

**TERMS OF REFERENCE FOR INDIVIDUAL CONSULTANT
ON SUSTAINABLE IMPLEMENTATION MODELS OF BAFP PROJECT**

TERMS OF REFERENCE	
Hiring Office:	Population and Development (PD) Unit UNFPA Philippines Country Office (CO)
Purpose of consultancy:	<p>Under the overall supervision of the Country Representative and the direct supervision of the National Program Officer for Population Development, the consultant will:</p> <ol style="list-style-type: none"> 1. Conduct primary and secondary research to develop a Sustainable Model Framework/Strategy that will be used to document the BAFP project; 2. The study will identify sustainability models that serves cost-effective, innovative, pragmatic and beneficial routes to sustainability of a work place family planning program; 3. Provide cases studies on examples of sustainability models across BAFP partner companies; 4. Present the sustainability models during a workshop and use the feedback of workshop participants as input to improve the document. Output of this workshop should be a workplan detailing steps to be undertaken by the companies to ensure that the recommendations on sustainability mechanisms are in place and that establishes sustainable models are acted upon. 5. Present the revised sustainability models during a national conference of private sector and symposium on sustainability model options for family planning workplace programs; and 6. Prepare a report on the sustainable models, including a document in popular version that can be disseminated to the public and other program managers on workplace Family Planning programs designed to promote, and maintain sustainable FP programs.
Scope of work: <i>(Description of services, activities, or outputs)</i>	<p><u>Task 1: Document Review and Inception Report</u></p> <p>The Independent Consultant will undertake a document review of project materials and complete a preliminary research to identify the approaches and process undertaken by UNFPA during the pre-implementation and implementation stages, but are not limited to the following:</p> <ol style="list-style-type: none"> a) Identify Roles of Donor, funders, project holder and implementing partners b) Document the Business Engagement Process used by UNFPA to identify, select <ul style="list-style-type: none"> company partners and Technical Assistance provider c) The conduct of the workshop on developing the detailed program design d) Develop company-specific FP approach e) Develop company-specific value proposition f) Develop high-level implementation Roadmap g) Development and Signing of Letters of Intent to Commit h) FP Baseline Survey i) FP Policy Development Writeshop j) Development of Company-Specific Training Materials k) Development of Company-Specific Information Materials l) Conduct of FP Learning Sessions and Counseling m) Provision of Mentoring and Coaching activities to partner companies <p>An inception report is expected to be prepared and submitted to UNFPA detailing the results of the document review. This document will contain a review of past and existing achievements, including a diagnosis of constraints specific to each of the projects under review; an overview of the key successes and lessons learned; as well as fact-based possible approaches or models for the further implementation of BAFP.</p> <p>Highlighted in the inception report is a sustainability framework document that should be approved by the UNFPA before the commencement of Task 2. The proposed framework should present a theoretical and operational framework of sustainability models of the BAFP project. The framework should be practical, realistic and doable and can be easily shared with BAFP partners. During the framework presentation, a proposed research design, including methodology and tool, and research team composition will also be discussed. The inception report and presentation on sustainable model framework will be due two weeks (2) after the signing of contract.</p> <p><u>Task 2: Conduct of Field Work</u></p> <p>The Consultant will visit partner companies to conduct relevant consultations or discussions with project focal persons, HR personnel and other key individuals involved in the project. This</p>

task is centered on the development, review, identification and analysis of sustainable models. Task 2 will commence two (2) weeks after the approval of the Sustainable Model Framework and approval of research methodology and tools. The field work is expected to last for four (4) weeks. Field work includes the conduct of field visits to company partners, key informant interviews, focus group discussions and workshops to gather information that includes but not limited to the following:

- *How BAFP partner companies currently fund their FP programs?*
- *How much BAFP partner companies invest in FP compared to other health programme?*
- *Are there innovative models for resourcing funds that other companies could learn from?*
- *Are there any other donors who specifically provide provision to support and maintain FP programme?*
- *What are the current funding gaps or successes in the current funding for FP programs?*
- *What opportunities might be missed as a result of limited access to funding?*
- *What are the varying cost implications of the different sustainability models, including costs of both establishing and maintaining the FP program?*
- *Are there cost implications of the different models considering the completeness of service delivery offered by BAFP partner companies, impact in the speed and quality of the implementation and its sustainability?*
- *Are there processes and mechanisms that would allow the private sector to independently support the delivery of a more effective FP program?*
- *In the context of the sustainability of contraceptive provision, is willingness and ability to pay of employees to purchase commodities considered?*
- *What sustainability options that will involve switching to alternative funding sources, strategic partnership with public health offices, and coordinated actions to gather support from INGOs*
- *What management structures support the collection, validation and reporting of data to companies to drive improvements in performance, strategic decision making comply with laws and issuances and communicate their performance to key stakeholders?*
- *In the proposed sustainability models, are there pivotal changes in the roles of management in order to support the long term implementation of FP program, assess opportunities, allocate requirements and resources, identify constraints and recommend solutions.*
- *Are BAFP partner companies be able to effectively leverage partnerships and resources to continue activities that result in improvements in the well being of employee?*
- *Are strong coalitions and partnerships established to help support sustainability by providing a platform and process that convey policy messages, awareness and support around policy strategies?*
- *Are action frameworks developed to generate discussion and promote information, attitudes, and values that are conducive to long-term behavioral changes?*
- *Are there established systems and processes for regular collection of information and mechanisms for using the information to make changes in approaches and activities?*
- *Are there established systems and processes that allows for the creation of an annual work plan that includes operational goals, personnel requirements, and budgets?*
- *Are there established feedback system and processes to assess the needs and preferences of clients and to adjust services in response to identified changes?*
- *Are there established system and processes to assess the effectiveness of staff training in terms of the quality of the training provided and the appropriateness of the training for institutional needs?*
- *Are there established system and processes for tracking commodities and forecasting needs, including a periodic inventory and regular reporting of receipt and distribution of commodities?*

Task 3: Draft on Sustainable Models

Prior to a consultation workshop, the Consultant is expected to submit a draft report identifying at least four sustainability models as options for scaling up or replicability of BAFP in other companies. Each model should show a clear pathway or logic of development, analysis, testing and validation. Using case studies, each model should be able to capture best practices and lessons learned by early adopters of BAFP. The proposed models will be discussed during a presentation to UNFPA and ECOP. The draft is expected to be presented two (2) weeks after the field work ended.

