

TERMS OF REFERENCE FOR INDIVIDUAL CONTRACTORS AND CONSULTANTS

Title of Assignment	National consultancy: Social Protection Individual Contractor	
Requesting Section	Social policy	
Location	Place of assignment: UNICEF Malawi Country Officer; Lilongwe	
	<input type="checkbox"/> Home Based <input checked="" type="checkbox"/> Office Based:	
Contract Duration	11.5 months	
Number of working days	Monthly	
Planned Start and End Date	From: 15.10.2022	To: 30.09.2022

BACKGROUND

The Government of Malawi (GoM) through the Ministry of Gender, Community Development and Social Welfare (MoGCDSW) is implementing an unconditional Social Cash Transfer Programme (SCTP) also known as “Mtukula Pakhomo”. The programme started as a pilot in Mchinji in 2006 and has since scaled up to all the 28 districts in Malawi. The main objectives of the SCTP are to reduce poverty in ultra-poor and labour constrained households, increase school enrolment and improve nutrition. The Impact evaluations conducted in 2016 revealed that there is a positive impact on beneficiaries households including food security, accumulation of assets, improved economic activity and increased children enrollment, among others. However, it was clear that beneficiaries need additional support to ensure a sustained positive impact from the cash assistance they receive.

The GoM is implementing the Malawi National Social Support Programme (MNSSP II) which provides clear strategic policy guidance on promoting linkages between social protection programmes and the humanitarian sector, strengthening of delivery systems, effective monitoring and integration of interventions using the lifecycle approach. In line with the MNSSP II, the SCTP has evolved in many aspects over the years including changes in targeting design through the use of a social registry, the adoption and scale-up of innovative electronic payment systems, strengthening of linkages to other social services such as nutrition and enhancing the programme’s shock-sensitivity i.e. ensuring that it meets seasonal needs, prepares for, and responds to unpredictable shocks together with the humanitarian sector, supports recovery and the return to regular programming for participants.

UNICEF has provided technical assistance to the Government in the overall design, implementation and evidence generation in the scope of the SCTP since 2006. With the continued evolvement of the programme design and its delivery mechanisms (including scale-up of e-payments, migration to effective categorical targeting, increase in coverage, linkages to social services and programmes' shock-sensitivity), UNICEF will continue its role as primary technical advisor to the MoGCDSW in the coming years as extensive and tailor-made technical support and capacity building around the SCTP is still needed at national, district and community level.

JUSTIFICATION

The SCTP is the largest social support programme in coverage and reach and therefore provides an invaluable opportunity to address specific vulnerabilities including those experienced at young age. The study on the

impact of SCTP on life cycle vulnerabilities¹ highlighted that an important vulnerable group as identified in the MNSSP II, children under 5 years, are neither indirectly nor directly reached through the programme. Data analysis revealed that among the rural ultra-poor, 16 per cent of household members are children under age 5, compared to just 8 per cent among SCTP households.

UNICEF has provided technical assistance to the overall design and implementation of the SCTP since 2006 and at all levels. UNICEF has supported the redesign of the SCTP and the Social Protection agenda in Malawi including the design of the Social Registry, the development of the harmonised e-payment system, the piloting of graduation programmes, social accountability, technical support to implementation and the piloting and visioning of the social sensitive social protection programming.

The SCTP is the flagship and mature social support programme with stable funding and established structures at all levels. UNICEF has built a good reputation among the main social protection development partners (chair and co-chair of the Social Protection Development Partners (DP) Coordination Group and the National Social Support Technical Committee, respectively) and therefore is in a strong position to advocate for increased child sensitivity of the programme. Building upon the studies on the programme's impact on child outcomes, UNICEF is advocating for targeting design from poverty-only approaches to categorical strategies that address specific vulnerabilities across the lifecycle.

