**Terms of Reference for a Special Service Agreement- Individual Contract**

**International Consultant**

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| **Position Title:****Location:****Duration:****Start Date:****Reporting to:** | **Child Protection Monitoring and Evaluation Consultant, P3 Level**Kigali11 months1 November 2014Chief of Child Protection |

**Background and Justification**

Since 2012, Rwanda has been engaged in a significant child care reform programme aiming at promoting family-based care and reducing the number of children living in residential care facilities. The process of reform of the child care system has been strategically led by the government of Rwanda, who has called upon a range of development partners to support this process, including UNICEF.

The Strategy for National Child Care Reform was endorsed by the Cabinet of Ministers in March 2012. The two main goals of the strategy are to:

1) Transform Rwanda’s current child care and protection system into a family-based, family strengthening system whose resources (both human and financial) are primarily targeted at supporting vulnerable families to remain together;

2) Promote positive Rwandan social values that encourage all Rwandans and their communities to take responsibility for vulnerable children.

The National Commission for Children (NCC) is tasked to oversee the successful reintegration of children into family and community-based care, the establishment of regulations on alternative care and the management and coordination of a strengthened child protection system. The NCC and UNICEF have jointly developed a programmatic framework for the implementation of the Strategy for National Child Care Reform and the establishment of a strengthened child protection system: the *Tubarerere Mu Muruyango Programme* (TMM, ‘Let us raise children in families’). TMM aims at contributing to the fulfilment of the following strategic objectives:

1. Build and enhance the capacity of the National Commission for Children to lead a National Child Care Reform and coordinate a functioning Child Protection System;
2. Strengthen the capacity to deliver and coordinate child care services at decentralized levels;
3. Strengthen the family unit for reintegration, resilience and prevention through social protection;
4. Ensure sustainability for national child care and strengthen the child protection system;
5. **Enhance data and strategic knowledge management and monitoring and evaluation.**

Under NCC’s leadership, TMM has been implemented since March 2013 through a tri-partite partnership between the Government of Rwanda, UNICEF and Non- Governmental Organizations. While much progress has been made in starting up the activities within TMM, there have been limited capacity and resources to develop a mechanism to routinely collect and analyze information about interventions, use it to inform implementation and support long-term strategic decision-making by the government, including future scale-up of the programme. There is scant information about the outcomes of the interventions carried-out so far. However, preliminary internal and external reviews of the programme conducted during the second and third quarter of 2014 have called for increased focus and investment on strengthening monitoring and evaluation (M&E) and knowledge management.

The Government of Rwanda is currently planning the roll-out of TMM in an increasing number of districts across the country and new government and non-government partners are joining the initiative. The overall plan for the Government of Rwanda is to scale up the intervention to eventually all 30 Districts. A scale-up of the programme should be clearly informed by reliable evidence and analysis of the current programme experience, a common conceptual framework and theory of change, and underpinned by a harmonized monitoring and evaluation framework to which all stakeholders contribute to and are equally accountable for.

Within this context, the UNICEF Rwanda Country Office is looking for a qualified Child Protection Monitoring and Evaluation Specialist to support the development of a programme theory of change and a robust monitoring and evaluation framework for TMM.

**Scope of Work**

The key objective of this consultancy is to strengthen the capacity of the Government of Rwanda and its TMM partners to plan for the next ‘phase’ of the national Care Reform programme, based on reliable evidence and analysis of the current programme experience.

This will be achieved through the development of a robust framework, including processes and tools, for the routine monitoring of results of the TMM programme that can be used by all stakeholders to make timely strategic decisions about the implementation, quality of interventions and scale-up of the programme.

In order to develop this framework, a series of steps will be undertaken in order to understand and document existing opportunities and gaps for improved programme monitoring. The collaboration with all TMM stakeholders will be critical to the success of this process, therefore the consultant will be expected to work collaboratively within the existing TMM coordination mechanisms, building consensus and capacity for increased monitoring of programme results throughout the process.

All work undertaken by the Consultant will be in line with the Convention on the Rights of the Child, the 2010 International Guidelines for the Alternative Care of Children and other relevant child protection international standards and frameworks. Technical definitions related to the alternative care of children used throughout this assignment will be those as established by Rwandan national policy or legislation where available; otherwise definitions established by the International Guidelines for the Alternative Care of Children will apply.

