**ANNEX 1.**

**TERMS OF REFERENCE FOR INDIVIDUAL CONTRACTORS/ CONSULTANTS**

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| **PART I** | | |
| Title of Assignment | Review and adaptation of SCTP operational manuals to support the bank-based e-payment system in Balaka and Ntcheu Districts. | |
| Section | Social Policy | |
| Location | Lilongwe, Malawi (with some travel to Balaka and Ntcheu districts) | |
| Duration | 60 days (within a period of 5 months) | |
| Start date | **From**: 01 December2019 | To: 30 April 2020 |

**Background**

The Malawi Social Cash Transfer Programme (SCTP) was initiated in 2006 in the pilot district of Mchinji, providing small monthly cash grants to ultra-poor and at the same time ‘labor-constrained’ households. Objectives of the programme include reducing poverty and hunger and improving health and nutrition in vulnerable households as well as increasing child school enrolment.

The SCTP is currently operational in all the 28 districts of the country and reaches over 281,000 ultra-poor and labour-constrained households and over 1,185,000 individuals (of which over 610,000 are children). The programme is fully executed by the Government of Malawi through the District Councils by Social Support Services Officers (SSSOs). At the national level, management of the programme is directed by the Social Cash Transfer Programme National Secretariat located in the Ministry of Gender, Children, Disability and Social Welfare (MoGCDSW) with overall policy guidance of the Ministry of Finance, Economic Planning and Development (MoFEPD). Funding for the SCTP is provided by Irish Aid, the German Government through KfW, the European Union, the World Bank and the Government of Malawi, while UNICEF provides technical support to implementation, design enhancement and evidence generation.

**Justification**

UNICEF is implementing a 3- year project *Strengthening Social Cash Transfers for the Poorest Families in Malawi* with funding from the Government of Ireland to strengthen systems for the effective implementation of the MNSSP II and the SCTP. The aim of this project is to provide technical support to the Government of Malawi for the effective implementation, management and evidence building in the scope of the SCTP and the broader social protection systems through strengthened institutional capacity for social protectiob at national and district levels, development of harmonized systems for effective and efficient delivery of social support, resilience building for social protection beneficiaries and promotion of quality research and learning to inform policy and practice.

In 2014 the MoGCDSW, with the support of UNICEF and other partners, finalised the SCTP operations manuals and standard operating procedures (SoPs) in the form of independent annexes which guide programme implementation. Six SoPs are being used for the programe and follow the implementation life cycle namely: 1) targeting 2) payment of transfers, 3) case management 4) monitoring and evaluation 5) school enrollment and compliance monitoring 6) financial management.

Since the finalisation of the first version of the operational manuals and SoPs, the SCTP has undergone substantial changes in both scope, design and implementation approach. Apart from scaling the programme nation-wide, the programme is now using a single registry – the Unified Beneficiry Registry (UBR) to target beneficiaries of the programme as part of strengthening and harmonisation of social protetion systems in line with the Malawi National Social Support Programme (MNSSP II). Furthermore, the Government has made a decison to pay cash based intervetion through innovative electronic payment mechinisms ( e-payment) such that over 21,000 SCTP households in Balaka and Ntcheu districts receive transfers through a bank led e-payment mechanism. Consequently, these fundamental design changes have necessitated the need to review and update the operational manuals and SoPs for the SCTP to take into account these developments and make the manuals fit for purpose inorder to effectively support programme implementation.

**Objective, Scope of Work and Methodology**

The purpose of this consultancy is to facilitate the review and adaptation of manuals for the Social Cash Transfer Programme to align them to the current developments and support the bank-based e-payment system in Balaka and Ntcheu districts. For example, the current manuals were designed based on programme specific households targeting approach (as opposed to using a single registry - UBR). In addition, the transfer payments were based on manual system (a system where cash disbursement is conducted manually by district council accountants rather than by a third-party service provider). Similarly, the other case management, M&E and financial management modules were designing to meet the requirement for a manual payment system.