Current staffing levels limit the amount of support required to effectively support the government at the national and district level across the various workstreams. Therefore, the UNICEF Social Policy section is looking for a National Social Protection Individual Contractor to monitor district activities, provide technical assistance to the SCTP secretariat at MoGCDSW and provide input into ongoing joint activities of UNICEF and the SCTP secretariat in the areas of strengthening cash delivery systems including e-payments, identifying and piloting graduation pathways into sustainable livelihoods, as well as general evidence creation in the scope of the SCTP, aiming at increasing the general level of resilience of SCTP beneficiaries.

PURPOSE OF THE ASSIGNMENT

The purpose of the National Social Protection Individual Contractor is to provide technical support to ongoing joint activities of UNICEF and the SCTP secretariat of MoGCDSW in the areas of tailored capacity development, the design and implementation of innovative payment systems, piloting of graduation pathways, strengthening the development-humanitarian nexus and the general evidence creation within the SCTP.

SCOPE OF WORK/OBJECTIVES

Working with the UNICEF Social Policy Section, the SCTP secretariat in the MoGCDSW and MoEPDPSR/PRSP at the central level and district level, and relevant partners, the National Social Protection Individual Contractor will support coordination and implementation of the SCTP. As a result, the future position holder is expected to frequently travel to the field.

The National Social Protection Individual Contractor will have the following key areas of responsibility:

¹ GoM, UNICEF (2020), Policy options to address lifecycle vulnerabilities in the Malawi Social Cash Transfer Programme – Summary Brief.

1. **Support the effective implementation and monitoring of Government supported social protection interventions at the central and district level with a focus on Balaka and Ntcheu Districts in the following areas:**
 - a) Implementation of identified capacities in the scope of the SCTP including (re)targeting, case management and bank-based e-payment system.
 - b) Design and piloting of “cash -plus” programmes including graduation pathways into sustainable livelihoods for SCTP beneficiaries and Social Accountability initiatives.
 - c) General evidence creation around the SCTP including support to impact evaluation, payment system assessments and documentation of lessons and best practices.
 - d) Implementation of SCTP communication strategy, donor visibility plan and general programme and process awareness.
 - e) Development, review, implementation and monitoring of annual work plans and budgets.
2. **Support the implementation, piloting and evidence generation of UNICEF supported social protection interventions in Thyolo district in the following areas;**
 - a) Development of implementation plan with stakeholders that allow for the effective transition into an innovative e-payment model for SCTP beneficiaries which might include but not limited to preparedness activities, technical support to all onboarding activities, product training, financial literacy training etc with the district, Financial Service Providers (FSPs), programme structures and beneficiaries.
 - b) Provision of technical support and operational assistance to the MoGCDSW and PRSP on the piloting of the harmonised e-payment system for social support programmes including development of manual and guidelines.
 - c) Support the development and implementation and a Monitoring, Evaluation, Accountability and Learning (MEAL) Framework to ensure that key lessons, experiences and best practices are systematically captured to inform design improvements and refinement of the harmonised e-payment solution.
 - d) Support evidence generation in the scope of e-payment scale up for the SCTP including support to process evaluation and other key payment system assessments.
 - e) In collaboration with the District Social Welfare Officer, the FSPs and stakeholders, facilitate and support periodic implementation reviews, planning and budgeting meetings, partnership engagement at the district level to promote effective programme implementation and resolution of cases and complaints.
 - f) Contribute to the production of material on lessons learnt, human interest stories from the interventions to further inform the scale of e-payment for social support programme and enhance UNICEF visibility.

REPORTING REQUIREMENTS

The National Social Protection Individual Contractor will work directly with UNICEF Social policy Section and will report directly to Social Policy Specialist (Protection) on a day to day basis and will provide monthly written reports to the Chief of Social Policy in the UNICEF Malawi Country Office.

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

The National Social Protection Individual Contractor will report using the standard UNICEF reporting templates that will summarise the key progress and achievement for each deliverables. The report will be reviewed and approved by the Social Policy Specialist (Protection) to ensure the quality of deliverables and that effective support is being provided to programme implementation.

