

ANNEX A

TERMS OF REFERENCE FOR INDIVIDUAL CONSULTANTS

Title of Assignment	<i>National Consultancy: Social Service-Case Management Consultant</i>	
Requesting Section	Child Protection	
Location	Place of assignment: <ul style="list-style-type: none"> This assignment will be based in Lilongwe working from home and be in UNICEF Malawi Country Office during section meetings, consultancy briefing meetings and where necessary during section deep dives. S/he will visit at least 3 times to each of the 10 districts during the consultancy period Consultant will also be expected to participate in related scheduled national level technical working Groups (Social Welfare and Child Development), section meetings and other briefing meetings as scheduled. 	
Contract Duration in months, including a review period following the submission of the final deliverable	4 and half months	
Estimated number of working days	85 days	
Planned Start and End Date	From: 9th June 2025	To: 18th October 2025

BACKGROUND AND JUSTIFICATION

The overall goal of UNICEF Malawi's Country Programme (2024-2028) is to contribute to the Government of Malawi's efforts to implement and decentralize policies related to children, focusing on the most disadvantaged and deprived, to have their rights progressively respected and fulfilled so they can survive, grow and develop to their full potential in an inclusive and protective society. This activity sits under **Outcome 4: Vulnerable girls and boys, including adolescents are learning in a healthy, safe, quality, and inclusive pre-primary, primary, and secondary education, acquire transferrable skills, and benefit from gender-responsive, equitable, and inclusive child protection services, including in emergencies by 2028; Output 4: Social service workforce and institutions at national and sub-national levels have increased capacity to provide resilient, sustainable, inclusive and gender-sensitive rehabilitation services to child survivors of violence and harmful practices, especially in remote areas.**

UNICEF aims to support Government and local authorities to strengthen its structures to operationalize key policies and legal frameworks. Among these key frameworks is the Child Care, Protection and Justice Act, which provides the framework for assisting children in need of care and protection. The Ministry of Gender, Children, Disability and Social Welfare (MoGCDSW), with support from UNICEF Malawi, is currently implementing various child protection programs and interventions districts.

The Government of Malawi recognizes a “Case Management” approach for the delivery of integrated CP services. Case Management is a coordinated service delivery approach at the individual and household levels involving the identification of vulnerable children, assessment and planning, referral to services and follow up, in collaboration with the extended family, community and other service providers. The District Social Welfare Offices, through Child Protection Workers, collect Case Management data using the national approved framework and booklets.

Malawi’s Child Protection Case Management program evolved as a core service delivery mechanism in 2011. Case Management tools for assessment and case planning were first field tested in five pilot districts. After six months of pilot implementation and many stakeholder discussions, revisions were made, and the new tools were tested again in early 2014. Following a learning visit to Zimbabwe, these were revised again and streamlined in 2018 to i) ensure they were more HIV sensitive and aligned to the 90:90:90 goals; ii) to increase user-friendliness and data generation capacity; iii) improve detailed assessment, goal planning and follow-up functions; and iv) significantly reduce the number of pages.

Case Management is not only a part of the Child Protection system in Malawi but also poised to lead the way in mobilizing resources, creating collaborations and delivering significant services to vulnerable children and families. With its 800 Community Child Protection Workers, 130 social workers and probation officers, and the NGO sector involvement, the Case Management approach already has a strong presence in Malawi. There are many challenges however, especially in terms of material and human resources, but the political will is strong and there is a general enthusiasm and appreciation for the work on the ground. Additionally, where the data generation is conducted at community level, it has been noted that there are capacity gaps in terms of capturing data from cases arising. In addition, following the impact of Covid-19 in 2022, the positive strides Malawi as a country had made in the area of child protection case management were challenged.

