TERMS OF REFERENCE FOR INDIVIDUAL CONSULTANTS/ CONTRACTORS

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Type of engagement:	☒ Consultant ☐ Individual Contractor Part-Time ☐ Individual Contractor Full-Time
Title of engagement:	Management Information System (MIS) consultant: Technical support and oversight to the design and implementation of social protection MIS in the Eastern Caribbean.
Location: If remote or home-based, indicate. If contractor is not resident in host country, indicate if presence in host country and/or travel is required.	Remote (with possibility of travel)
Duration: Number of working days	125 days, over 11 months
Start Date:	20th January 2024
End Date:	December 20th 2024
Requesting Section:	Social Policy and Social Protection
Supervisor:	Social Policy Specialist

BACKGROUND

Social protection is a human right and is defined as the set of policies and programmes designed to reduce and prevent poverty and vulnerability throughout the life cycle. The COVID-19 pandemic highlighted worldwide the urgent need for strengthening social protection systems and making them more responsive to shocks. The development and implementation of robust and user-friendly Management Information Systems (MISs) is a key step in supporting programmatic and operational upgrades in the effective delivery of social protection programmes and in strengthening social protection systems. In this vein, UNICEF Office for the Eastern Caribbean Area (ECA) is currently supporting the design and implementation of Management Information Systems (MISs) for social protection in Anguilla, Antigua and Barbuda, Saint Kitts and Nevis, respectively and proxy support for cash distribution to the migrant population in Trinidad & Tobago. Accordingly, the purpose, design and implementation of each system will be customized to country level requirements and unique specifications taking into consideration the preference for open source solutions. UNICEF ECA is using a combination of strategies to ensure the effective completion of this work, which includes the procurement of an institutional firm to design and implement the MIS in Anguilla, support to the review and upgrade of Saint Kitts and Nevis' MIS used for their main social assistance programmes, as well as using UNICEF's Humanitarian Cash Operations and Programme Ecosystem (HOPE) in Antigua and Barbuda and Trinidad and Tobago, as an example to develop a national MIS for social assistance programmes in Antigua and Barbuda. The purpose of this consultancy is to provide technical assistance to oversee the ongoing work across the multiple MIS and technical assistance activities in the four (4) jurisdictions: Anguilla, and Antigua and Barbuda, Saint Kitts and Nevis, and Trinidad & Tobago to ensure quality assurance, and guidance as needed. In addition, the consultant should provide technical support to HOPE implementation in Trinidad and Tobago.

<ins>Anguilla</ins>
In 2021, the Government of Anguilla, in collaboration with UNICEF Office for the Eastern Caribbean Area, undertook a comprehensive assessment of the national social protection system's response to the Covid-19 pandemic. The objective of this Assessment was to evaluate the effectiveness of Anguilla's response to the COVID-19 global pandemic through its social protection system, and more broadly to identify strengths and weaknesses of its prevailing social protection system, its shock responsiveness, and key recommendations for future consideration. One of the key recommendations of this assessment, was the development of a robust digitized management information system (MIS) to effectively

manage the entire group of processes involved in providing support to new and/or existing beneficiaries under the Public Assistance Programme (PAP) and other key social assistance programmes, moving away from a paper-based system.

A robust MIS presents the opportunity to strengthen the institutional capacity of the Government to effectively implement, manage and monitor its main social assistance programmes. One of the key benefits \ is that they can lead to more equitable distribution of resources, the effective management of multiple social protection programmes and increased efficiency through economies of scale (Barca & Chirchir, 2014). MISs also promote accountability, transparency, and can contribute to better coordination of services and linking beneficiaries with other government programmes (Villalobos et al., 2010). As such, MISs facilitate intra-Government coordination, especially in response to shocks, as data can be easily stored and shared across multiple relevant Departments, Ministries and Agencies.

In understanding the important role MISs can play in promoting efficiencies in the delivery of social protection, the Government of Anguilla, sought to design and roll-out a digitized social protection MIS. As such, the Ministry of Social Development and Education, in collaboration with UNICEF ECA, commenced its work in 2022 on the design and development of the national social protection MIS via a Roundtable discussion with integral Government stakeholders. These sessions also included a demo by the International MIS consultant to participants on best practices in international management systems and prospective options that can be customized to the Caribbean context. Following these sessions, preparatory work to the development of an MIS in Anguilla began, focusing on comprehensive technical technological and programmatic analyses.

An agreement was reached among Government stakeholders to establish a Technical Working Group (TWG) to oversee the design and development of this national social protection MIS as, *inter alia*, intra-Ministerial coordination and cooperation is integral to the process, chaired by the Permanent Secretary of the Ministry of Social Development and Education, that administers the main social assistance programmes. The TWG aims to create a platform for technical coordination and learning related to the design and development of the national MIS The TWG met through regular meetings and agreed upon actions, will facilitate inter-Ministerial coordination and promote interoperability of systems. It will be linked to integral components of the national protection eco-system, engaging with non-Government actors e.g., financial organizations and beneficiaries, as required. The institutional contractor will be expected to work closely with the TWG, taking on their feedback and comments, in the design and development of the MIS.