How will individual contractor consult and deliver work and when will reporting be done:

The National Social Protection Individual Contractor will be based at the UNICEF Malawi Country office and will work hand in hand with the Social Policy Section, the SCTP district secretariat at MoGCDSW and PRSP at the national level, the Financial Payment Providers (FSPs), the SCTP Secretariat in Balaka, Ntcheu and Thyolo Districts and other Social Protection stakeholders at the national, district and community level.

EXPECTED DELIVERABLES

In alignment with the scope of work as described above, the National Social Protection Individual Contractor will be expected to perform the following activities and deliverables as per the schedule and estimated dates below – the actual activities may slightly change in line with GoM and UNICEF priorities, a detailed work plan will be agreed upon with the consultant at the beginning of the assignment:

Task/Milestone	Deliverable/Outcome (e.g. Inception, progress, final reports, training material, workshop, etc.)	Estimated # of days	Planned Completion date	% of the total fee payable
Develop an implementation plan with the districts and stakeholders that allow for the effective transition into an innovative e-payment model for SCTP beneficiaries in Thyolo; capacity and implementation gaps analysis report and revised implementation plans for Balaka Ntcheu districts.	Monthly progress report focusing on the e-payment rollout plan with clear timelines, roles and responsibilities and strategies to review implementation progress; revised work plans for Balaka and Ntcheu districts.	Monthly	30.11.2021	Monthly
Design and pilot “cash -plus” interventions defining graduation pathways into sustainable livelihoods for SCTP beneficiaries and Social accountability initiatives.	Monthly progress report focusing on the cash plus interventions – VSLAs and Social Accountability	Monthly	30.12.2021	Monthly
Resolve implementation challenges related to re-targeting, case management and payment system in Balaka and Ntcheu. Support the wean-off strategy.	Monthly progress report focusing on the targeting, case resolution, cluster wean-off strategy	Monthly	30.01.2022	Monthly
Roll out the e-payment in Thyolo (complete all preparedness activities, onboarding activities, product training and awareness).	Monthly progress report focusing on the training of NT, DTT and beneficiaries	Monthly	28.02.2022	Monthly

Develop and implement and a Monitoring, Evaluation, Accountability and Learning (MEAL) Framework.	Quality MEAL framework	Monthly	30.03.2022	Monthly
Develop, review and monitor MoG ?? annual work plans and budgets	Monthly progress report focusing on the annual district and national level annual plan and budget.	Monthly	30.04.2022	Monthly
In collaboration with the District Social Welfare Officer, FSPs, and stakeholders facilitate periodic review meetings, partnership engagement at the district level to promote effective programme implementation and resolution of cases and complaints.	Implementation tracker and signed off read-out minutes. Progress report focusing on operational efficacies resulting from the introduction of the e-payment system in the district.	Monthly	30.05.2022	Monthly
Provision of technical support and operational assistance to the MoGCDSW and PRSP on the UNICEF's ongoing work on the piloting of the harmonised e-payment system.	Monthly report focusing on the technical assessment of the solution and how it can be replicated in other districts.	Monthly	30.06.2022	Monthly
Contribute to the production of material on lessons learnt, human interest stories from the interventions to further inform the scale-up of e-payments for social support programmes and enhance UNICEF visibility.	Lessons Learnt Report with key recommendations of the refinement and adjustment of the harmonised e-payment solution. Human interest stories focusing on the impact of e-payment on beneficiary households with a focus on children.	Monthly	30.07.2022	Monthly
Support evidence generation in the scope of e-payment scale up for the SCTP including key contribution to the design implementation, of a process evaluation of the harmonised e-payment system.	Key contributions paper and technical support to the process evaluation on the payment system.	Monthly	30.08.2022	Monthly
Final consultant report	Final report.	Prorated based on actual working days	15.10.2022	Prorated based on actual working days

PERFORMANCE INDICATORS FOR EVALUATION OF RESULTS

The performance of work will be evaluated based on the following indicators:

- Completion of tasks specified in TOR
- Compliance with the established deadlines for submission of deliverables
- Quality of work
- Demonstration of high standards in cooperation and communication with UNICEF and counterparts

PAYMENT SCHEDULE

All payments, without exception, will be made upon certification from the supervisor of the contract, of the satisfactory and quality completion of deliverables and upon receipt of the respective and approved invoice.