PURPOSE OF THE ASSIGNMENT

A consultant is required to carry out two strands of work. Firstly, to assess the level at which Child Protection has been integrated in other sectors, identify the positives (including a synopsis of achievements), gaps and challenges coming out of the integration. Secondly, conduct verification of a minimum of 50 completed Child Protection Case Management booklets (750 in total) and the harmonized CPIMS forms in selected districts. The consultant will be required to offer capacity development for Government and NGO partners on any gaps identified during the exercise.

SCOPE OF WORK/OBJECTIVES

Under the supervision of the Child Protection Specialist (Services), the consultant will be responsible to:

1. Assess the level of Child Protection Program integration into other sectors in a country through:
 - Conduct a desk review and literature search on:
 - Existing policies, strategies, and plans related to child protection and other relevant sectors (e.g., education, health, social welfare) integration.
 - Identify key sectors and stakeholders from government, civil society, international organizations, and community groups in CP integration.

- Collection data: developing and administering of surveys, interviews, or focus group discussions with stakeholders to gather data on:
 - Current level of integration between child protection programs and other sectors.
 - Establish their knowledge on existing policies, procedures, and protocols supporting integration of CP and challenges, gaps, and opportunities for improved integration.
 - Based on analysis of the data collected, assess the level of integration between child protection programs and other sectors using a predefined framework or tools.
 - Evaluate the effectiveness of existing integration mechanisms and identify areas for strengthening.
 - Identify good practices and lessons learned from successful integration efforts in the country or other countries.
 - Document case studies or examples of effective integration to inform future programming.
2. Assess the quality of data in the Case Management booklets through:
 - Verifying data for a minimum of 50¹ Case Management booklets in each of the selected districts for completion of the data in the booklets.
 - Review the HIV indicators to determine if they are being correctly addressed using the new booklets, referral pathways for HIV booklets.
 - Track the general referral of cases as documented in the booklets.
 - Check if the action plans in the Case Management booklets addresses the identified gaps and feasibility of the proposed interventions.
 - Capacity development on gaps identified during the assessment of the Case Management booklets
 3. Cross check the Case Management booklet data entry against the Case Management training manual to identify gaps if any from the recently entered data.
 4. Support District Social Welfare Officers to develop plans and processes to ensure data quality of Case Management booklets by government and non-government partners.
 5. Provide other support to the Services unit and Child protection section as required.
 6. Produce a quarterly bulletin on case management
 7. Consolidate the January to June 2025 data for contribution in the RAM report.

REPORTING REQUIREMENTS

To whom will the consultant report (supervisory and any other reporting/communication lines):

- The consultant will report to the Child Protection Specialist (Services) with frequent coordination with the District Social Welfare Officer and Child Protection Workers who are based at sub-national and local communities where children live.
- The consultant will furthermore consult and interact with government ministries, department, agencies and non-governmental organization who work with and for children in case management.

¹ Note that this is a minimum to trigger the process, the consultant will have to indicate in the inception report how He or she will reach the overall target of 750

What type of reporting will be expected from the consultant and in what format/style will the submissions of reports/outputs be done:

- At the beginning of the assignment, the consultant is expected to produce and agree with UNICEF (specifically the supervisor of the contract) and the Ministry of Gender, Children, Disability and Social Welfare (MoGCDSW) an inception report with a clear work and action plan, indicating the deliverables and timeframes.
- Monthly monitoring reports on the progress being achieved will be drafted and submitted to the supervisor for review and approval.
- Regular discussions will be held face-to-face and virtually, and the consultant is expected to stay in touch via telephone, emails, and other online platforms.

How will consultant consult and deliver work and when will reporting be done:

- The consultant will be working from home and be at UNICEF Malawi Country Office to attend section meetings and consultancy briefing with regular visit to the 10 district councils and interact with stakeholders.
- The consultant will frequently visit district stakeholders and communities for data collection and capacity building.
- The consultant will provide monthly deliverables based on an agreed work plan and delivery schedule.
- In the first week of the month, the consultant will produce a work plan outlining the key deliverables in consultation with the contract supervisor. Where amendments arise during the month, a formal email will be shared and attached to the monthly report.
- The consultant will present the draft documents and the final report to UNICEF as agreed during the time of engagement and as per the work plan.

