

TERMS OF REFERENCE

Process Consultant (National): national validation process coordination and project development, Madagascar

CONTRACT MODALITY	Individual Consultancy
DUTY STATION	Antananarivo, Madagascar (office-based, with two field missions)
DURATION OF CONTRACT	12 months

Purpose of Assignment

Cyclones, floods, drought and rising temperatures repeatedly interrupt essential services for children and communities in south-eastern Madagascar. UNICEF is developing a concept note for an adaptation project that finances climate-resilient water, health, education, early-childhood and ecosystem investments, and the local planning and maintenance systems that sustain them, in 50 proposed communes of Atsimo Atsinanana, Vatovavy and Fitovinany.

The Process Consultant will coordinate this process end to end for the Climate and Environment Unit: navigating the Government's procedure, mapping actors and interventions, running the consultations and providing the technical adaptation and mitigation analysis needed to mature the project, so that UNICEF obtains national endorsement, submits a high-quality concept note and launches the preparation of the full project proposal for submission in 2027. The consultant works under the supervision of the Programme Specialist, Climate and Environment, and in coordination with the technical consultancy support to the concept note.

Scope of Work

The consultant coordinates the national project development process and carries out consultations, following the Government's procedures and the Ministry's guidance. Specifically, the consultant will:

- Coordinate the process and ensure compliance: maintain an integrated roadmap of the national validation steps and concept note steps; prepare the French-language dossier and the forms required by the steps; support the Ministry's technical evaluation and project development; draft the protocole d'accord; and track every commitment through to national endorsement.
- Map actors and interventions (cartographie): map the institutions, partners and ongoing or planned interventions in the project area and analyse complementarity, duplication and co-financing opportunities.
- Engage stakeholders: design and run the consultations with national institutions, evaluators, regional and district technical services, communes, civil society, youth, women and persons with disabilities, and document how inputs were integrated.
- Analyse adaptation and mitigation: analyse the project's contribution to NDC 3.0, the National Adaptation Plan and the project's investment criteria, screen mitigation co-benefits and identify the evidence gaps to close at full feasibility.
- Finalise the concept note and start the full project proposal: consolidate inputs, support submission, draft responses to reviewer comments, and launch full project proposal development (workplan, specifications for the required studies, consultation plan and co-financing process) so that the proposal can be submitted in 2027.

The assignment runs from 1 December 2026 to 15 November 2027 (11.5 months), with intensive input until the concept note submission on 31 March 2027, and includes two field missions to the three regions. After the concept note submission, input continues at a lower level to start full project proposal development. Deadlines follow the indicative processing times of the steps and will be adjusted by the Contract Manager if the national calendar changes.

The cost of the national evaluation and project development process is borne by UNICEF (steps, section 3.1) and is not part of the consultancy fee. Consultations are held with institutions, local authorities and community representatives; any consultation with children is outside this assignment and is led by UNICEF staff.

Work Assignments Overview	Deliverables/Outputs	Delivery deadline to complete the deliverable
Process coordination and compliance	D1.1 Inception report (maximum 12 pages, English with French summary): understanding of the assignment, methodology, and proposed timeline and steps to develop the concept note (, national evaluation, protocole d'accord, national endorsement, submission) and then the full project proposal for submission in 2028, with responsibilities, steps documents (Docs 01 to 15), dependencies, risks and the steps still required by the Ministry, confirmed in writing; plus an integrated tracker (Excel) updated every two weeks until national endorsement	11.12.2026
	D1.2 dossier submitted to the MEDD, in French: endorsement request (Doc 01), project idea sheet if still required (Doc 02), concept note in French on the required form (Doc 05), self-assessment against the 20 sub-criteria of blocks A to D with evidence index, cost estimate of the evaluation process, and the number of copies required for evaluators	15.01.2027
	D1.3 Support to the national technical evaluation and project development: briefing of evaluators, written answers to evaluator questions within 5 working days, attendance at the project development meeting, and a response matrix to the evaluation minutes (Doc 11) with the updated documents	05.03.2027
	D1.4 Draft protocole d'accord between UNICEF and the MEDD, in French, covering objectives, roles and responsibilities, coordination and monitoring, information sharing, reporting and Ministry supervision (at least twice a year); agreed with the MEDD and ready for signature; follow-up of the issuance of national endorsement	12.03.2027

