

TERMS OF REFERENCE

Training Firm on Results-based Management, Theory of Change, and Gender Transformative Programming to Support the Development of UNFPA's 9th Country Programme of Assistance to the Philippines

Hiring Office:	United Nations Population Fund – Philippines Country Office
Background and Purpose of the consultancy:	<p>Country Context and Predominant Trends</p> <p>Over the last two decades, the Philippines has witnessed substantial demographic, social, economic and environmental developments. Economically, the country has enjoyed a sustained GDP growth rate averaging above 5% annually throughout this period. Demographically, the 2020 census brought recent evidence of the early signs of fertility decline and the shrinking of the 0-4 age group on the population pyramid for the first time in modern history. This is further supported by the initial results of the 2022 National Demographic and Health Survey (NDHS), which show that the fertility rate of the country has declined to 1.9 from the previous rate of 2.7 in 2017. If sustained, this would represent a generational momentum that could translate into a demographic dividend in due course.</p> <p>These positive developments, however, have not been even across the country. Substantial population and social disparities have continued to persist and deep-seated structural inequalities have rather widened, e.g. poverty incidence increased to 23.7% during the first half of 2021 from 21.1% during the same period in 2018, the Philippines' Human Development Index (HDI) value for 2022 was 0.699, positioning it at 116 out of 191 countries and territories and registering a decrease from 0.718 in 2019, and the Gini index remains relatively high although an improvement was registered from 0.4267 in 2018 to 0.4119 in 2021.</p> <p>On the three transformative results plus (to include adolescent pregnancy and HIV among young people), incidence of maternal mortality has remained exceptionally high in many parts of the country with MMR estimates in 2019 ranging from as high as 137.7 (in the CARAGA region) to as low as 50.5 (in the BARMM region although the data should be treated with caution given significant underreporting issues in the region; next to BARMM, Region I had the second lowest MMR at 64.7) per 100,000 live births; the fertility rate of women from the lowest quintile amounted to 4.3 live births per women, almost three times the fertility level of 1.7 live births among women from the highest income quintile, with modern contraceptive prevalence rate estimated at 42% and unmet need for family planning among married women at 12% and for sexually active unmarried women at 42% in 2022; and occurrence of sexual and gender-based violence (with 19% of WRAs having ever experienced any form of physical, sexual, or emotional violence from their intimate partners in 2022 and the highest rates observed in the Bicol region, one of the most frequently visited and affected by natural disasters yearly) in addition to sustained teenage pregnancy (ranging from as high as 10% for the lowest wealth quintile and as low as 2% for the highest quintile in 2022), increasing incidence of HIV (with young people between 15-24 years old accounting for 30% of new HIV cases in February 2022, and early, forced and child marriage (at a rate of 18% for the 2005-2020 period) has remained prevalent in many urban, semi-urban and rural communities across the archipelago, and in the BARMM in particular. The population in BARMM alone has nearly doubled over the last 20 years, moving from 2.8 million to 4.4 million with a significantly high and expanding annual population growth reaching 3.6 per cent for the period 2015-2020. With the current yearly growth rate, the population of BARMM is expected to double by 2040.</p> <p>In the Philippines, traditional family roles are persistent, which may impact girls' and women's decisions over life choices, jeopardize their well-being, and reinforce patriarchal perceptions about their roles within their households and communities. According to the 2021 Women Work and Childcare Survey data, "over 75% of men and over 80% of women agree that a man's job is to earn money while a woman's job is to take care of the home and the family". Such a gender-biased division of roles and responsibilities in the family and in society at large can only reinforce gender imbalances, curb the self-fulfilment prospects of women and girls and disempower them to lead a life of choice and dignity.</p>

The pandemic and the associated quarantine measures that were implemented in 2020 to 2021 have not only caused a sizeable 9.6% contraction in the economy, but they have also unmistakably revealed the persistent structural population and social imbalances of the economic growth experienced in previous decades. They have further exposed the vulnerability of many groups and communities who continue to be utterly left behind. Indeed, COVID-19 has affected the Philippine economy in unprecedented ways while further exacerbating the breadth, depth and impact of disparities in the country, particularly with respect to the broadly defined social development sector, and in terms of access to affordable health services (including SRH and quality maternal and child care), in addition to the omnipresent parameters and manifestations of gender inequality (including early marriage, teenage pregnancy and gender-based violence).