EXPECTED DELIVERABLES

In alignment with the scope of work described above, the consultant will be expected to perform the following activities and deliverables per the schedule and estimated dates below as well as any other activities as deemed necessary and related to the successful delivery of the assignment. Payments will be based on satisfactory performance-service delivery.

Table 1: Expected Deliverables against Task and Milestones`

Task/Milestone	Deliverable/Outcome (e.g. Inception, progress, final reports, training material, workshop, etc.)	Planned Completion date	Estimated cost-percentage payable
<ul style="list-style-type: none"> • Work Plan with methodology and clear timeframes for undertaking the assignment due within one week of commencement of the assignment including integration of CP intervention. 	Inception reports (Case management verification and integrated services), workplan, visit	27 th June 2025 (15 Days)	20%

<ul style="list-style-type: none"> • Field visit report (Lilongwe district visit) for initial case management booklet verification and testing of methodology. • Monthly report with relevant deliverables for that month attached detailing key activities achieved against the objectives; proposed workplan for upcoming month; meeting minutes, relevant documentation and copies of any outputs annexed to the report. 	<p>reports, monthly reports.</p>		
<ul style="list-style-type: none"> • Submission of the draft CP integration preliminary report mostly based on desk review, methodology for carrying out fieldwork including tools to use on data collection. • Review of a minimum of 50 CM booklets. • Mentor a minimum of 5 CPWs in each district. • Monthly report with relevant deliverables for that month attached detailing key activities achieved against the objectives; proposed workplan for upcoming month; meeting minutes, relevant documentation and copies of any outputs annexed to the report. • Presentation of preliminary findings at the TWG meeting of both the CP integration and Case management data verification. • In collaboration with MoGCDSW organize and facilitate the annual case management review conference and compile the annual review meeting report 	<p>Activity report/ monthly report Annual review report for case management Quarterly Case Management bulletin</p>	<p>21 July 2025 (16 days)</p>	<p>20%</p>
<ul style="list-style-type: none"> • Data collection and data analysis on CP integration. • Review of at least 50 CM booklets. • Mentor at least 20 CPWs in each district • Monthly report with relevant deliverables for that month attached detailing key activities achieved against the objectives; proposed workplan for upcoming month; meeting minutes, relevant documentation and copies of any outputs annexed to the report. • Compile the January to June case management report for RAM reporting 	<p>Monthly report January -June CM report in the RAM</p>	<p>22 August 2025 (24 days)</p>	<p>25%</p>
<ul style="list-style-type: none"> • Drafting, submission and validation of draft CP integration report clearly outlining the level of CP integration, achievements, gaps, challenges, opportunities, and recommendations. • Review of at least 50 CM booklets. 	<p>Draft comprehensive CP integration report Monthly report</p>	<p>03 Oct 2025 (30 days)</p>	<p>35%</p>

Due to the nature of the work to be conducted, the deliverables to be achieved by the consultant are similar each month. Payment will therefore be made monthly upon satisfactory achievement and reporting on all the deliverables as verified by the supervisor at the end of each month.

Furthermore, Payment will be made monthly upon the satisfactory and quality completion of deliverables and upon receipt of a monthly invoice.

DESIRED COMPETENCIES, TECHNICAL BACKGROUND AND EXPERIENCE

Academic qualification:

- Bachelor's degree in social work, social science, development studies, education, psychology, health or related discipline is required.
- Masters degree in the relevant field is an added advantage.