To structure the assignment and determine its magnitude, UNICEF supported the MoGCDSW to conduct a rapid gap analysis on the current operational manuals and SoPs to determine their fit for purpose. It was established that the MSCTP operational manual and all the 6 SoPs need revision with 3 requiring substantial revision and adaptation namely; the case management, transfers payment and monitoring and evaluation manuals.

The consultant is expected to extensively review the operations manual, data collection tools, SoPs and updated them to take into account the design and process changes including making them compliant with the bank-based e-payment system. The revised manuals and SoPs should describe in detail the principles, procedure, roles and responsibilities for all stakeholders at national and district levels involved in the MSCTP including beneficiaries. In additional the revised manuals and SoPs should clearly illustrate in details the step by step process flows and related service level agreement (SLAs) for all stakeholders including payment service providers. This will be achieved through a comprehensive assessment and review of the current manuals, data collection tools and SoPs to identify gaps and opportunities at national, district and community levels including beneficiaries of the programme . The scope of work and related suggested methodology can be articulated as follows:

1. *Process mapping*: Desk review of existing processes,procedures and documents including operational manuals, SoPs, UBR operational guidelines,formal and informal guidelines, payment service providers operational guidelines,contracts, process evaluation reports and programme documents on the bank based e-payment model relevant in updating the manuals, SOPs and related data collecting tools.
2. *Needs assessment analysis*: Indepth interviews, observational assessment, consultation and Focus Group Discussions (FGDs) with key stakeholders at national, district and community levels to assess gaps, needs, challenges and opportunities.
3. To review the current processes and procedures to meet the needs of the implementors and beneficiaries of a bank-based e-payment system focusing on how to improve the effectivenes and efficiency of existing payments process, case management and programme monitoring and evaluation protocols.
4. Facilitate the review and adpatation of manuals ,data collection tools and SoPs based on the need’s assessment and process mapping review to comply with new targeting approach,bank-based e-payment etc and where these are unavailable / inadequate facilitate design and development.
5. Develop a comprehensive training package for the national and district teams, frontline workers and payment service providers (PSP) on the revuised data collection tools and SoPs.
6. Facilitate targeted orientations meetings on the revised data collection tools and SoPs for national and district officers and support cascarding meetigs for frontline workers.

**Expected Deliverables**

The following deliverables must be completed prior to contract end:

1. Inception report containing desk analysis, assignment approach and methodology with related tools and workplans.
2. Comprehensive needs assessment report detailing the key gaps and recommendations based on in-depth interviews, observational assessments, consultation and Focus Group Discussions (FGDs) with key stakeholders.
3. Revised manual, data collection tools and related SoPs covering all 6 programme processes fully aligned to the bank-based payment model.
4. Training package and orientation plan on the revised SoPs and data collection tools for national, district and community level.
5. Orientation and evaluation report on the revised SoPs and data collection tools for national and district level officers.
6. Final assignment report.

**Tentative Workplans**

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| **Activity** | **Deliverable** | **Duration** |
| **Process mapping: Review of existing provisions, procedures and documents including manuals, formal and informal guidelines, services providers contracts, process evaluation reports, programme documents on the payment model that have relevance in the adaptation of the manuals and related tools.** | **Inception report containing desk analysis, assignment approach and methodology with related tools and detailed workplans.** | **8 days** |
| **Needs assessment: in-depth interviews, consultations, FGDs with key stakeholders at national, district and community levels to assess gaps, needs, challenges and opportunities.** | **Comprehensive needs and gaps assessment report.** | **15 days** |
| **Review and facilitate adaptation of manual, data collection tools and the 6 SoPs. This include conducting consultative and validation workshop with stakeholders. (to be organized by MOGCDSW – SCTP secretariat)** | **Revised manual, data collection tools and 6 SoPs fully aligned to the bank model.** | **20 days** |
| **Development of capacity building training package on the revised SoPs and orientation plan for national, district and frontline workers.** | **Training package and orientation plan.** | **8 days** |
| **Orientation of national and district level officers on the SoPs and support to cascading orientation meetings to frontline workers.** | **Orientation and evaluation report.** | **7 days** |
| **Final review on the manual, 6 SoPs, data collection tools, training package approved by UNICEF and MoGCDSW.** | **Final assignment report.** | **2 days** |
| **Total days** | | **60** |

**Payment Schedule**

The contract will be for a total of 60 working days inclusive of process mapping and needs assessment, field work, report writing and presentation of the approved revised and adapted manuals to MoGCDSW, UNICEF and other SCTP stakeholders.

