

TERMS OF REFERENCE FOR INDIVIDUAL CONSULTANTS

Title: Review of Field Presence	WBS/Funding Reference/Activity/IR	Type of engagement <input checked="" type="checkbox"/> Consultant	Workplace of Consultant: Remote and on site in Dhaka
Grant: Non-Grant GC	GL Account: 7000190	Fund ID: 5070/A0/06/880/009/012	
<p>Background</p> <p>UNICEF Bangladesh Country Office (BCO) signed a five-year Country Programme Document (CPD 2022-2026) to support the Government of Bangladesh in providing all children, adolescents, and women, with opportunities to fulfil their rights. The CPD is aligned with the Government's 8th Five Year Plan 2020-2025 with its focus on rapid recovery from COVID-19; inclusive growth that lowers poverty and improves economic and social equity; sustainable development resilient to disaster and climate change; successful management of urbanization; development of critical institutions; and reaching the Sustainable Development Goals. The country programme document is also aligned with the UNICEF Strategic Plan, 2022–2025 and interlinked plans to achieve the 2030 Agenda for the Sustainable Development Goals. The CPD priorities align with the United Nations Sustainable Development Cooperation Framework (UNSDCF) outcomes and the Government of Bangladesh's national priorities in relevant sectoral policies.</p> <p>In 2023-2024, UNICEF BCO completed a Fit-for-Purpose review that aimed at enhancing the efficiency and effectiveness of the BCO programmes and operations. The process resulted in programmatic and operational changes to the overall structure of UNICEF BCO. In this process, the need to align our field presence with the PBR outcome was recognized and recommended by the PBR to ensure that the field presence is <i>efficient and effective</i> in responding to the programmatic priorities.</p> <p>Objective</p> <p>The Country Office plans to revisit and revise the current field presence in Bangladesh to create a more efficient and effective field presence structure that responds to development and humanitarian programming in a resource-constrained context. The revised field presence structure should support Bangladesh in achieving its development goals and ensure UNICEF is on the cutting edge of relevance with our programmatic intent, functions, and capacities. The review process will assess the programmatic and operational needs of field offices in line with the 2023-24 PBR results and aim at elaborating a realistic, efficient, effective, and sustainable structure that will ensure value for money. While determining the proposed field presence structure, innovative solutions need to be thought through in a participatory and consultative manner. The field presence review must assess whether the functions and skills relevant to UNICEF's mission in Bangladesh are adequately allocated and located.</p> <p>In this regard, BCO seeks an experienced international consultant to facilitate the 'Field Presence Review' process. Under the Country Representative's overall oversight and the Deputy Representative Operations's direct supervision, and in coordination with the Deputy Representative Programme and the Chief of Field Services, the consultant will facilitate and provide guidance during the assignment and ensure a consultative and transparent process is maintained.</p> <p>The following key questions will guide the review.</p> <ol style="list-style-type: none"> 1. Are the current field presence operational costs sustainable in the next 3-5 years? 2. What are the critical costs for operations to sustain programming, and where can such costs be reduced? 			

3. What are the innovative ideas for staff structure and staffing modalities (with implications on HR capacities, skills, and associated Job Descriptions) to support programme implementation at the field level? (Including the options suggested by TRT/PBR in Q1 2024).

Based on information gathered under points 1-3 above, propose a revised field presence structure. The proposed structure is expected to comply with the following parameters while meeting indicated considerations.

Parameters

1. Value for money: Revised field presence to focus on a **value for money, with a cost-effective, sustainable structure over 3-5 years**, considering both staffing and establishment costs¹.
2. The **staffing structure and job responsibilities**, potential staffing modalities including consultants, TAs, UNVs, etc., should be guided by optimal utilization of resources as proposed in the PBR 2023-2024 (e.g. double hatting, roving posts, surge support, review of the number of physical FO premises, one FO covering multiple locations etc. are to be considered)
3. Identifying **the critical operations costs for sustaining programming** in the field is necessary, and the **scope for reducing such costs** must be explored.
4. The process will be **transparent and consultative** with internal stakeholders—programme sections, operations, and field services, including the field staff, staff association, senior management, etc.

