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TERMS OF REFERENCE

PME Consultant

CONTRACT MODALITY	Individual Consultancy
DUTY STATION	Geneva, Switzerland (remote)
DURATION OF CONTRACT	12 months

Purpose of Assignment

UNICEF is advancing the People-Centered Humanitarian Programming (PCHP) Framework to bring greater coherence to commitments on Accountability to Affected Populations (AAP), meaningful community participation, inclusion, safeguarding and enhancing locally led humanitarian action. For these commitments to be consistently applied, they need to be embedded in the organizational systems that guide programme planning, implementation, monitoring, reporting, quality assurance and decision-making.

The next phase requires a practical institutional integration and monitoring package. This includes identifying precise entry points and revision schedules across relevant planning, programme partnership, monitoring and reporting processes, procedures and guidance; proposing clear technical language and minimum requirements; and developing indicators, metadata and supporting guidance that can be incorporated into existing corporate systems.

The purpose of this consultancy is to provide specialized planning, monitoring and institutional-systems expertise for PCHP and AAP. The consultant will serve as the technical interface between EMOPS/PCHP and the Office of Strategy and Evidence (OSE) planning and monitoring teams at global level, and will work closely with Global Programme Division/Social and Behaviour Change (GPD/SBC) and the owners of relevant corporate processes. The assignment will support the integration of AAP and PCHP into country programme planning and implementation guidance, results-based management (RBM), the Global Monitoring Framework (GMF), Humanitarian Action for Children (HAC) indicators, programme partnership guidance and other relevant instruments.

Scope of Work

The expert will deliver six consolidated outputs. The work will focus on practical language, realistic entry points and measurement arrangements that can be taken forward by the responsible UNICEF business owners. Detailed sequencing, delivery dates, allocation of days and payment milestones will be reviewed and finalized through the inception report. The estimated effort and cost are 63 working days and USD 34,650 in professional fees. This estimation will be revised at time of inception report.

Deliverable 1:
Inception report. An agreed methodology, analytical questions, stakeholder engagement plan, detailed workplan and timeline, risks and mitigation measures, and outlines of all subsequent deliverables.

Deliverable 2:
Systems mapping package. A structured map of relevant planning, programme partnership, monitoring and reporting processes, procedures, guidance and tools, with business owners, entry points, dependencies and known revision schedules.

Deliverable 3:
Draft institutional integration package. An AAP and PCHP integration matrix with prioritized recommendations and

proposed language or minimum requirements for relevant planning, programme partnership, quality assurance, monitoring and reporting guidelines and tools, including the Country Programme Document (CPD), country programme planning and implementation guidance, RBM, GMF, emergency procedures and HAC processes, as applicable.

Deliverable 4:
Validated integration package. Consultations with OSE, EMOPS, GPD/SBC and other relevant teams, followed by a revised package setting out agreed entry points, responsible owners, timing, approval pathways, decisions required and a realistic revision calendar.

Deliverable 5:
PCHP and AAP monitoring and measurement package. A concise results and measurement framework with proposed indicators and metadata, mapping to existing corporate indicators and reporting processes, and updated scorecard and guidance covering data sources, disaggregation, frequency, responsibilities, quality assurance and use of findings.

Deliverable 6:
Final institutionalization roadmap and handover. A final integrated package, phased implementation roadmap, briefing materials, record of consultations and decisions, and a concise final report with prioritized next steps and complete handover.

Deliverable 7:
Brief report of the work undertaken.

Work Assignments Overview	**Deliverables/Outputs**	**Delivery deadline to complete the deliverable**
Inception report	Deliverable 1: Inception report setting out the methodology, analytical questions, stakeholder engagement plan, detailed workplan and timeline, risks and mitigation measures, and outlines of the subsequent deliverables. The report will also propose the detailed allocation of days, payment schedule and achievable 2026 milestones for agreement with UNICEF	Draft: 13 Nov 2026 Final: 20 Nov 2026 5 days
Planning and systems mapping	Deliverable 2: Systems mapping package covering priority planning, programme partnership, monitoring and reporting processes/procedures/guidance and tools to review, with clear business owners, entry points, dependencies and revision schedules.	Draft: 03 Dec 2026 Final: 17 Dec 2026 (to be confirmed after inception report) 8 days
Draft integration package	Deliverable 3: AAP and PCHP integration matrix and exact proposed language or minimum requirements for priority planning, programme partnership, monitoring, reporting and related guidance and processes.	Draft: 30 Dec 2026 Final: 15 Mar 2027 (to be confirmed after inception report) 10 days

Consultation and validation	Deliverable 4: Validated integration package with agreed entry points, responsibilities, revision calendar, approval pathways and decisions required, following consultations with OSE, EMOPS, GPD/SBC and other relevant process owners. (to be confirmed after inception report) One approved mission to Florence to support consultations with the Office of Strategy and Evidence (OSE) planning and monitoring teams is foreseen.	Draft: 17 May 2027 Final: 17 Jun 2027 25 days
Monitoring and measurement	Deliverable 5: PCHP and AAP results and measurement package, indicator and methodology notes, scorecard guidance and recommendations for corporate monitoring and reporting.	Draft: 16 Aug 2027 Final: 17 Sep 2027 (to be confirmed after inception report) 8 days
Institutionalization roadmap and handover	Deliverable 6: Final integrated package, phased roadmap, briefing materials, record of consultations and decisions, final report and complete handover.	Draft: 15 Oct 2027 Final: 26 Oct 2027 4 days
Final Report	Deliverable 7: Brief final report of the work undertaken	29 October 2027 – 3 days

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

Minimum requirements:

- Education: Master's degree in monitoring and evaluation, statistics, data or information management, international development, public policy, social sciences, public health, programme management, organizational development or another relevant field.
- Work Experience:
    - A minimum of 10 years of relevant professional experience in monitoring and evaluation, results-based management, programme planning, organizational performance, policy integration or humanitarian programme quality.
    - Demonstrated experience developing indicators, indicator metadata, scorecards, results frameworks, monitoring guidance, and quality-assurance or reporting arrangements.
    - Proven experience developing or reviewing organizational policies, procedures or programme guidance, including drafting technical language for institutional adoption.
    - Experience facilitating cross-divisional consultations and working with senior process owners to agree on feasible entry points, responsibilities and revision schedules.
- Language requirement:
    - Fluency in English (written and spoken) is required.
- Skills:
    - Strong knowledge of UNICEF programme planning and monitoring architecture, including CPD, CPP, CPA, RBM, GMF and HAC processes, or directly comparable systems.
    - Familiarity with Accountability to Affected Populations (AAP), community engagement, participation, inclusion and people-centred programming.
    - Excellent analytical, facilitation and technical writing skills.

Desirables:

- Knowledge of another UN language is an asset.

Technical proposal requirement:

- Candidates must submit an updated CV and a cover letter outlining their relevant experience and suitability for the assignment.