(1) PROJECT COORDINATOR

(2) SENIOR EXPERT RESILIENCE

INCEPTION PHASE OF UNICEF RESILIENCE PROJECT IN SOMALIA

This TOR is to support the process of hiring a consultant for the project providing the initial guidance to the candidates in order to prepare their application. The selected consultants, in discussion with the supervisor, will develop a more precise plan for the consultancy.
1. OVERVIEW

Since 2012 UNICEF has been engaged in a joint resilience strategy for Somalia together with FAO and WFP. The three UN agencies have since conducted joint programming and flexible coordination mechanisms in five districts across the three Somali zones of intervention. (NWZ: Burco, Odweyne; NEZ: Iskushuban and peri-urban areas of Bossaso; SCZ: Dholow). Potentially, a second pilot district in SCZ will be added in the course of 2014.

During 2013 UNICEF’s focus on resilience as a programme strategy has fast gained traction. This is reflected in a number of working documents and policy documents including:
- Resilience – a position paper (March 2013)
- Resilia I - The 1st UNICEF Global Workshop on Resilience (June 2013)

In November 2013 DFID funded the UNICEF resilience project, aiming to introduce context-sensitive and demand driven programming across UNICEF’s sectors of intervention.

The inception phase of the project, covering the first six months of the life of the project, needs to provide UNICEF and DFID with the critical insights in order to be able to make decisions on coordination, methodologies, choices of intervention sites, and to be able to plan the intervention in more detail. The product of the inception phase is a road map for the project.

<table>
<thead>
<tr>
<th>Purpose</th>
<th>Facilitate the inception phase of the UNICEF DFID resilience project in coordination with the tri-partite resilience strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expected fee</td>
<td>SSA</td>
</tr>
<tr>
<td>Location</td>
<td>USCC, Nairobi with travel to the three zones of Somalia (including sub-offices)</td>
</tr>
<tr>
<td>Duration</td>
<td>6 months</td>
</tr>
<tr>
<td>Start Date</td>
<td>1 January 2014</td>
</tr>
<tr>
<td>Reporting to</td>
<td>SPPME Programme Specialist / Resilience focal point</td>
</tr>
<tr>
<td>Budget Code/PBA No</td>
<td>To be provided</td>
</tr>
<tr>
<td>Project and activity codes</td>
<td>Planning, Monitoring and Evaluation</td>
</tr>
</tbody>
</table>
2. BACKGROUND AND RATIONALE

For more than 20 years, Somalia has been characterized by the lack of a formal state in the Southern part of the country and, consequently, by the absence of reliable basic services to support vulnerable households. Somalis have been subjected to repeated shocks – natural, economic, political and social – and yet remain some of the most resilient people in the world, employing a range of strategies, based largely on entrepreneurship, mobility and social networks to protect their families and clans from the worst effects of crises around them. Despite this, increasingly frequent and intense shocks have left many in a downward spiral of reduced resilience and increased vulnerability.

In 2011, Somalia was faced with a humanitarian disaster caused by drought, conflict, high food prices and underlying vulnerabilities. Many parts of the country were plunged into famine and more than 250,000 people, over half of them children, are estimated to have died.

UNICEF and other humanitarian agencies have provided millions of dollars of assistance to Somalia over the last 20 years, but this has mostly focused on life-saving and state building inputs, with little or no investment in strengthening people or systems to prepare for, and protect themselves from, short and long term shocks. The 2011 famine showed that there is a need to adjust programming to focus on activities which directly build resilience, a concept now widely endorsed as a central objective of both development and humanitarian assistance. When households, communities, systems and networks for goods and services are resilient, people realize positive livelihood outcomes (including sufficient income, food security, safety, proper nutrition, good health and ecosystems that are preserved and protected for current and future generations. It seems probable that supporting resilience would be far more effective than focusing on a supply based approach for the most vulnerable, and those with multiple deprivations, who have exhausted coping strategies and eroded resilience.

Seeking to build on lessons learned from the famine and determined to reduce the impact of future shocks, UNICEF joined FAO and WFP in April 2012 to define a Joint Resilience Strategy for Somalia. It establishes a strategic alignment of programming between the three agencies that seeks to significantly increase resilience in vulnerable communities throughout Somalia. The Strategy recognizes that resilience outcomes demand holistic, cross-sectoral and collaborative approaches and must be targeted at the community and household level to ensure that Somali families have the opportunity to pursue productive livelihoods; demand and benefit from affordable, local and reliable basic services; and understand that safety nets will be in place on a regular basis for the most vulnerable, during difficult seasons or following shocks for the wider population.

As such, the Joint Resilience Strategy is grounded on three pillars:

1) Enhanced productive sectors for vulnerable working populations
2) Improved access to basic services to protect human capital
3) Predictable safety nets for a minimum of social protection

UNICEF’s contribution within the Joint Strategy spans across the three pillars.