Considerations

1. The field presence review aims to **develop field-level support for programme staff for effective and efficient programme implementation through improved field coordination, and multi-sectoral support, contributing to evidence-based programme policy development and advocacy**. The sectoral programmatic field presence was agreed upon and approved as part of the Fit for Purpose (F4P) review 2023-2024. Therefore, this review will not delve into sectoral programmatic field presence.
2. While the review will **consider different staffing modalities**, staff roles that are most critical to sustaining the priority operations functions should be reviewed for their optimal deployment as per the actual need and, wherever possible, consideration for shared resources for multiple field offices/outposts like a "regional hub" should be considered.
3. When looking into the consultant modality, the consultant's role should be informed by chosen implementation modalities like CSO partnerships, DCTs to Govt, etc. to assess the extent to which consultancy modality is effective for achieving results.
4. Emergency response is embedded within the respective programme RWPs. However, as part of this review, **BCO's Emergency programming approach** needs to be further articulated to better inform the role of field presence structure in emergency programming with a link to recovery and resilience, strengthening the Development and Humanitarian nexus.
5. Delve into a strengthened **matrix management**, with secondary reporting lines from field-based programme staff to the Country Office counterparts.
6. The **field presence structure of other UN agencies**, particularly those with similar programming scale must be considered in the evaluation process. Additional aspects can be considered during the inception phase of this consultancy, should there be a need.

¹ Utilities; rent; security; IT costs; etc.

Indicative Process

- Activation of the **Fit for Purpose Review working group**, which includes both Deputy Reps; most Chief of sections; HR; the Staff Association, CFOs, and Chief FS, which will review and provide clearance on the approach/design of the exercise and the final review and clearance of the proposed field presence structure.
- **Agreement on the overall design of the field presence review**—At the Inception stage, the Consultant, in coordination with senior management, will review and agree on the overall objectives, scope, process, deliverables, and timeline. A list of relevant questions will also be drawn up specific to each relevant stakeholder group.
- Based on the review of 2022-24 operational costs of Field Offices, **explore possibilities for reducing such costs.**
- **Consultations with relevant groups**— Key stakeholders will provide inputs to potential field presence scenarios through a series of consultations/workshops and interviews facilitated by the Consultant.
- **Consultations with other UN agencies**—Reach out to other relevant UN agencies to understand the logic, structure, costs, and potential areas of collaboration as per their current and future field presence. Best practices and relevant examples from elsewhere could also be identified and used in development of the potential scenarios for field presence.
- **Development of proposed field presence scenarios**— Compile inputs from the various consultations/workshops/interviews, develop 2/3 scenarios of field presence, with costing elements and programmatic rationale, for consideration of the working group and senior management.
- **Presentation of proposed field presence scenarios**—The scenarios will be presented and discussed with all key internal stakeholders in a workshop facilitated by the Consultant.
- **Finalisation of the most suitable field presence scenario**— The scenarios, with pros and cons will be presented at the CMT for final recommendation to the Representative.

Key Tasks and Responsibilities

The specific tasks of this consultancy are:

Inception stage

- Finalise the overall objectives, scope, process and methodology, deliverables, timeline, and outcome of the field presence review including semi-structured questionnaires for different discussions/workshops, interviews, etc., in consultation with senior management and other key stakeholders.

Implementation stage

- Conduct consultation workshops with different internal stakeholders- Programme sections, Operations, field services including the field staff, Emergency team, and Sr management. to determine the field presence needs and possible cost-effective, innovative field presence options based on a semi-structured guiding questionnaire.
- Facilitate a workshop with the Field Services & Emergency team and Emergency focal point to articulate the UNICEF Emergency programming approach and role of field presence structure in emergencies.
- Review of operational cost of field presence over the last 3 years and develop potential recommendations for cost reduction.
- Conduct consultations with other UN agencies and large NGOs as possible.
- Develop 2/3 different costed field presence scenarios informed by the consultations during the workshops and meetings as per the key guiding questions and elaborate the strengths and weaknesses of each scenario.

Finalisation and reporting stage

- Facilitate a workshop for the final review of the different proposed scenarios (with the participation of internal stakeholders) to seek final inputs, feedback, suggestions, etc.

- Provide recommendations (based on the programmatic and operational considerations) to the Sr. management on two costed scenarios (with pros and cons) with a comprehensive report on the overall process.

Indicative methodology

Desk review of relevant documents and preparation of inception report - the consultant will analyse relevant literature and reports that will be shared with him/her and prepare the inception report.

- Conduct/facilitate consultative workshops and individual meetings with different stakeholders in groups or individually.
- Consolidate the inputs from workshops and interviews and develop at least 2 field presence scenarios.
- The final report, a key deliverable, will present at least two solid scenarios for BCO's revised field presence with a comprehensive cost-benefit analysis.