In addition to all the above, the 2022 World Risk Index report ranks the Philippines highest among the most disaster-prone countries globally. The geographic location of the country along the Pacific typhoon belt and the reliance of livelihoods in many regions and provinces on climate-dependent natural resources, represent additional vectors of vulnerability to natural hazards including earthquakes, heavy rainfalls, volcanic eruptions, landslides, rising sea level and other adverse impacts of climate change. The paradox is that these episodes strike the most, settlements and communities that are least equipped to mitigate the dire consequences of these hazards on their lives and livelihoods. This scenario fundamentally militates in favor of an integrated humanitarian-development action and makes the solidification of risk-aversion management capacity indispensable components of the programmatic continuum “humanitarian emergency-development-peace”. Finally, the informal settlements, which comprise 45% of the urban population, and which are particularly at high SRH/SGBV risks due to precarious infrastructure, limited access to clean water and health care services and unchallenged female and gender-biased practices, help wrap up the portrait of all those who are structurally vulnerable and left behind, and inevitably command and capture the due consideration and the transformative, innovative and accelerative aims and efforts of the next UNFPA country programme.

Political Context

The new political leadership which assumed power in June 2022 has outlined an eight-point agenda where six of the eight priorities have a mainly economic bent and only one addresses social policy. This prioritization is reinforced in the newly issued Philippine Development Plan 2023-2028 whose main aim is to reinvigorate job creation and accelerate poverty reduction by steering the economy back on a high-growth path. This carries the risk of putting economic growth as the end rather than as just one of the means for the rights and potentials of every Filipino, especially those at risk of being left behind, to be promoted, protected and fulfilled. The picture becomes particularly stark when the social and health services are wanting in many regions, and where vulnerability deepens among disadvantaged population groups.

New UN - GPH Sustainable Development Cooperation Framework

The new UN - Government of the Philippines Sustainable Development Cooperation Framework (SDCF) 2024-2028 is also being developed to align with the PDP’s strategic priorities while at the same time demonstrating the UN’s value-added, comparative advantage, and normative role through four outcome areas: 1) People, especially those at risk of being left behind, are empowered and protected to fulfil their full human potential and have increased resilience to multidimensional risks [with focus on health, education, food security and nutrition, and social protection]; 2) People benefit from a more inclusive, innovative, competitive, resilient, and green economy that generates decent work and livelihood opportunities [with focus on food systems and agri-business value chains, sustainable industries, services and supply chains, vulnerable groups and the informal sector, labor force, and the business environment]; 3) Communities and people equitably benefit from gender sensitive and just transition to low carbon, climate resilient development, disaster risk

reduction and management, and sustainable management of environment, natural resources and biodiversity; and 4) People, especially those at risk of being left behind, benefit from a more equitable, safe and inclusive society, with increased protection and realization of their human rights as well as sustainable peace, strengthened rule of law, gender equality, and freedom from violence and discrimination, as well as strengthened governance systems and enhanced public finance management.