Payment will be based upon satisfactory, quality and acceptable submission of the following deliverables:

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|  | Deliverables | Payment Percentage | Date of Payment |
| 1 | Inception report | 20% | 10.01.2020 |
| 2 | * Comprehensive needs assessment report * Revised manual , data collection tools and 6 SoPs | 20% | 10.02.2020 |
| 3 | * Training packages on the revised SoPs and data collection tools. * Orientation and evaluation report | 20% | 30.03.2020 |
| 4 | Approved final report. | 40% | 20.04.2020 |

**Management Oversight**

The assignment will be managed by the Social Protection Specialist in UNICEF in conjuction with the Deputy Director for the Social Welfare (SCTP) in the MoGCDSW. The Chief of Social policy will pre-approve reports from the consultant for submission to the MoGCDSW and ensure contracting and compliance with contractual obligations from both sides. The Social Protection Specialist will be responsible for supervision of the consultancy including approval of intermediary and final products.

The contracted consultant will be responsible for overall management, leadership and technical oversight of data collection and analysis, design of data collection tools, report writing and facilitation of workshops. The consultant will be responsible for final editing of the manual, SoPs and reports and will ensure final deliverables are of publishable standard.

**Desired competencies, technical background and experience**

**Education Qualification**

* Advanced University degree in one of the following disciplines: Social Work, Economics, Business Administration, Social Sciences or another related relevant field.

**Experience Required for the Consultancy**

* 5 years continuous experience of research, analytics and reporting skills.
* Proven experience around cash transfer programming, e-payment systems, case management, Grievance Redress Mechanism (GRMs) for social protection programmes in the region.
* Relevant experience in developing and delivering training curricula, modules, on cash-based intervention.
* Experience in development of social protection programs operations manuals.
* Previous experience in Malawi or other countries in the region will be an added advantage.
* Good knowledge of and experience of Government structures and hierarchies.
* Understanding of social protection sector and specifically social cash transfers in Malawi is highly desirable.
* Relevant UN or international NGO experience would be an asset.

**Languages**

Excellent written and spoken English. Knowledge of Chichewa and any other local languages would be an asset.

**Administrative issues**

The assignment will be carried out in Lilongwe with some travel to Balaka and Ntcheu districts. UNICEF will support the booking of workshop venues and related administrative and logistical costs as required. The consultant must provide own laptop and working space.

**Conditions**

* The consultancy will be contracted for a maximum period of 5 months; however, the consultant will only work for 60 days during this contract period.
* The selected candidate will be governed by and subject to UNICEF’s General Terms and Conditions for individual contracts.
* No contract may commence unless the contract is signed by both UNICEF and the consultant.
* The consultant will be paid an all-inclusive fee (stationary, communication and other miscellaneous expenses) as per the stipulated deliverable and payment schedule.
* The consultant is not entitled to payment for overtime, weekends or public holidays.
* Travel expenses for official in-country trips, including DSA, will be covered in accordance with UNICEF’s rules and tariffs, by the consultant and reimbursed against actuals.
* Transport will be provided to the consultant during in-country field travel, if planned and agreed.
* 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..

**How to apply**

An open competitive selection process will be followed:

* Interested candidates should provide a brief proposal (no longer than five pages) demonstrating the consultant’s understanding of the assignment and approach to be used to conduct the research study.
* Curriculum Vitae.
* References details of at least 3 recent and reachable Referees.
* Sample of any recent documents that the consultant drafted.
* Candidates should indicate their all-inclusive fees (including lump sum travel on mission to districts, fees and subsistence costs for data collection and other costs as applicable.