	D1.5 Regular coordination meetings with the MEDD focal points and the UNICEF team, and 11 monthly progress notes (1 page each) on status, risks and decisions needed	12.11.2027
Mapping of actors and interventions	D2.1 Actor map and database (Excel, GIS-ready, plus 5-page analysis) of national, regional, district and communal institutions, UN agencies, NGOs, donors, private sector, academia and community groups in the three regions and eight districts: mandate, role in the project, interest, influence and contact point	22.12.2026
	D2.2 Map of ongoing and planned climate, adaptation, essential-services and ecosystem interventions in the 50 provisional communes, including other funded projects (Excel plus 8-page complementarity and non-duplication analysis, in French), with input to the evaluation criteria on complementarity and redundancy with funded projects	08.01.2027
Stakeholder engagement	D3.1 stakeholder engagement plan (maximum 8 pages): stakeholder groups, methods, calendar, languages, inclusion of women, youth and persons with disabilities, and feedback and grievance channel, consistent with applicable stakeholder engagement and gender requirements	18.12.2026
	D3.2a National consultations: at least 10 bilateral meetings with MEDDsector ministries (water and sanitation, education, health, social and child protection, decentralization and planning, finance) and national evaluation experts, plus one national project development workshop; report with participant list disaggregated by sex and an issue-response log	15.01.2027
	D3.2b Regional consultations: two field missions covering all three regions, with at least 6 district-level and 12 commune-level consultations (local authorities, technical services, civil society, women, youth and disability organizations); report with participant list disaggregated by sex and issue-response log	29.01.2027
	D3.3 Engagement record for the concept note section on country ownership and stakeholder engagement (1 page plus annex), and a stakeholder consultation plan for full feasibility and the full project proposal (maximum 10 pages)	19.03.2027
Technical analysis of adaptation and mitigation	D4.1 Adaptation analysis note (maximum 15 pages): alignment of project outputs with NDC 3.0 adaptation priorities, the National Adaptation Plan, the applicable result areas and the project's investment criteria; contribution to national targets with method and data gaps; input to evaluation blocks A (NDC contribution) and	08.01.2027

	B (precision of adaptation objectives)	
	D4.2 Mitigation screening note (maximum 6 pages): identification and classification of mitigation co-benefits (such as solar installations and ecosystem restoration), feasible quantification method, alignment with NDC 3.0 mitigation objectives, and recommended positioning of the project	08.01.2027
Concept note and project follow-up	D5.1 Final concept note package consolidating evaluation recommendations and consultation outputs, in the required template with annexes and map, figures cross-checked, reviewed by UNICEF Madagascar sections and by UNICEF HQ/regional focal points	26.03.2027
	D5.2 Concept note submitted with the national endorsement attached, with the UNICEF HQ focal point, and a submission log	31.03.2027
	D5.3 Full project proposal roadmap and workplan (maximum 10 pages) for submission in 2028: milestones, responsibilities, Ministry obligations (reporting, supervision budget line, French translation, new endorsement if major changes) and risks	30.04.2027
	D5.4 Draft responses to reviewer comments on the concept note (up to 2 rounds), and notification to the Ministry of any major change (re-evaluation and new endorsement where required by the steps)	30.06.2027
	D5.5 Launch of full project proposal development: specifications for the required studies (feasibility, environmental and social assessment, gender assessment and action plan, operations and maintenance plan), process and tracker for co-financing commitment letters, and coordination of the kick-off with technical consultants and sections	31.08.2027
	D5.6 Handover report (maximum 10 pages): status of each proposal workstream, open risks, lessons learned on the national project development process and next steps to 2028	12.11.2027

Payment Schedule:

Payment will be made on submission and acceptance of 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.

Important Notes

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 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 for ensuring that the health insurance (and visa if applicable) 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.

**QUALIFICATIONS / SPECIALIZED KNOWLEDGE / EXPERIENCE/ COMPETENCIES
(CORE/TECHNICAL/FUNCTIONAL) / LANGUAGE SKILLS REQUIRED FOR THE ASSIGNMENT****Education:**

- MA - Climate change, environmental science, natural resource management, development economics, public policy, engineering or a related field

Work Experience:

- Minimum of 2 years of relevant professional experience leading or coordinating national-level processes linked to climate (for example NDC or adaptation planning, climate finance or funding procedures). Mid-level profile; senior experience is not required. Experience includes:
- Leading or coordinating multi-stakeholder processes at national level linked to climate, working with Madagascar’s Government (ministries, regional administrations, decentralized authorities) and civil society.
- Organising consultations and producing consultation reports and official documents in French.
- Knowledge of Madagascar’s climate institutional framework: MEDD, BNCCREDD+, NDC 3.0, the National Adaptation Plan and sector strategies.
- Basic technical analysis of climate adaptation and mitigation, including alignment of projects with NDC priorities.

Language Requirements:

- Fluency in French and English (written and spoken) is required: Government-facing documents are in French and UNICEF documents in English. Malagasy is an asset.

Knowledge/Expertise/Skills:

- Working knowledge of climate project cycles, concept note templates and investment criteria (or ability to acquire it quickly).
- Proven ability to map and analyse actors and interventions, using Excel and, preferably, GIS tools.
- Skills in facilitating consultations with national and local stakeholders, including women, youth and persons with disabilities.
- Strong drafting skills in French and English, including official correspondence and agreements following Malagasy administrative conventions.
- Ability to coordinate inputs from several institutions and consultants under tight deadlines, and willingness to travel to the south-east of Madagascar.

Desirables:

- Prior experience with climate project proposals, national validation procedures in Madagascar or climate readiness activities.
- Experience with UN agencies and with decentralized local planning in Madagascar.
- Experience in climate-resilient water, health or education services, or knowledge of Atsimo Atsinanana, Vatovavy and Fitovinany
- Listed requirements will be used for technical evaluation in the competitive process.

Technical proposal:

- A short methodology note (maximum 3 pages) on how the candidate would coordinate the process, including calendar and main risks, and one writing sample in French or English.