UNFPA's Unique Role and Comparative Advantage

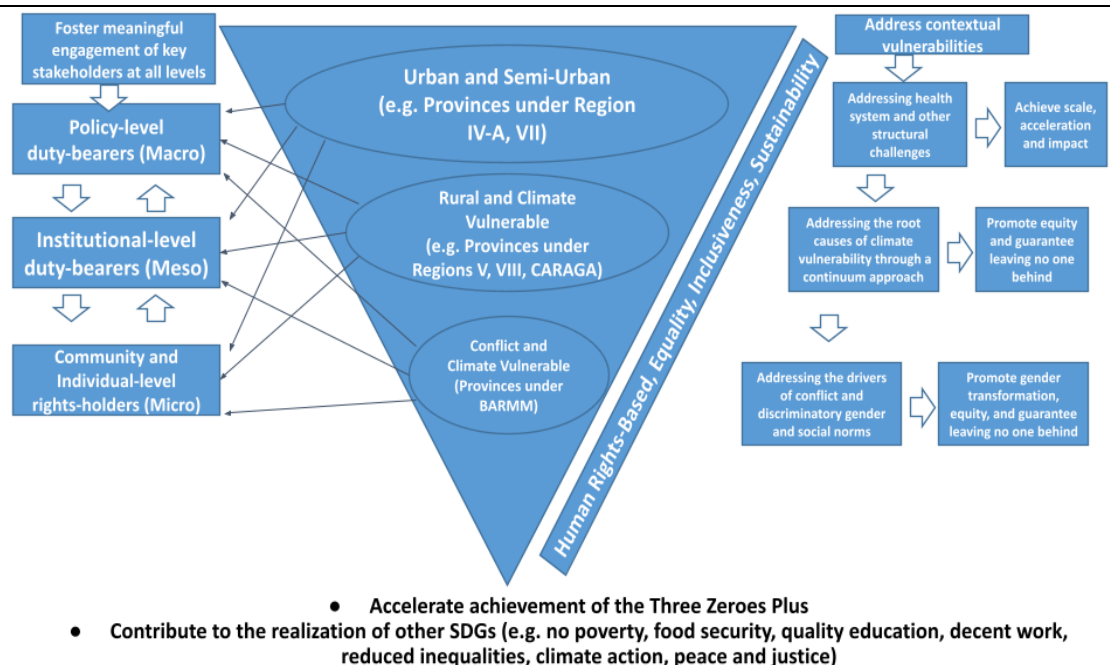
The 8th CP Mid-Term Review in early 2022 has clearly asserted that a mere lending financial support was no longer an absolute pre-requisite for UNFPA to relate to government, and could no longer be used as the only relevant yardstick for ascertaining UNFPA's performance or effectiveness in the country. Indeed, it was more UNFPA's policy analysis edge, network of legislative champions, strength in innovations, knowledge sharing and comparative lobbying advantage as a think-tank and as a thought leadership agency that was sought after and highly regarded by government and civil society partners (at the national and sub-national levels). It is also UNFPA's historical opportunity and evolved pathway to move from funding to financing and to mobilize government and other resources primarily toward the ICPD objectives and the SDGs. Drawing on well established partnerships with the national stakeholders, UNFPA is in a unique position to ensure inclusion of SRHR in the humanitarian response, in building resilience to disaster and climate change, and in the humanitarian-development nexus.

An Innovative Strategic Outlook for UNFPA's 9th Country Programme of Assistance to the Philippines

Based on the thinking processes through the MTR, CPE, the gender-focused situation analysis, the stakeholders' consultations, and the analytical pieces developed have resulted into a proposed framework that goes beyond the traditional thematic groupings (i.e. SRH, GBV, ASRH, PD) and shifting to a context responsive pattern that is organized according to the three levels of actors/stakeholders: a) first involves macro level actors and strengthening their capacities to address the structural inequalities policies and discriminatory and adverse gender and social norms that hinder the achievement of transformative results; b) strengthening the capacities of meso level actors to model and scale up solutions that increase access to quality SRH services for women, adolescent girls, youth, SOGIE, IDPs, IPs, and women with disabilities; and c) last but not the least involves investing in the meaningful engagement of the actors at community or micro level in the planning and implementation of SRHR programmes to realize the 3 zeroes plus.

Implementation of this approach will be designed within integrated humanitarian, development and peace-building interventions through active participation of the different levels of actors mentioned, and through partnerships with non-traditional players such as the private sector, civil society organizations, international financial institutions, academia as well as partnership through south-south and triangular cooperation. The other accelerators would be the HRBA, innovation and LNOB.

Based on this, the CO adopted priority regions and provinces that can serve as "sandboxes" within which UNFPA and the DOH can model cost-effective strategies and interventions to reduce maternal deaths and in the process the other 3 zeroes as enablers, generate the evidence to support scale-up, and then for the DOH and other resource development partners to replicate afterwards.



- ☐ The ovals represent the three priority program area concentrations that resulted from the evidence-based ranking of the regions along maternal mortality/zeros indicators;
- ☐ The inverted triangle encapsulating the three ovals represents the combined contribution of intervening in these priority areas would have on accelerating achievement of the Three Transformative Results Plus and the realization of other related SDGs;
- ☐ The cross-cutting bar represents the value premise that will guide UNFPA's corporate programming; and
- ☐ The boxes/rectangles represent the modalities of operations at the macro, mezzo, and micro levels as well as addressing context-specific vulnerabilities and leaving no one behind.

Objectives of the consultancy:

The Consulting Firm will support the UNFPA Philippines Country Office in the development of a Theory of Change and Results Framework, as integral parts of the 9th UNFPA Country Programme 2024-2028.