Work experience:

- At least seven years' professional experience in Child Protection, Child Protection in emergencies, Case Management, integrated services, data analytics and gender-based violence in emergencies is required.
- Demonstrated experience working with District Councils and the ability to foster and maintain strong professional relationships at local levels with community leaders, CSOs, families and children and adolescents is required.
- Demonstrated experience working with multiple stakeholders (e.g. Government, CSOs, UN) is essential.
- Experience in working with UN, donor, and national or international NGOs is considered an asset

Technical skills, knowledge and strength areas:

- Expertise in case management, integrated services and case management booklet verification is an asset.
- Expertise in M & E and data analysis is considered an asset.
- Excellent analytical, writing and presentation skills; excellent written and verbal communication skills in English and analytical and strategic thinking is an asset.
- Excellent organizational skills and familiarity and confidence working with high level political and government stakeholders is desirable.

Languages:

- Fluency in both English and Chichewa is required.

ADMINISTRATIVE ISSUES

UNICEF will regularly communicate with the consultant and provide feedback and guidance and necessary support so to achieve objectives of the work, as well as remain aware of any upcoming issues related to the performance and quality of work.

As per policy on consultants, the individual will be expected to complete a list of mandatory training, including policies on Prohibiting and Combatting Fraud and Corruption, Prohibition of discrimination, harassment, sexual harassment and abuse of authority and other relevant policies for their information and acknowledgement upon acceptance of the offer.

Before the issuance of the official contract, the individual consultant is requested to:

- complete the applicable mandatory trainings.
- ensure that the visa (where applicable) and health insurance required to perform the duties of the contract are valid for the entire period of the contract. The consultant is solely responsible for both the visa and own health insurance.
- the selected consultant is 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. The vaccine mandate, 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 candidates to disclose their disability during their application in case they need reasonable accommodation during the selection process and afterwards in their assignment.

Consultants must have their own equipment, tools and materials needed to perform their services. They will use their own laptops/computers, any application or system needed to complete the assignment.

The access to UNICEF email and system is restricted to UNICEF staff therefore consultants should not be granted access unless it is imperative to complete assignment. The need for email access will be determined in consultation with the contract supervisor and will require approval from management.

CONDITIONS

- The consultancy will be for a period of 4.5 months.
- The candidate selected will be governed by and subject to UNICEF's General Terms and Conditions for individual contracts.
- No contract may commence unless both UNICEF and the consultant sign the contract.
- The consultant will be based in Lilongwe working from home and attends section and consultancy briefing meetings in UNICEF Malawi Country Office. The consultant will visit each of the 10 districts at least 3 times during the consultancy period for data collection and capacity building of selected district and community.
- The consultant will be paid an all-inclusive fee (professional fee, travel, living costs, transport, stationary, communication and other miscellaneous expenses) as per the stipulated deliverable and payment schedule.
- The consultant is not entitled to additional payment for overtime, weekends, or public holidays. There will be no additional costs or payments outside of the all-inclusive fee.
- Under the consultancy agreements, a month is defined as 21.75 working days, and fees are prorated accordingly for actual days worked.
- The consultant will arrange his or her own transport within the resources provided under transport and DSA in these ToRs.
- No travel should take place without an email travel authorization from section prior to the commencement of the journey from the duty station.
- Standard UNICEF procedures will apply for invoicing and all other financial management requirements set out in the contract.
- Standard penalty clauses will also apply for late and poor-quality deliverables. The supervisor of the contract will provide the consultant with the criteria for the evaluation of the quality of each deliverable.
- Additional details of UNICEF rules, regulations and conditions will be attached to the contract.

- The consultant will not have supervisory responsibilities or authority on UNICEF budget.
- Individuals engaged under a consultancy 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.
- Consultants 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.

HOW TO APPLY

Interested consultants should provide the following:

1. Curriculum Vitae
2. Brief technical proposal (no longer than five pages) demonstrating the consultant’s understanding of the assignment and approach/methodology to the assignment.
3. Financial proposal including a breakdown of their all-inclusive fees (including professional fees, travel, living cost, visa, and other costs). Complete the attached form.



Financial
Proposal.xlsx

4. References details from at least 3 supervisors, including the current supervisor.