Proposed/Tentative Roadmap for the Review (assignment will take at least four months from the issuance of contract)

- I. Consultant onboarded **(by 30 Oct 2024)**
- II. Inception meetings and sharing of key reference documents with the consultant (Management, Field Services, Operations) **(by 15 Nov)**
- III. Consultant develops Inception report, shares, and incorporates the feedback **(25 Nov)**
- IV. Consultant conducts workshops/meetings with Field Services, Programme sections, Emergency Team, Operations, Management, and other UN agencies with field presence) to discuss proposed scenarios. **(Dec 2024- 15 Jan 2025)**
- V. Based on the 2022-24 operational costs of Field presence, the consultant evaluates areas for additional savings **(15-30 Jan 2025)**
- VI. Consultant develops and shares 2/3 costed scenarios for review and discussion, and elaborates a cost-benefit analysis for each **(5-10 Feb 2025)**
- VII. Consultant conducts a workshop with relevant staff members across BCO to refine the scenarios. **(15 Feb 2025)**
- VIII. CMT, in consultation with Fit for Purpose WG, adopts the most efficient scenario as per the set parameters and recommends for approval by the Representative **(28 Feb 2025)**

Reporting requirements

- Submission of all reports as stated under deliverables with the prescribed quality requirements along with any necessary materials generated during the consultancy.
- The consultant is required to maintain all key documentation during the assignment.
- Regular progress meetings will be conducted with management, the Fit-for-Purpose WG, and other groups as required.
- The final report will be submitted at the end of the consultancy.

Budget Year	Requesting Section/Issuing Office:	Reasons why consultancy cannot be done by staff:
2024	Office of Deputy Representative – Operations	To maintain the neutrality and objectivity in the review of field presence

Included in Annual/Rolling Workplan: Yes/ No, please justify: The activity is one of the Management priorities included in the AMP 2024. And it is a recommendation of the PBR minutes from February 2024.

Consultant sourcing:			
<input type="checkbox"/> National <input checked="" type="checkbox"/> International			
Consultant selection method:			
<input type="checkbox"/> Competitive Selection (Roster)			
<input checked="" type="checkbox"/> Competitive Selection (Advertisement/Desk Review ² /Interview)			
<input type="checkbox"/> Single Sourcing (exceptional, only in emergency situations, approval by Head of Office required)			
Name (in case of single sourcing/extension) <i>Not applicable</i>		Justification or Refer to NFR (in case of single sourcing/extension) <i>Not applicable</i>	
Supervisor: Deputy Representative Operations	Start Date: 20 Oct 2024	End Date: 20 March 2025	Duration 5 Months
Work Assignment Overview			
Tasks/Milestone:	Deliverables/ Outputs	Timeline	Budget
Preparation of the Inception Report- containing the overall objective, scope, process, deliverables, and timeline of the field presence review with a list of guiding questions for seeking inputs from all concerned at various stages of the Review process. Deliverable due- two weeks from signing of the contract. Estimated number of the consultancy days – 10	Inception Report	Two weeks from signing of the contract	25%
Preparation of consultation workshops and conducting the workshop - Summary report of all agreed workshops and individual interviews (KIIs) Deliverable due- Upon completion of all the Workshop KIIs- One month from the finalisation of the Inception Report Estimated number of working days – 20	Consultation workshops report (summary report of all consultations)	Upon completion of all the Workshops/ KIIs- One month from the finalisation of the Inception Report	25%
Detailed report describing proposed costed final field presence scenarios - Deliverable due- Two weeks from the completion of Workshop Report Estimated number of working days – 10	Report describing the 2/3 proposed field presence	Two weeks from the completion of the Workshop Report	25%
Final workshop and final report Deliverable due- Two weeks from the submission of the final field presence scenarios. Estimated number of working days – 7	Final Report	Two weeks from the submission of the costed final field presence scenarios.	25%

² A Desk Review should only be considered as a selection method when there is a justifiable urgency.

