

TERMS OF REFERENCE FOR INDIVIDUAL CONSULTANT/CONTRACTOR

SECTION	Operations
CONSULTANCY TITLE	International Consultancy – Support for the Development of UNICEF Burkina Faso Country Programme Management Plan 2024 -2025
TYPE OF ENGAGEMENT	<input checked="" type="checkbox"/> Individual Consultant <input type="checkbox"/> Individual Contractor
PURPOSE OF THE ASSIGNMENT	
<p>The objective of the consultancy is to provide strategic guidance and analytical support to assess the programmatic shifts and objectives and identify optimal management and human resources strategies for UNICEF Burkina Faso Country Programme. The consultant will work in close collaboration with the consultant recruited for the functional and skills gap analysis to bring independent perspectives, expertise and complementary skills sets to the new Country Programme organizational design and its successful implementation.</p>	
BACKGROUND	
<p>The current UNICEF Burkina Faso Country Programme Document (CPD) is set to expire at the end of December 2023. The new extended CPD 2018-2025 has been approved by EB and is in the stage of operationalization into rolling work plan 2024-2025. The UNICEF Burkina Faso Country Programme was developed through a participatory process that involved several groups of children including adolescents, the Government, NGOs, UN Agencies, as well as development partners. The process was built on the Strategic Moment of Reflection (SMR) of the current programme as well as annual reviews in order to capitalize on lessons learned for the new programme.</p> <p>With reference to the Convention on the Rights of the Child and the Convention on the Elimination of All Forms of Discrimination against Women, the situation analysis has been carried out using an equity-based approach, targeting the dimensions of risk and vulnerability specific to girls, boys and women in Burkina Faso. The situation analysis, conducted in 2017, takes stock of the achievements of the last five years in the area of the rights of these different categories. It then identifies the most disadvantaged social categories and attempts to pinpoint the failures to respect rights and the reasons behind them. It follows an inclusive and participatory approach and provides an overview of the situation of children's and women's rights to survival and development, to education and to environment through the "life cycle" approach. The situation analysis is largely based on the one developed jointly with other UN agencies involved in the Common Country Assessment (CCA). The selection of priority intervention areas was then based on causal analyses of deprivation to understand the underlying and root causes of child rights violations. The programmatic niches correspond to the areas of intervention recommended by the UNICEF Strategic Plan 2018-2021, the Gender Action Plan 2018-2021 as well as by the various sectoral strategies recommended to better integrate the effects of climate change into UNICEF-supported country programmes. It is also aligned with the regional Key Result for Children as a corporate engagement from the Regional Collaboration for Children in the Western and Central Africa region.</p>	
ASSIGNMENTS:	
<p>The proposed consultancy is anticipated to provide strategic guidance and support for the office in identifying management and human resources strategies to deliver the new Country Programme and enhancing linkages and partnership in key cross-cutting issues.</p> <p>The specific tasks of this consultancy are:</p> <ul style="list-style-type: none"> • Review the process timeline for Country Programme Management Plan for 2024-2025 CPD and propose suggestions; • Based on the CPD extension , identify meaningful opportunities to engage and consult key stakeholders in the Review process; 	

- Support full review of the cross-sectoral sections
- Oversee a workload analysis and affordability analysis of each section
- Work with each section and gather their inputs needed as per the CPMP guidelines
- Present at a special CMT; inputs for the draft CPMP
- Together with Operations, produce a draft CPMP that will include:
 - Programme Management Environment and lessons learned from previous period;
 - Management Strategy;
 - Funding and leveraging strategy;
 - Performance Management and Monitoring Systems including KPIs for Programme and Operations;
 - Analysis of Integrated Budget and affordability analysis write up
 - Outlining refinements and adjustment to programme; relevance, efficiency, effectiveness, impact, sustainability, HRB programming
 - Recommendations for structural adjustments resulting from proposed programmatic changes

The completion of the outlined tasks will require:

- Familiarization with the UNICEF technical regulations governing the CPMP process
- Familiarization with the UNICEF Strategic Plan, including the revised goal framework, organizational commitments and core strategies globally embraced
- Desk Review of key knowledge products established by the Country Office as well as inter-agency documents.
- Facilitating team discussions
- Succinct writing skills

The consultant will be required to submit the following deliverables according to the below schedule and timeline and within a period from October 2023 through February 2024.

