD
<b>Total Estimated Consultancy Costs<sup>i</sup></b>			<b>63,020 USD</b>
<b>Minimum Qualifications required:</b> <input type="checkbox"/> Bachelors <input checked="" type="checkbox"/> Masters <input type="checkbox"/> PhD <input type="checkbox"/> Other  Enter Disciplines: <ul style="list-style-type: none"> <li></li> <li></li> </ul>	<b>Knowledge/Expertise/Skills required:</b> <u><b>Experience</b></u> <ul style="list-style-type: none"> <li></li> </ul> <u><b>Skills required</b></u> <ul style="list-style-type: none"> <li></li> </ul>		
<b>Administrative details:</b> Visa assistance required: <input checked="" type="checkbox"/> Transportation arranged by the office: <input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> Home Based <input checked="" type="checkbox"/> Office Based: If office based, seating arrangement identified: <input type="checkbox"/> TBD IT and Communication equipment required: <input checked="" type="checkbox"/> Internet access required: <input checked="" type="checkbox"/>		
<b>Request Authorised by Section Head</b>  Robert Ndamobissi Chief Planning and Monitoring	<b>Request Verified by HR:</b>  Sanchia Gordon Hall, HR Manager		
<b>Endorsed by Deputy Representative (Programme)      Approved by UNICEF Representative</b>			
_____ Liv Elin Indreiten		_____ Rudolf Schwenk	

<sup>i</sup> Costs indicated are estimated. Final rate shall follow the “best value for money” principle, i.e., achieving the desired outcome at the lowest possible fee. Consultants will be asked to stipulate all-inclusive fees, including lump sum travel and subsistence costs, as applicable.

Payment of professional fees will be based on submission of agreed 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

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

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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 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.

UNICEF offers reasonable accommodation for consultants 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.