**ANNEX 1. TERMS OF REFERENCE FOR INDIVIDUAL CONTRACTORS/ CONSULTANTS**

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| **PART I** | | |
| Title of Assignment | Design and development of analytical tools to facilitate the use of monitoring data in ESAR | |
| Section | Programme Planning and Monitoring (PPM) | |
| Location | Remote/Home based | |
| Duration | *50 working days* | |
| Start/End date | **From:27-Dec-21** | **To: 6-May-22** |

**Background and Justification**

Enhancing programme monitoring and the use of programme monitoring data for the purposes of programme quality improvement is a key priority for the 2022-2025 Eastern and Southern Africa (ESA) Regional Office Management Plan (ROMP). The ESA Regional Office is currently developing an ESAR Programme Monitoring Framework (PMF), in collaboration with UNICEF’s Data, Analytics, Planning and Monitoring (DAPM) Division and ESAR Country Offices (COs) to further the programme monitoring agenda in the region. The PMF is aligned with the programme monitoring vision and priorities outlined in UNICEF’s 2022-2025 Strategic Plan and Global Knowledge Management Strategy.

One of the five pillars of the PMF is “Analysis and Visualization,” which is focused on the systematic analysis of results and implementation monitoring data for the purposes of adaptive programming and learning. While there exists a wealth of situation and programme monitoring data in the region and within COs, there is relatively limited analysis and utilization of this data to inform programme planning, design, and implementation. One of the key barriers to the analysis of this data is limited capacity and funding for the design, development, and regular updating of analytical tools. This barrier, in turn, limits the optimal utilization of existing data to facilitate timely programme adjustments and course corrections.

Therefore, ESARO’s Programme Planning and Monitoring (PPM) section envisages the provision of technical support for ESARO and ESAR COs in the user-centred design and development of a core set of analytical tools to ensure analysis and utilization of monitoring data in the region. ESARO will conduct a survey with ESAR COs to understand the immediate priorities related to analysis of monitoring data to inform the specifics of this technical support. It is anticipated that the collaborative design, development and subsequent use of tools will enable the RO and COs to utilize existing data in a timely and efficient manner for the purposes of adaptive programme and to foster an enhanced learning culture in the region.

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**Scope of Work**

Under the supervision of the Monitoring and Evaluation Manager - PPM section, the consultant will support ESARO and ESAR COs in the user-centred design and development of a core set of analytical tools to ensure optimal analysis and utilization of monitoring data in the region.

The scope of assignment will be composed of the following:

* Conduct a scoping exercise on existing analytical tools in the region, including potential improvements that can enhance utility and adaption of existing tools
* Utilize findings of ESAR CO survey on immediate priorities to identify a core set of analytical tools that can further utilization of monitoring data across a majority of ESAR COs
* Develop a core “toolkit” of analytical tools for ESAR COs to further use of monitoring data for adaptive programming
* Develop programme monitoring tools and dashboards for ESARO to monitor progress on the 2022-2025 ROMP
* Conduct focused capacity development sessions for the network on customization and utilization of tools developed

Regarding the geographic scope, the consultancy will cover all 21 countries[[1]](#footnote-1) covered by UNICEF Eastern and Southern Africa Regional Office.

It is expected that development of analytical tool, documentation, and presentation of the tools will take approximately 50 working days between December 27, 2021 and May 05, 2022.

***Outputs/Deliverables:***

The expected deliverables of this consultancy are as follows:

* Work plan
* Analytical tools (between 4-6 tools depending on case requirements) for ESAR COs and ESARO
* Training Manual/User Guide for the customization and use of analytical tools developed
* A brief report outlining the findings of the Scoping Exercise and an overview of tools developed (not to exceed 30 pages)
  + - Executive summary
    - Background/purpose/use
    - Findings of survey and consultations
    - Overview of tools
    - Conclusions
    - Annexes
* A summary presentation for the network on available tools