More specifically, the Consulting Firm will:

1. Design and facilitate a training-workshop for UNFPA staff on Results-based Management (RBM) and Theory of Change (TOC) concepts and methodologies and will specifically ensure that Gender Transformative Programming principles and practical tools for their application are integrated into the training design.
2. Building staff's technical knowledge and skills on fundamental principles and concepts of TOC and Results-based Management (RBM). The training is envisioned to develop a clear understanding among staff on the Theory of Change pathway as a strategic tool for planning and the RBM, as an approach to track and assess performance. The Consulting Firm will work closely with the CO's Gender expert to integrate gender transformative programming (GTP) in this training in alignment with the UNFPA Strategic Plan 2022-2025;
2. The practical application of these RBM principles and concepts, employing a learning-by-doing approach, in the development of a robust TOC and Results Framework for the 9th UNFPA Country Programme 2024-2028, which will help guide the formulation of a sound evidence-based program strategy with assumptions and risks clearly analyzed and spelled out.
3. Design and facilitate a consultation workshop with key partners and actors to recall the TOC and RBM concepts and methodologies, support the CO in presenting and

	validating the draft TOC and RBM frameworks developed by UNFPA to obtain inputs and build ownership of the 9th CP by national counterparts								
<p>Scope of work:</p> <p><i>(Description of services, activities, or outputs)</i></p>	<p>Preparatory Phase (remote):</p> <ul style="list-style-type: none"> • The Consulting Firm will review the relevant UNFPA background documentation on the Country Office's preparations to date for the 9th Country Programme; • Based on their review of the background documents and working closely with the CO's Gender Expert Team, the Consulting Firm will prepare the overall training-workshop design and exercises to ensure that Results-based Management and Gender Transformative Programming principles and approaches are applied and integrated in the resulting draft 9th Country Programme Theory of Change and Results Framework; • The Consulting Firm will conduct follow-up meetings and consultations with the CO to obtain inputs on the proposed training-workshop design and will revise and finalize said design accordingly; <p>Training Proper (on site):</p> <ul style="list-style-type: none"> • The Consulting Firm will implement and facilitate the face-to-face training-workshop per the approved design for the UNFPA staff (max 30 participants) • Consulting Firm will design and implement the consultation workshop with key partners and actors (max 20 external stakeholders) • The consultant will define and implement the methodology that will be used to evaluate the effectiveness of the training, including pre- and post-training assessments of participants' knowledge and skills; <p>Post-Training Phase (remote):</p> <ul style="list-style-type: none"> • Conduct follow-up meetings with the CO and the CO's Gender Expert to further refine the draft TOC and Results Framework arising from the training-workshop; • Prepare a summary of the training activities, participants' feedback, the resulting TOC and Results Framework, and an analysis of participants' pre-/post-training knowledge and skills on RBM, TOC and Gender Transformative Programming including areas for further improvement. <p>The consultant's deliverables will consist of the following:</p> <table border="1"> <thead> <tr> <th>Outputs</th><th>Description</th></tr> </thead> <tbody> <tr> <td>Inception Report / Training-Workshop Design</td><td>Outlines the Consulting Firm's proposed detailed approach and methodology for the training-workshop, including: interacting learning activities such as group discussions, case studies, and practical exercises; training material, hands out, presentations, and follow up support to participants; format, agenda and duration of the training; evaluation forms.</td></tr> <tr> <td>Draft Report</td><td>Summary of the training activities, participants feedback and resulting Theory of Change and Results Framework. The draft report should also outline the overall effectiveness of the training program and any areas that could be improved in future interactions.</td></tr> <tr> <td>Final Report</td><td>To be submitted after inputs and comments provided by UNFPA CO on the draft report.</td></tr> </tbody> </table>	Outputs	Description	Inception Report / Training-Workshop Design	Outlines the Consulting Firm's proposed detailed approach and methodology for the training-workshop, including: interacting learning activities such as group discussions, case studies, and practical exercises; training material, hands out, presentations, and follow up support to participants; format, agenda and duration of the training; evaluation forms.	Draft Report	Summary of the training activities, participants feedback and resulting Theory of Change and Results Framework. The draft report should also outline the overall effectiveness of the training program and any areas that could be improved in future interactions.	Final Report	To be submitted after inputs and comments provided by UNFPA CO on the draft report.
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Duration and working schedule, fee basis:	The consultancy will involve a total of 20 working days with the entire Consulting Firm spread over a 2 -month calendar period, commencing immediately upon awarding of a contract. 10 days will be on site while the rest will be for the preparation and post-training activities, including report writing.								