Travel (transport and living) costs will be reimbursed on actual expenditures and upon presentation of original supporting documents. **DESIRED COMPETENCIES, TECHNICAL BACKGROUND AND EXPERIENCE**

Academic qualification:

- A University degree or equivalent in social sciences, Economics, Development Studies, Banking and finance or another relevant discipline (s). An advanced degree is an added advantage.

Work experience:

- At least 3 years of relevant experience and proven expertise in the area of social protection and/or humanitarian cash-based assistance.
- Proven experience working on electronic payment systems (Mobile Money Operators (MNOs), financial institutions, Banking) to facilitate large-scale payment to social protection and/or humanitarian interventions is a strong advantage.
- Awareness of and knowledge of local and international efforts to the digitisation of Government to People (G2P) payments and financial inclusion.
- Proven work experience with the Government of Malawi Ministries / Councils on issues related to social protection, and/or humanitarian issues. Proven experience in Monitoring, Evaluation, Learning and Accountability (MEAL) is a distinct advantage.
- Previous demonstrable experience in working with the Malawi Social Cash Transfer Programme (SCTP) and/or a resilience and social accountability programmes targeting vulnerable populations.
- Demonstrated capacity to work with, support and develop the capacity of government institutions both at national and district levels.

Technical skills and knowledge:

- Excellent writing skills, analytical skills as well as good computer skills.
- Proven skills in advocacy planning, and facilitation.
- Strong communication skills, including with and across diverse teams.
- Strong organizational skills and ability to multi-task and handle work in an efficient and timely manner. Demonstrated ability to coordinate tasks to meet the deadlines necessary.

Competencies:

Core Values

- Commitment
- Diversity and inclusion
- Integrity

Core competencies

- Communication [II]
- Working with people [II]
- Drive for Results [II]

Languages:

- Fluency in English and Chichewa is required.

ADMINISTRATIVE ISSUES

UNICEF will regularly communicate with the individual contractor and provide feedback and guidance and necessary support to achieve the 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 and individual contractors, 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 consultant/individual contractor is requested to complete the applicable mandatory training.

The National Social Protection Individual Contractor is expected to work with UNICEF Social Policy Section and the SCTP district council's secretariat in Balaka, Ntheu and Thyolo to ensure effective technical support and skills transfer.

UNICEF Malawi Office is expected to provide office space and related work-related transport support for the consultant to effectively deliver the assignment. The National Social Protection Individual Contractor is expected to have his/her laptop, printers, communication, and internet-related gadgets and settle cost related to their utilisation.

CONDITIONS

- The consultancy will be on a long-term arrangement basis of 11.5 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 the contract is signed by both UNICEF and the contractor.
- The National Social Protection Individual Contractor will be based in UNICEF Social Policy Section in Lilongwe.
- The contractor will be paid **an all-inclusive fee** (stationary, communication and other miscellaneous expenses) as per the stipulated deliverable and payment schedule.
- Under the consultancy agreements, a month is defined as 21.75 working days, and fees are prorated accordingly for actual days worked.
- The contractor is not entitled to payment for overtime, weekends, or public holidays.
- The Individual Contractor will receive Paid Time Off (PTO) credit at the rate of- and one-half days (1.5 days) for each full month of service, to be credited on the last calendar day of the month.

- Travel expenses for official in-country trips, including living costs, will be covered per UNICEF's rules and tariffs, by the consultant and reimbursed against actuals, unless otherwise agreed.
- 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.
- Individual Contractors will not have supervisory responsibilities or authority on the UNICEF budget.
- Individuals engaged under a consultancy or individual contract 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 and Individual Contractors. Consultants and individual contractors are responsible for determining their tax liabilities and for the payment of any taxes and/or duties, per 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 of at least 3 people whom the individual has worked with closely, including supervisors