**WORK PLAN, DELIVERABLES, AND MANAGEMENT**

| **Task** | **Deliverable** | **Estimated No. of Days** | **Indicative**  **Timeline** | **Payment Plan** |
| --- | --- | --- | --- | --- |
| 1. Inception phase – Development of work plan; Scoping exercise | Work plan and Scoping Report | 2 days | Dec 27 | 10% |
| 1. Consultations with RO and COs | Summary of findings and next steps | 5 days | Jan 24 | 10% |
| 1. Development of analytical tools for RO and COs | Analytical tools | 30 days | Mar 10 | 40% |
| 1. Presentation of tools for endorsement and to gather recommendations; address key issues | Presentation to network | 1 day | Mar 15 | 10% |
| 1. Development of User Guide | User Guide | 5 days | Mar 21 | 10% |
| 1. Capacity building sessions for network on customization and utilization of tools developed | Training workshops/sessions | 5 days | Apr 13 | 10% |
| 1. Final Report | Final Report (20-30 pages) | 2 days | Apr 25 | 10% |
| **Total** |  | **50 days** |  | **100%** |

**Payment Schedule**

Payments will be based on timely and quality deliverables cleared by PPM section to be invoiced with completion of each deliverable as highlighted in the workplan.

**Conditions**

* As per UNICEF policy, payment is made against approved deliverables. No advance payment is allowed unless in exceptional circumstances against bank guarantee, subject to a maximum of 30 per cent of the total contract value in cases where advance purchases, for example for supplies or travel, may be necessary.
* The consultant selected will be governed by and subject to UNICEF’s General Terms and Conditions for individual contracts.
* Performance will be evaluated considering quality of deliverables, consultation with stakeholders, timeliness of deliverables of and comprehensiveness of work as defined in the terms of reference.
* The consultant may not publish or disseminate Reports, data collection tools, collected data or any other documents produced from this consultancy without the express permission of and acknowledgement of UNICEF.
* The consultant will be required to clearly identify any potential ethical issues and approaches, as well as the processes for ethical review and oversight of the evaluation process in their proposal

**Desired competencies, technical background, and experience**

1. Masters (required) or Advanced Degree (Ph.D. desirable) in the development field, including monitoring and evaluation, statistics, social sciences, computer sciences
2. At least 8 years of progressively responsible professional work experience at national and international levels in conceptualizing, designing and implementing analytical tools in developing countries
3. Demonstrated expertise in developing development and humanitarian programme monitoring tools; good knowledge of development and programme issues, especially with children’ issues and UNICEF’s work.
4. Excellent analytical skills and fluency in English is required.
5. Demonstrated ability to produce high quality analytical tools and reports in Power BI, Excel, Tableau, etc.
6. Proven ability to: (i) handle multiple tasks under pressure with short deadlines; (ii) ability to work independently, seeking guidance on complex issues; and (iii) excellent interpersonal skills, proven team orientation and the ability to work across unit boundaries.
7. *Must exhibit the UNICEF Core Values of:*
   1. *Care*
   2. *Respect*
   3. *Integrity*
   4. *Trust*
   5. *Accountability*
8. *Competencies*

* Builds and maintains partnerships
* Demonstrates self-awareness and ethical awareness
* Drive to achieve results for impact
* Innovates and embraces change
* Manages ambiguity and complexity
* Thinks and acts strategically
* Works collaboratively with others

**Administrative issues**

The consultant should perform the work using his/her own resources (e.g. computer, internet connection) and will not be provided with a working space. The work will be performed remotely/home-based. The Consultant will, therefore, be available for calls and skype meetings between 0800 and 1700 EAT while working remotely.

**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.

**How to Apply**

Qualified candidates are requested to submit the following documents by **COB December 8, 2021** (Incomplete applications will not be considered):

1. Cover letter describing motivation for the consultancy.
2. Expression of interest (EOI) demonstrating understanding of the terms of reference and proposing the consultant’s approach to the assignment.
3. Curriculum Vitae
4. Quoted daily fees in US$, or for candidates who are nationals of Kenya should quote fees in Kenyan shillings.
5. Confirmed availability to start 27 December 2021

**Applications submitted without a fee/ rate will not be considered.**

1. Angola, Botswana, Burundi, Comoros, Eritrea, Ethiopia, Kenya, Lesotho, Madagascar, Malawi, Mozambique, Namibia, Rwanda, Somalia, South Africa, South Sudan, Tanzania, Uganda, Zambia, Zimbabwe [↑](#footnote-ref-1)