**Activities, Deliverables and Timeframe**

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| **No** | **Activities** | **Deliverables** | **Time-frame** |
|  | Assess progress made by TMM-related activities so far by collating existing data and information, filling gaps where needed (for example by speaking to critical stakeholders) and documenting emergent lessons learned from programme implementation | * 1. Progress report for TMM programme (no more than 5 pages), focusing on:
	2. Mapping existing sources of information for progress review;
	3. Capturing practical lessons learned stemming from programme management and implementation.
 | By week 4 of assignment  |
|  | Map routine data flow pathways related to TMM utilizing assessment tool developed by UNICEF ESARO | * 1. Report on TMM routine data flow pathways (no more than 10 pages) following assessment template provided by ESARO, including:
		1. A description of existing sources of data, its point of collection, who collects it, how often and what it is used for;
		2. Analysis of usefulness/quality of existing data;
		3. Identification of critical routine data gaps and bottlenecks in data collection and tools, collation and analysis processes;
		4. Proposal for improving routine data management system for TMM going forward, including proposed accountability structure and tools.
 | By week 12 of assignment |
|  | Develop a Theory of Change an evaluation strategy and logframe for the Rwanda care reform programme, underpinned by a conceptual framework and the progress made so far, ensuring buy-in of all TMM stakeholders throughout the process | * 1. Theory of change narrative document for the Care Reform Programme, including a conceptual framework (based on the TMM strategy, International Guidelines for Alternative Care and no more than 10 pages);
	2. Power point presentation outlining the conceptual framework and theory of change (no more than 8 slides).
 | By week 16 of assignment |
|  | Map existing research/studies produced related the care reform programme in the past five years, analyse the same for reliability, identifying critical gaps in knowledge and lessons learned that TMM should build upon | Research brief (of no more than 8 pages), including:* + 1. Summary of analysis carried out,
		2. Identified gaps in knowledge,
		3. Proposed research agenda for the programme in the coming 3 years;
	1. Relevant/reliable lessons learned for the advancement of TMM.
 | By week 20 of assignment |
|  | Lead the development of a harmonized M&E framework for the TMM programme, ensuring buy-in of all TMM stakeholders throughout the process | * 1. TMM M&E framework narrative document (no more than 8 pages);
	2. Set of monitoring tools required for the implementation of the M&E framework (annexed to the M&E framework narrative report)
	3. Power point presentation outlining the M&E framework (no more than 5 slides)
 | By week 24 of assignment |
|  | Building on the methodology and results of the 2012 “National survey of institutions for children in Rwanda”, design and technically support the implementation of a follow-up survey to collect updated information on the status of children in formal alternative care in Rwanda, adjusting the scope and methodology where necessary to meet the current information needs of TMM management | * 1. Internal Report of survey of children living in formal alternative care in Rwanda;
	2. Power point presentation on the findings of the survey (no more than 8 slides).
 | By week 32 of assignment |
|  | Build the capacity of critical TMM stakeholders and technical staff to routinely implement the M&E framework, developing required resources and delivering training sessions | * 1. A two-year capacity building strategy developed based on the initial assessment, focused on the TMM M&E framework, including session plans, hand-outs, power-point slides tailored to different audiences as needed;
	2. Minutes and evaluation forms of at least six (minimum one-day) capacity building sessions held for a variety of professionals directly involved in the monitoring of TMM;
	3. Brief report (no more than 4 pages) summarizing outcomes of training experience with recommendations for continuation of capacity building plan throughout 2015-2016
 | Plan delivered by week 36 of assignment;Minutes delivered latest one week after each training session;Report delivered by end of assignment |
|  | Facilitate the process towards and conduct an inclusive mid-term-review of TMM so as to inform the next phase programme implementation | * 1. Report of mid-term review (no more than 8 pages)
	2. Power-point presentation on the main findings and recommendations of mid-term review (no more than 8 slides)
 | By week 40 of assignment |
|  | Under the supervision of the UNICEF Chief of Child Protection, convene and facilitate monthly meetings of a TMM coordination group on M&E within the scope of the broader TMM coordination team, to ensure the process and deliverables outlined above are constantly discussed, validated and approved by TMM stakeholders | * 1. Minutes of TMM M&E group meetings, to be held at least monthly
 | At least monthly, latest one week after each meeting, throughout during of whole assignment |

**Payment Schedule**

Monthly payment upon satisfactory submission of deliverables as follows:

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| **Instalment No** | **Deliverables** | **Time-frame** |
|  | Analytical Progress report for TMM programme  | End of week 4 of assignment  |
|  | Draft report on TMM routine data flow pathways | End of week 8 of assignment  |
|  | Final Report on TMM routine data flow pathways Final report on TMM routine data flow pathways including proposed options and tools for improving routine data management system. | End of week 12 of assignment |
|  | 1. Theory of change narrative document for the Care Reform Programme,
2. Power point presentation outlining the conceptual framework and theory of change
 | End of week 16 of assignment |
|  | 1. Research brief including:

 Summary of analysis carried out, Identified gaps in knowledge, Proposed research agenda for the programme in the coming 3 years;1. Relevant/reliable lessons learned for the advancement of TMM.
 | End of week 20 of assignment |
|  | 1. Draft TMM M&E framework narrative document;
2. Draft Set of monitoring tools required for the implementation of the M&E framework (annexed to the M&E framework narrative report)
 | By week 24 of assignment |
|  | 1. Final TMM M&E framework narrative document;
2. Final Set of monitoring tools required for the implementation of the M&E framework
3. Powerpoint presentation outlining the M&E framework (no more than 5 slides)
 | End of week 28 of assignment |
|  | * 1. Internal Report of survey of children living in formal alternative care in Rwanda;
	2. Power point presentation on the findings of the survey (no more than 8 slides).
 | End of week 32 of assignment |
|  | * 1. Draft two-year capacity building plan, focused on the TMM M&E framework, including session plans, hand-outs, power-point slides tailored to different audiences as needed
	2. Minutes and evaluation forms of at least six (minimum one-day) capacity building sessions held for a variety of professionals directly involved in the monitoring of TMM;
	3. Brief report (no more than 4 pages) summarizing outcomes of training experience with recommendations for continuation of capacity building plan throughout 2015-2016
 | End of week 36 of assignmentNote: Minutes delivered latest one week after each training session;Report delivered by end of assignment |
|  | Final Two-year capacity building plan, focused on the TMM M&E framework, including session plans, hand-outs, power-point slides tailored to different audiences as needed; | End of week 38 of assignment |
|  | * 1. Report of mid-term review (no more than 8 pages)
	2. Power-point presentation on the main findings and recommendations of mid-term review (no more than 8 slides)
	3. Brief report summarizing outcomes of training experience with recommendations for continuation of capacity building plan throughout 2015-2016
 | End of week 40 of assignment |
|  | Minutes of TMM M&E group meetings, to be held at least monthly | At least monthly, latest one week after each meeting, throughout during of whole assignment |

**Required competencies and skills**

* Self - motivated team worker with a clear drive for results
* Good interpersonal skills
* Strong negotiation and networking skills
* Strong analytical skills
* Strong writing skills in English
* Flexibility and responsiveness, ability to think creatively
* Ability to meet deadlines

**Required Education/Experience**

* Minimum eight years of professional work experience in programme planning, management, monitoring and evaluation relevant to Child Protection or closely related fields, some of which should be in Africa;
* Proven experience in developing programme theories of change, results and M&E frameworks;
* Experience in facilitating and nurturing professional networks with practitioners and policy makers across UN agencies, governments and non-governmental organizations;
* Experience in building capacity of technical professionals in programme management and M&E;
* Experience in developing reports in English for a wide range of audiences, including practitioners in the field and policy makers;
* Previous work in experience in Rwanda will be considered an asset;
* Technical experience in implementing Child Protection programmes will be considered a strong asset.

**Conditions**

* Consultant will be based in Kigali with frequent missions in the field in Rwanda. Travel to neighbouring countries is also expected if necessary.

Air ticket and DSA estimate – USD 18,000

* Air travel is by economical fare and reimbursement AS PER UNICEF POLICY;

Consultant to complete Waiver for Non-Staff issued with travel authorization in accordance with **UNICEF Financial and Administrative Policy 5, Supplement 4 (B.2):**

Consultant must complete basic security and advanced security in the field prior to travel.

The candidate selected will be governed by and subject to UNICEF general terms and conditions for individual contracts.

Non-UNICEF staff (including individual consultants) issued with UNICEF Travel Authorization are not covered by the insurance which automatically applies to UNICEF staff, and are fully responsible for arranging their own insurance cover.

* Applicable UN DSA rates for subsistence and accommodation.

As per UNICEF DFAM 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 candidate selected will be governed by and subject to UNICEF’s General Terms and Conditions for individual contracts.

**Supervision and Monitoring**

Supervision will be provided by the Chief Child Protection in Rwanda Country Office in Kigali.

The collaboration with all TMM stakeholders will be critical to the success of this process, therefore the consultant will be expected to work collaboratively within the existing TMM coordination mechanisms, building consensus and capacity for increased monitoring of programme results throughout the process.

The Chief of Child Protection will hold at least monthly progress meetings with the consultant, who will also be expected to seek technical assistance from and closely collaborate with the UNICEF regional child protection team. The consultant will be expected to undertake any other relevant duties as assigned by the supervisor.

**Risks**

The major risk is that due to insecurity in field locations the consultant will not be able to travel to sites. This will be mitigated by prioritizing locations where security is best, first in order. In the case of insecurity making field travel impossible, remote technical assistance will be provided (online, VTC etc).

Political negotiations across stakeholders may take longer than originally expected, therefore the consultant is expected to work closely with the UNICEF Chief of Child Protection to routinely assess the political environment, ensuring any required workplan adjustments are performed timely and with her approval.

**HOW TO APPLY:**

Candidates meeting the above requirements may send their application consisting of a cover letter, filled P11 form and an updated CV addressed to The Human Resources Specialist, UNICEF, P.O Box 381 Kigali (Rwanda). Please clearly mention the title of the post applied for on the cover of the envelope and brings it at UNICEF reception. You may also e-mail your application to *rwajobs@unicef.org*

Note: Applications which do not meet the specified minimum requirements or are received after the closing date will not be considered. Only short-listed candidates will be contacted. Qualified women are particularly encouraged to apply.

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**UNICEF IS COMMITTED TO GENDER BALANCE AND DIVERSITY WITHOUT DISTINCTION AS TO RACE, SEX OR RELIGION, AND WITHOUT DISCRIMINATION OF PERSONS WITH DISABILITIES.**