Task 4: Consultation Workshop

The Consultant is expected to facilitate a consultation workshop, present the sustainability framework and sustainable model options developed, and gather feedback about the appropriateness, and practicality of the presented models. This workshop will include key

	<p>participants from partner companies, key officials from Department of Labor and Employment, UNFPA and Employer's Confederation of the Philippines (ECOP).</p> <p>The Consultant is also expected to develop an index where participants can rate dimensions of appropriateness, and practicality to gauge its usefulness in corporate setting and other factors that can be identified by the Consultants, UNFPA and ECOP. The proceedings of this one day event will be documented in a Consultative Workshop Report which is expected to contribute on an improved draft of proposed sustainable models. The consultative workshop report is due one (1) week after the conduct of the workshop.</p> <p><u>Task 5: Sustainable Model Report</u> Based on the above tasks, the Consultant will prepare the Sustainable Model Report draft and prepare a brief presentation about the sustainability model options. UNFPA, ECOP and other key stakeholders will be requested to provide inputs to improve the draft. A revised and final report should be submitted by the Consultant two (2) weeks after the consultative workshop report is submitted to UNFPA.</p> <p><u>Task 6: Presentation of Sustainability of Sustainable Models to Private Sector</u> The Consultant is expected to present the sustainable models during the National Conference on Productivity and Family Planning.</p>
<p>Duration, working schedule, fee basis (<i>daily / weekly / monthly / lump sum / per deliverables</i>)</p>	<p>Five months from 15 February to 20 June 2018,</p> <p>The engagement will be for a period of 90 person-day spread over the five-month calendar period.</p>
<p>Place where services are to be delivered:</p>	<p>Duty Station: UNFPA CO, Makati</p>
<p>Delivery dates and how work will be delivered (e.g. electronic, hard copy etc.):</p>	<p>Both electronic and hard copies</p> <p>An inception report is expected to be submitted within one week from contract signing and presented to UNFPA that contains a proposed workplan to identify key project milestones to achieve during the duration of contract</p> <ol style="list-style-type: none"> 1. First Payment - 20 % - After signing of contract - 2. Second Payment - 30 % - After approval of inception report and Sustainable Model Framework 3. Third Payment - 30 % - After approval of Draft Report 4. Last payment - 20 % - After approval of Approved Final Report
<p>Monitoring and progress control, including reporting requirements, periodicity format and deadline:</p>	<p>The IC is expected to provide deliverables based on the agreed workplan and format as supervised by NPO for PD and monitored by the BAFP Program Analyst</p>
<p>Supervisory arrangements:</p>	<p>The Consultant will work under the overall supervision of the Country Representative and the direct supervision of the National Program Officer for Population Development. He/she will work in coordination with the BAFP Program Analyst and UNFPA's implementing partner, ECOP, to ensure alignment with the project objectives and timeline.</p>
<p>Expected travel:</p>	<p>The consultant is expected to travel to the following areas to accomplish the purpose of this consultancy:</p> <ol style="list-style-type: none"> 1. Wave 1 Companies <ol style="list-style-type: none"> 1.1 CARD (San Pablo City, Laguna) 1.2 Hamlin Industrial Corporation (Cavite) 1.3 BagoSphere (Bacolod City) 2. Wave 2 Companies <ol style="list-style-type: none"> 2.1 4 Companies from (Zamboanga)

	2.2 Ibiden Philippines Inc., (Batangas) 2.3 Daiwa Seiko Philippines (Binan,Laguna) 2.4 Gardenia Philippines (Binan,Laguna) 2.5 Moog Controls Corporation (Baguio City) 2.6 ASA Philippines (Ortigas City)
Required expertise, qualifications and competencies, including language requirements:	The Consultant should possess the following qualifications: <ul style="list-style-type: none"> • Master's Degree in Social Sciences, preferably in Public Health, Population, Management, Demography, Development, Economics or Public Administration, with research experience • Experience in conducting sustainability research, assessment, and planning in the last 5 years • Two to 3 years of increasingly responsible professional experience in development, planning, management, research and/or evaluation • Exposure to and understanding of the RPRH issues in Private Sector Engagement is preferred • Strong analytical and strategic thinking and a commitment to results • Ability to organize work effectively and to meet planned deadlines • Must be detail-oriented and able to work with a high volume of documents in a fast-paced environment • Highly organized and process-oriented.
Inputs / services to be provided by UNFPA or implementing partner (e.g support services, office space, equipment), if applicable:	NONE
Signature of Requesting Officer in Hiring Office:	
Vicente Jurlano NPO-PD Date:	
Approved by: Klaus Beck Country Representative Date:	
CONSULTANCY TO BE CHARGED TO: <u>PHL7U201</u> UPA 89 ACT02-BAFP (UNFPA Execution Workplan)	