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TERMS OF REFERENCE

Synthesis of Karamoja Evidence to Define Strategic Priorities

CONTRACT MODALITY	Individual Consultancy
DUTY STATION	Kampala, Uganda & Primarily remote with virtual/office-based meetings/consultations as required
DURATION OF CONTRACT	5.5 months

Purpose of Assignment

The purpose of this consultancy is to conduct a structured synthesis of existing assessments, evaluations, studies, programme documents and development plans related to Karamoja in order to define clear strategic priorities for the region and articulate the UN's comparative advantage in supporting Government, communities and partners to advance sustainable, inclusive and locally owned development outcomes.

The assignment will integrate gender equality and women's empowerment as cross-cutting priorities and drivers of transformative change. It will map proposed priorities to the Karamoja Regional Development Plan IV (KRDP-IV) and the Uganda UN Sustainable Development Cooperation Framework (UNSDCF) 2026–2030 outcomes, and assess their contribution to long-term systems strengthening, resilience and localization.

The synthesis will also identify opportunities to strengthen locally led development approaches and increase the role of district governments, community institutions, traditional structures, producer organizations and local civil society actors in sustaining development outcomes.

Scope of Work

The consultancy will cover all nine districts of Karamoja: Abim, Amudat, Kaabong, Karenga, Kotido, Moroto, Nabilatuk, Nakapiripirit and Napak. The analysis should differentiate between districts and the six livelihood zones classified by the Government of Uganda. Where appropriate, the study should identify district clusters or livelihood zones with distinct development challenges, opportunities, and programming considerations to support more targeted recommendations. The analysis will be multi-sectoral and will consider both region-wide dynamics and district-specific differences, with deliberate attention to the differentiated needs, roles and contributions of women, men, girls and boys. It will examine structural, climate and environmental drivers of vulnerability, humanitarian-development-peace nexus dynamics, and how development challenges and opportunities intersect across education, health, nutrition, WASH, child protection, social protection, livelihoods, food systems, climate resilience, natural resource management, peace and security, governance, gender equality, adolescent and youth development, and local economic transformation.

The consultancy will map and review existing national and regional development plans, sector strategies, district development plans, UN and partner programme documents, donor-funded programme reports, humanitarian, resilience and vulnerability assessments, evaluations and lessons learned reports, field mission reports, and relevant research or policy briefs. The synthesis should not duplicate existing studies but should draw together their key findings into a concise, strategic and actionable product for senior decision makers.

Work Assignments Overview	Deliverables/Outputs	Delivery deadline to complete the deliverable
Develop inception approach, methodology and workplan	Deliverable #1 Inception note including proposed methodology, analytical framework, workplan, document list, consultation plan and draft outline of final report	21/01/2027
Map and review available documents and evidence	Deliverable #2 Document mapping matrix, including inventory of reviewed documents by source, year, thematic focus, geographic coverage, key findings and relevance to the synthesis	02/02/2027
Conduct structured evidence synthesis and targeted consultations	Deliverable #3 Preliminary findings presentation, including emerging findings, proposed strategic priorities, evidence gaps, initial analysis of UN comparative advantage, and matrix mapping proposed strategic priorities against KRDP-IV and UNSDCF outcomes	18/02/2027
Prepare full draft synthesis report	Deliverable #4 Draft 1 synthesis report with evidence synthesis, strategic priorities, UN comparative advantage, recommended areas for engagement and implementation considerations	11/03/2027
Incorporate feedback from UN system and technical reference group	Deliverable #5 Draft 2 synthesis report incorporating UN system feedback	22/03/2027
Prepare and support validation process	Deliverable #6 Validation workshop materials, including slide deck and facilitation guide for stakeholder validation of findings and recommendations	29/03/2027
Finalize synthesis products	Deliverable #7 Final synthesis report and concise executive brief suitable for senior leadership and partner	08/04/2027

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.
- Contracts are conditional upon the selected candidate's willingness to comply with any current or future vaccination requirements that may be established by UNICEF, where applicable. Failure to comply with applicable vaccination requirements, where required and without an approved medical exemption by UNICEF, may result in the withdrawal of the consultancy offer or termination of the contract in accordance with the General Terms and Conditions of Contract.
- 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:

- Advanced university degree (Master's or higher) in development studies, public policy, economics, social sciences, governance, humanitarian and development programming, monitoring and evaluation, or a related field.

Work Experience:

- At least 10 years of relevant professional experience in strategic analysis, policy synthesis, development planning, programme evaluation, area-based programming or UN cooperation frameworks.
- Demonstrated experience synthesizing large volumes of qualitative and quantitative evidence into concise, strategic and actionable products.
- Experience working with Government institutions, UN agencies, development partners, civil society organizations and district-level actors.
- Prior experience in Uganda, Karamoja, pastoralist contexts, fragile settings, climate-vulnerable contexts or cross-border contexts is strongly preferred.

Knowledge/Expertise/Skills: The consultant should demonstrate:

- Strong understanding of human development, resilience, climate adaptation, food systems, social

services, governance and humanitarian-development-peace nexus approaches.

- Demonstrated knowledge of Uganda's development context. Strong analytical, writing, facilitation, and presentation skills. Ability to synthesize complex evidence into concise, strategic, and practical recommendations.
- Experience applying systems-strengthening, localization, resilience, and gender equality lenses in development analysis. Ability to engage effectively with Government, UN agencies, development partners, civil society and district-level stakeholders.
- Understanding of gender equality, child rights, disability inclusion, protection risks and accountability to affected populations.

Language Requirements:

- Excellent written and spoken English is required.

Desirables:

- Prior experience working on Karamoja or comparable pastoralist, fragile, climate-vulnerable or cross-border contexts.
- Familiarity with Uganda's Fourth National Development Plan, the Karamoja Regional Development Plan IV (KRDP-IV) and the UNSDCF 2026–2030.
- Experience supporting UN strategic positioning, joint programming, area-based programming or cooperation framework implementation.
- Experience preparing senior leadership briefs, roadmap documents or strategic analysis products for decision-making.

Technical Proposal: Applicants should submit a concise technical proposal (maximum 10 pages, excluding CV and annexes) that includes:

1. understanding of the assignment and the Karamoja context;
2. proposed methodology, analytical framework and approach to document mapping and consultations;
3. a workplan and timeline aligned with the deliverables;
4. an up-to-date CV; and
5. at least two samples of similar synthesis or strategic analysis reports authored or co-authored by the applicant.

For information, the final report is expected to follow this structure:

- Executive summary
- Introduction and methodology
- Overview of Karamoja development context
- Synthesis of key findings by thematic area
- Cross-cutting drivers, risks and opportunities
- Assessment of existing plans and implementation gaps
- Proposed strategic priorities for Karamoja
- UN comparative advantage and recommended positioning

- Coordination, partnership and financing implications
- Recommended next steps and roadmap, including prioritized recommendations
- Annexes, including document mapping matrix and consultation list