<p>Minimum Qualifications required:</p> <p>Bachelors <input type="checkbox"/> Masters <input checked="" type="checkbox"/> PhD <input type="checkbox"/> Other <input type="checkbox"/></p> <p>Social sciences, Business administration, international development etc. from any recognized university</p>	<p>Knowledge/Expertise/Skills required:</p> <ul style="list-style-type: none"> • Minimum five years of experience working at mid to -senior level with UNICEF/UN • Experience in at least one of the following areas: Risk analysis and Change Management, Costing, Strategic Planning & Business Analytics, Policy & Procedure Development, Human Resources Management. • Experience in facilitating consultative workshops is required. • Ability to work in a multi-disciplinary team and to deliver on time as well as showing a high degree of flexibility as needed. <p>Language Requirements - Fluency in English is required.</p>
<p>Administrative details:</p> <p>Visa assistance required: <input checked="" type="checkbox"/></p> <p>Transportation arranged by the office: <input checked="" type="checkbox"/></p>	<p><input checked="" type="checkbox"/> Home Based <input checked="" type="checkbox"/> Office Based:</p> <p>If office based, seating arrangement identified: <input type="checkbox"/></p> <p>IT and Communication equipment required: <input type="checkbox"/></p> <p>Internet access required: <input checked="" type="checkbox"/></p>

³ Based on P5 level mid-range

⁴ Costs indicated are estimations. 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.

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.

Checklist for VA and hiring managers.

1. Technical Offer:

Based on the careful study of the TOR and deliverables, provide (1) information on the way you intend to achieve the outputs of the assignment and complete the deliverables. (2) Please elaborate on the timeline and milestones. (3) Also indicate references to the similar assignments that you performed & their contacts, and (4) attach your CV.

2. Financial Offer:

Should be an all-inclusive (lump-sum) fee for all deliverables and complete output of the assignment as described in the TOR. It should include among others consultancy fee, associated administrative cost, all living and travel cost (please see travel plan in the TOR if applicable). UNICEF will not cover any additional cost. Payment schedule that is linked to milestones and completed deliverables should be included.

The offers will be evaluated as follows:

Criteria	Weight	Points/amount
Qualifications	20%	
Education qualification		
Years of relevant experience		
References to similar assignments		
Technical Offer	50%	
Comprehensiveness of the offer		
Details of the methodology and clarity of deliverables		
Financial Offer	30%	
Payment schedule linked to milestones		
All-inclusive fee		
Total	100%	

Child Safeguarding Certification
(To be completed by Supervisor of the post)

Child Safeguarding refers to proactive measures taken to limit direct and indirect collateral risks of harm to children, arising from UNICEF’s work or UNICEF personnel. Effective 01 January 2021, Child Safeguarding Certification is required for all recruitments.

<p>1. Is this position considered as "elevated risk role" from a child safeguarding perspective? * If yes, check all that apply below.</p>	<p><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p>
<p>2a. Is this a Direct* contact role?</p> <p>2b. If yes, in a typical month, will the post incumbent spend <u>more than 5 hours</u> of direct interpersonal contact with children, or work in their immediate physical proximity, with limited supervision by a more senior member of personnel. *“Direct” contact that is either face-to-face, or by remote communicate, but it does not include communication that is moderated and relayed by another person.</p>	<p><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p> <hr/> <p><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p>
<p>3a. Is this a Child data role? *:</p> <p>3b. If yes, in a typical month, will the incumbent spend <u>more than 5 hours</u> manipulating or transmitting personal-identifiable information of children (names, national ID, location data, photos) * “Personally identifiable information”, in this context, means any information relating to a child who can be identified, directly or indirectly, by an identifier like a name, ID number, location data, photograph, etc. This is a “child data role”.</p>	<p><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p> <hr/> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p>
<p>4. Is this a Safeguarding response role*</p> <p><i>*Representative; Deputy representative; Chief of Field Office; the most senior Child Protection role in the office; any focal point that the office designated for Child Safeguarding; Investigator (Office of Internal Audit and Investigations</i></p>	<p><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p>
<p>5. Is this an Assessed risk role*?</p> <p><i>*The incumbent will engage with particularly vulnerable children⁵; or Measures to manage other safeguarding risks are considered unlikely to be effective⁶.</i></p>	<p><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p>

⁵ Common sources or signals of additional vulnerability may include but are not limited to age of the child (very young children); disability of the child; criminal victimization of the child; children who committed offences; harmful conduct by the children to themselves or others; lack of adequate parental care of the children; exposure of the children to domestic violence; a humanitarian context; a migrant (refugee/asylum-seeking/IDP) context. No 'baseline' vulnerability will be set. Hiring Managers will need to use judgment, taking into consideration the implications that follow from an assessed risk role (additional vetting scrutiny, training).

⁶ i.e., the role-risk will be compounded by other residual risks.