UNICEF intends to pursue a dual track approach to its programming under the Joint Resilience Strategy. Track one will include a continued focus on shared programming, monitoring, evaluation and learning in the
Strategy pilot areas: Dolow, Iskushuban, Burao, Odweine and Bossaso (peri-urban areas). In track one areas, UNICEF will work in full collaboration with WFP and FAO in an effort to provide programming under each of the three pillars in targeted communities. Track two will seek to expand resilience programming to high vulnerability areas in the Central South Zone of Somalia (CSZ) where access permits at least a minimum package of resilience-oriented programmes.

3. JUSTIFICATION

Two consultants are required to support the inception phase of the resilience project funded by DFID. Due to the pressing timeframe of the inception there is an urgent need for
(1) a project coordinator (full time)
(2) a senior expert – resilience project development consultant (part time, 50%)
UNICEF is looking for experienced practitioners who have successfully completed similar assignments and have relevant experience with in-country planning and implementation in Somalia (or other fragile state) field settings. The consultants will be tasked with conceptualizing and setting the roadmap for this innovative and cross-sectoral project. The consultants are to work closely with UNICEF staff in Somalia and at USSC in Nairobi in order to set a sound design and planning for the life-time of the project.

4. PURPOSE OF ASSIGNMENT

Coordinate the inception phase and conceptualize the road map for UNICEF’s resilience project funded by DFID in close coordination with UNICEF programme sections at USSC / zonal level and joint resilience strategy partners WFP and FAO.

5. GUIDING DOCUMENTS

- a. Somalia resilience ‘tri-partite’ concept note
- b. Regional workshop on resilience October 2013.
- c. DFID evaluation for HoA investments reference docs
- d. Joint resilience strategy operational guidance notes
- e. UNICEF DFID resilience project narrative

6. METHODOLOGY

The inception phase of the programme consists of a number of outputs that are organized in five work-packages:

WORK PACKAGE 1. INSTITUTIONAL PREPARATION AND INCEPTION REPORT
Thorough field assessment conducted from zonal and zonal sub-office (most likely Baidoa) in areas identified by programme sections to be of the highest needs/vulnerability involving local UNICEF sector staff and potential implementing partners in order to understand their capacity in terms of community-based participatory work, their assessment of accessibility, prospects for implementation of planned activities, possibilities for monitoring and follow up in prospective
intervention sites.

Output:
1. Establish feasibility of proposed Track 2 activities (see UNICEF resilience project document) in areas beyond government control
2. Establish criteria and mechanism for decision-making (taking into account vulnerability multiple deprivations) / actual decision on which villages/districts to initiate the project
3. Way forward on coordination / joint activities of sectors on field level for the project supported by section staff
4. Identification of implementing NGO partners

WORK PACKAGE 2. UNDERSTANDING LOCAL CONTEXTS
With UNICEF focal points in zones from sectors, implementing partners and UN partner agencies FAO and WFP identify modalities/specifics for implementation in identifies areas of intervention based on relevant available information regarding local leadership structures, power relations and options for working with authorities promoting inclusivity and equity.

Output:
1. Define specifics for engagement with communities
2. Define specifics for engagement with national and local authorities as applicable

WORK PACKAGE 3. MAKING COMMUNITY INVOLVEMENT WORK
Building the capacity of UNICEF zone staff from sectors as well as implementing partner field staff to apply the tools and practices developed by UNICEF/FAO/WFP oriented towards strengthening community and household resilience rather than delivering relief goods

Output:
1. as a result of work with stakeholders (incl. WFP and FAO) an improved community action planning tool, practical and for use in the target areas
2. training package for UNICEF staff and partner field staff in tools and techniques for resilience programme approach
3. initial trainings on resilience programme approach conducted
4. plan for staff / implementing partner training roll out
5. community consultations conducted
6. community priorities feeding into UNICEF joint-sector intervention plans and linking with intervention plans of other actors
7. based on community mapping and action plans: plan for training and supporting inclusive community governance systems
WORK PACKAGE 4. MONITORING SYSTEMS
Fine-tuning the design and timing of the project, ensuring that the project’s M&E system measures the project’s impact on resilience and complies with DFID reporting requirements. This work package will receive strong dedicated support from UNICEF Social Policy, Planning monitoring and Evaluation Section (SPPME) as well as from a DFID M&E staff.

Output:
1. Review of existing resilience impact methodology and its applicability in Track 2 areas. Refined method using proxy indicators and/or remote data collection
2. Baseline methodology, data collection and analysis
3. (with DFID) development of full risk matrix / verification of assumptions
4. (with DFID) assess need for RBM assessment / prepare proposal
5. (with DFID) develop VFM matrix
6. (with DFID) decide on necessity of training effectiveness assessment
7. Update time-line, propose re-alignment of budget as where necessary
8. Finalize M&E Plan (including updated log frame)

WORK PACKAGE 5. COORDINATION OF INITIAL PROJECT ACTIVITIES
In cooperation with UNICEF staff in Somalia and Nairobi USSC, getting the village health worker system operational and the curriculum for village health workers delivered, explore options for nutrition surveillance systems and water supply operation monitoring

1. starting up village health worker structure [design already in progress with existing consultant]
2. village health worker training curriculum delivery
3. menu of options for community based nutrition surveillance systems
4. explore / define options for water supply operation monitoring

The consultants will ensure the delivery of these work packages, cooperating with the sectors and zonal/ sub-zonal offices and under the general guidance of the resilience focal point at SPPME section at USSC.
7. DELIVERABLES AND TIMEFRAME

1. Monthly: progress reports (including progress on the work packages, recommending action, outcomes of consultation meetings in UNICEF and with other agencies and stakeholders (FAO, WFP, Zonal governments etc.), …

2. Work Package outputs as outlined in section 5:

Note: the sequencing of outputs in the respective work packages will be decided by the selected consultants and the supervisor and will be finalized in a TOR as part of the consultancy contract. The delivery dates represent dates for completion/delivery of the entire work package.