	The consultant will be paid on a per deliverable basis following the schedule below:		
	Tranche	Deliverables	Indicative Dates
	1 st (30%)	Upon submission to and approval by UNFPA of the Inception Report	28 April 2023
	2nd (40%)	Upon submission to and approval by UNFPA of the Draft Report	8 May 2023
	3rd (30%)	Upon submission to and approval by UNFPA of the Final Report	31 May 2023
Place where services are to be delivered:	Manila and remotely		
Supervisory arrangements:	The project will be under the overall management of the UNFPA Country Representative with day-to-day technical backstopping from the M&E Manager. The consultant is expected to work closely with the UNFPA Country Office for coordination.		
Required expertise, qualifications and competencies, including language requirements:	<p>Potential consultants may be a research/academic/training institution, non-government organization, or a research/consulting/training firm. The consultant is expected to put together a training team under its supervision and whose Team Leader must meet the following qualifications:</p> <p>Education: Advanced degree in public health, public policy, development studies, social science or any other relevant field of study</p> <p>Knowledge and Experience:</p> <ul style="list-style-type: none">• Ten years of international working experience in public policy, strategic planning, management, and monitoring and evaluation in development, humanitarian and peacebuilding contexts• Understanding of complex social-political environments, at both global and local settings, from a human rights-based lens• Proven track record and a solid understanding of issue-based development solutions and TOC and results-based management.• Previous experience in TOC with the UN system is an advantage• Previous experience in data analysis, including strong computer skills and proficiency in data and data visualization software <p>Languages: Fluency in English</p> <p>Required Competencies: Values:</p> <ul style="list-style-type: none">• Exemplifying integrity• Demonstrating commitment to UNFPA and the UN system• Embracing cultural diversity• Embracing change <p>Competencies:</p> <ul style="list-style-type: none">• Achieving results,• Being accountable,• Developing and applying professional expertise/business acumen,• Thinking analytically and strategically,		

	<ul style="list-style-type: none"> • Working in teams/managing ourselves and our relationships, • Communicating for impact <p>Functional Competencies:</p> <ul style="list-style-type: none"> • Conceptual innovation in the provision of technical expertise; • Leveraging the resources of national governments and partners; • Building strategic alliances and partnerships; • Adaptation/application of knowledge in different contexts; • Job knowledge/technical expertise; and • Integration in a multidisciplinary environment.
Inputs/services to be provided by UNFPA, if applicable:	The M&E unit and other relevant Country Office teams/units will provide the list of documents and data from the internal CO databases for the consultant to review. Coordination support will also be provided by the CO in arranging key informant interviews and/or focus group discussions that the consultant would need to undertake.
PROPOSAL FORMAT	<p>Interested and qualified firms need to submit the following documents using the Proposal Format prescribed in Annex A:</p> <ul style="list-style-type: none"> • Agency/Organizational Profile • A preliminary technical proposal/work plan • Financial proposal
<p>TECHNICAL EVALUATION CRITERIA</p> <p>(70%)</p>	<p>1) Assessment of the entity's capacity to deliver the outputs (Agency/Organizational Profile) (40%)</p> <ol style="list-style-type: none"> Organizational background and experience in the subject matter area Human resources who will be deployed for the consultancy, i.e. number of staff and profile of key staff with educational background, documented years of experience in subject matter area and number of years they have worked for the particular entity Systems used by the entity for tracking and reporting on its work Network and affiliations in the subject matter area Financial management (review of audited financial statements for the past three years of operation) Reference checks <p>2) Assessment of the entity's proposed strategy for achieving the outputs (Technical Proposal) (30%)</p> <ol style="list-style-type: none"> Relevance, applicability and suitability of proposed strategy Innovative approach and its expected effectiveness in delivering the outputs Realistic time-line that meets UNFPA's needs and proposed plan for each of the outputs Efficiency of the proposed management arrangements for implementation Integration of human-rights-based and gender-transformative programming approaches, taking into account the principle of Leaving No One Behind
<p>FINANCIAL EVALUATION CRITERIA</p> <p>(30%)</p>	<p>FORMULA:</p> $p = y u/z$ <p>Where:</p>

	<p>p = points for the financial proposal being evaluated</p> <p>y = maximum number of points for the financial proposal</p> <p>u = price of the lowest proposal</p> <p>z = price of the proposal being evaluated</p>
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Prepared by:

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Monitoring and Evaluation Manager

Date

Approved by:

Leila Saiji Joudane
Country Representative

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Leila Joudane
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Date

17-Mar-2023