Item No.	Description	Deliverables	Timeframe
1	CPD/Strategic Moment of Reflection	<ul style="list-style-type: none"> ● Read background materials(CPD, SMR notes, etc) 	5 days
2	Facilitate team discussions	<ul style="list-style-type: none"> ● Support Sections to build on SMR and CPD ● Support full review of the cross-sectoral sections ● Support field offices to review and analysis their performance within the CPD direction ● Oversee a workload analysis and affordability analysis of each section/office ● Come up with a draft accountability framework with regards to Ouagadougou and field offices 	30 days
3	Enlarged CMT	<ul style="list-style-type: none"> ● Based on all inputs, prepare a draft CPMP and main findings in a PPT for presentation 	2 days
4	Final CPMP	<ul style="list-style-type: none"> ● Based on above and incorporating CMT meeting recommendations, come up with the final CPMP 	10 days
5	Final accountability framework	<ul style="list-style-type: none"> ● Final framework shared 	10 days
6	Provide support to affected staff	<ul style="list-style-type: none"> ● Support and guidance is provided to affected staff 	20 days

Payment will be made based on timeliness of submitting deliverables as per deadlines specified above;

The consultants will report to the Deputy Representative Operations.

The consultants will also interface with the office CPMP steering, technical and mitigation committees at key points in the process. The CPMP committees are comprised of a cross-section of staff whose role is to act as a sounding board for CPMP analysis and to ensure that key principles are adhered to.

Minimum Qualification required:

This consultation is aimed at individuals with expertise in the UNICEF planning process.

- Advanced university degree (Master Degree) in Social Sciences or other related field.
- At least ten years progressively responsible professional work experience at the national and international levels in social development, programme planning and management, monitoring and evaluation.
- A good background knowledge of UNICEF’s mandate, mission and programmes is required.
- Technical knowledge and experience in UN/UNICEF planning cycle and Results-Based Management approach is required.
- Previous experience in similar exercises (CPMP, MTR)
- Previous experience in understanding of the Burkina Faso country context is an asset.
- Previous experience in developing mitigation measure to support affected staff during CPMP
- Fluency in French & English is required.

Administrative Issues

The consultant will provide her/himself with a laptop and a mobile phone,
Consultants are not entitled to payment of overtime. All remuneration must be within the contract agreement.
UNICEF Burkina Faso may assist with the visa procedures

Annex 1: Guiding principles for the CPMP process

1. **Transparency, Coherence and Participation:** The CPMP process will involve consultation with all staff, regular staff briefings / meetings and facilitated by a task force co-chaired by the Deputy Representative – Operations and the Chair of the Staff association, and with different categories of staff as members of the task force for inclusion. The guiding principles are to be shared for comment by all staff and established ahead of the exercise to ensure fairness and consistency.
2. **Communication:** there should be ongoing open, accessible and consistent communication on the progress of the CPMP analysis and the rationale for all proposals.
3. **Strengthening Programme Management Architecture:** building on the lessons learned from the current country programme, reinforce capacity on integrated approach and cross cutting issues, and the linkage between humanitarian and development programmes and strategic geographic positioning as applicable / feasible
4. **Efficacy of Operations Processes:** through an in-depth review of operations functions to ensure quality transaction processing and free up time for strategic functions, embrace organizational approach to simplification, adoption of innovation, new tools and platforms and reinforce business continuity and duty of care
5. **Risk Management:** To manage the multiple risks in the Programme and Operating environment as it relates to programme, partnerships, visibility and financial management within the broader context of accountability for results
6. **Affordability and Investment in Resource Mobilization:** Strategic allocation of available funds (RR, ORR and ORE) for programme, staff and non-staff costs to deliver results, including strengthening the office capacity for resource mobilization and partnership management. Staff are encouraged to adopt a mindset of seeing results and resources not as 'belonging' to any one section but as UNICEF results and resources, which are supported by a variety of contributions across the office.
7. **Staff Centric Approach:** that seeks to maintain and nurture our talents / skills, support career development and articulate a human resources strategy for the change management process to implement the CPMP.