<table>
<thead>
<tr>
<th>Work Package</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Institutional preparation</td>
<td>End of month 1</td>
</tr>
<tr>
<td>2. Understanding local contexts</td>
<td>End of month 3</td>
</tr>
<tr>
<td>3. Making community involvement work</td>
<td>End of month 5</td>
</tr>
<tr>
<td>4. Monitoring systems</td>
<td>End of month 5</td>
</tr>
<tr>
<td>5. Initial project activities</td>
<td>End of month 6</td>
</tr>
</tbody>
</table>

3. Final report: End of month 6

8. EXPECTED BACKGROUND AND EXPERIENCE OF THE CONSULTANTS:

The consultants to undertake the work will have the following profile:

(1) Project coordinator (full time 100%)

Education and experience
- Advanced university degree in a Social Science (Development Studies, Political Science, Anthropology, Development Management,…) or other relevant degree
- Experience managing projects on community level in fragile states
- Experience in and knowledge of Somalia or Somali regions in neighbouring countries

Technical Skill sets
- Sound understanding of programme planning and development in complex emergencies,
- Programme formulation and partnerships building
• Understanding of international development and relief issues.

Other Technical Skills:
• Assessment, analytical, and planning skills.
• Good documentation and report writing skills.
• Capacity building and training
• Knowledge of UNICEF

Managerial/Communications Skill sets
• Good written and spoken skills in the language of resilience or risk reduction.
• Good interpersonal skills.
• Diplomacy, tact, and negotiating skills.
• Able to manage and work in or with a multidisciplinary team of practitioners.
• Ability to work well under pressure and in response to changing needs.
• Good written and oral presentation skills.
• Knowledge of Somali an asset

(2) Senior expert (part time 50 %)

Education and experience
• Advanced university degree in a Social Science (Development Studies, Political Science, Anthropology, Development Management,...) or other relevant degree
• Strong foundation in multi-sectoral resilience programming, DRR, and/or multi-sectoral emergency planning and M&E.
• Experience in and knowledge of Somalia or Somali regions in neighbouring countries an asset

Technical Skill sets
• Sound understanding of programme planning and development in complex emergencies,
• Strong skills in Monitoring and Evaluation for programming purposes
• Qualitative and quantitative data analysis.

Other Technical Skills:
• Very strong analytical skills
• Good documentation and report writing skills.
• Knowledge of UNICEF
• Knowledge of processes and procedures at DFID an asset

Managerial/Communications Skill sets
• Good interpersonal skills.
• Diplomacy, tact, and negotiating skills.
• Able to manage and work in or with a multidisciplinary team of practitioners.
• Ability to work well under pressure and in response to changing needs.
• Good written and oral presentation skills.
Both consultants should be well conversant with children’s and women’s issues (health, nutrition, wash, child protection, education, social protection) and have had professional involvement in these issues.

9. GENERAL CONDITIONS:
   - The Consultant / consortium will work under the direct supervision of the Programme Specialist (Peace-building and resilience) SPPME section, UNICEF Somalia.
   - The Consultants will be based at USSC, Nairobi office, with (1) coordinator frequent travel to zonal and sub-zonal offices in Somalia and (2) senior expert occasional travel to zonal and sub-zonal offices in Somalia.
   - Consultants will be supported for logistics (e.g. transportation to and from Nairobi, travel, accommodation etc. when on mission outside Nairobi) by the CO.
   - Consultancy Fees will be determined according to experience and expertise.
   - No contract may commence unless both UNICEF and the Consultant/consortium sign the contract.
   - The consultant(s) may have to undertake an advanced Security Training valid for traveling to Somalia for four days in Nairobi, Kenya.

10. APPLICATIONS:

Applications are invited for the two assignments (1) project coordinator and (2) senior resilience expert. Individual applications are welcome, joint applications of two individuals for the two assignments are encouraged. UNICEF may also decide to hire one consultant combining both roles/assignments.

Applications will consist of:
1. Cover letter in which you specify for which assignment (project coordinator or senior resilience expert) you are applying AND in which you specify (referring to the TOR) which of the numbered outputs listed in the work packages you would be able to deliver and what (prior experience etc.) makes you qualified to deliver them.
2. CV and P11
3. Specification of professional fees

Applicants must quote the vacancy number and post title in the subject line of the application.

Email to somaliahrvacancies@unicef.org