Role of Institutional Firm Procured to Design, Develop and Implement MIS for Social Protection in Anguilla

To support the design, development and implementation of the MIS for social protection in Anguilla (targeted for two main social assistance programmes), UNICEF ECA is procuring an institutional firm with specialized expertise. The institutional firm is expected to design a modular system that will allow future development and interoperability with other national systems, such as the Social Security's MIS, and child protection case management systems. The firm's assignment will first support the Government in the migration, translation, and management of key business processes as highlighted in the end-to-end process review from paper based to digital processes with the creation of a refined Software Requirements Specifications (SRS), and Standard operating procedures culminating in delivery of a complete software solution. Of note the MIS solution will need to ensure administration and access management including: (i) authentication to ensure secure access to the MIS; (ii) authorizations to guarantee users' entitlements for accessing the resource implemented through role matrix access control; (iii) audit and reporting to provide tools to monitor access management events and changes to data objects, such as user activities, access violations, authentication events, authorization events and changes to database, the audit must be on both the system level, and directly on the database level (tables and records).

The MIS is to be developed with a view to adaptability and extensibility to allow incorporation of other nationally owned cash transfer programmes, with potentially different targeting or payment modalities. The MIS will need to accommodate potential changes in the operational parameters, specifically:

The system should allow the Ministry to rapidly respond to shocks, both in terms of the appropriate operational procedures and MIS design. All business processes should be examined to ensure they support shock-responsiveness.

Role of the MIS Consultant
The MIS Consultant is expected to provide technical assistance to the Technical Working Group (TWG) of the social protection MIS, which is chaired by the Permanent Secretary, Ministry of Social Development and Education, during key phases in the process. As part of this process, the Consultant is expected to work along and provide technical support to the institutional firm the latter of which is hired to design and develop the MIS for social protection. The Consultant is expected toensure that the institutional firm's deliverables are technically sound, fit for purpose, in line with the specific

objectives and scope of the customized MIS and sufficiently flexible to allow for future upgrades and inter-operability with other systems.

Antigua and Barbuda
Following the adoption of the Social Protection Act in 2020, Antigua and Barbuda is on course to develop a modern, inclusive and comprehensive social protection policy and system to meet the changing needs of its population. In the framework of its support to the Government of Antigua and Barbuda in its social protection response to COVID 19, UNICEF provided temporary access and user rights to its humanitarian cash transfer management information system called HOPE[1] for the Antigua and Barbuda Department of Social Policy, Research and Planning (DSPRP) and Social Protection Board. The DSPRP used HOPE and its integrated solutions to provide top-ups to existing beneficiaries and started working in the meantime on the business requirements for a national MIS. The plan for the national MIS to be developed for the DSPRP is re-taking some of the HOPE components as staff have been trained to use this tool.

Role of the MIS Consultant
Provide technical assistance to the DSPRP and its MIS focal point, as well as the Social Protection Board and support the transition from HOPE to a nationally owned MIS.

St Kitts and Nevis
UNICEF has been providing over the years technical and financial support in St Kitts and Nevis in the area of social protection, at policy and programmatic level, including in the design and implementation of social assistance programmes,such as the MEND/RISE and Poverty Alleviation Programme (PAP). While Nevis Authority kept RISE, in St Kitts the programme (MEND) was discontinued. Currently, the Nevis administration is expanding RISE based on the recommendations provided through an evaluation commissioned by UNICEF. In view of the different challenges posed by the various grants, The Government in St Kitts has recently decided to launch a new social assistance programme called LIFT, designed for households that earn EC$ 2500 or less, and with a focus on livelihoods building and resilience. The consolidation of new programmes is usually in tandem with discussion of design parameters such as benefit level, coverage, targeting and other operational aspects. LIFT is expected to incorporate PAP beneficiaries and add a component on elderly households and people living with disabilities, in line with the objectives expected of LIFT. As part of UNICEF support provided on this new programme, a series of operational components were identified that could support the implementation and continue the journey to strengthen the national social protection system in the twin island country. The main component indicated in recent consultations was the need to review the way information is managed, acknowledging programme implementers use an existing Management Information system in place in St. Kitts and Nevis called "National Household Registry" (NHR) for part of the programme cycle.

Role of the MIS Consultant
Consulting services are therefore required to support the assessment, design / upgrade of a new or the existing National Household Registry. The consultant will support government counterparts in St. Kits & Nevis to document the core business processes necessary for their needs and in the development of the necessary requirements to solve their needs. This will be refined into a software requirements specification, change management plan (including HR) and a prospective multi-year budget to support implementation planning.

Trinidad & Tobago
UNICEF has been partnering with the Trinidad and Tobago Red Cross Society (TTRCS) to deliver cash support to migrant families with children enrolled on the DAWERE programme, an accredited online education programme. HOPE – UNICEF's humanitarian Management Information System – has been used for the registration and distribution of the cash assistance In addition, UNICEF has been supporting the Office of the Prime Minister in the development of the National Children's Registry (NCR), established pursuant to Cabinet Minute No. 521 dated March 08, 2012. The NCR is a government database that will collect and hold information on all children in Trinidad and Tobago. The NCR aims to protect and monitor children's growth, care, and development throughout Trinidad and Tobago and enables disaggregated data sharing between key stakeholders while providing a holistic view of children in Trinidad and Tobago. Upon establishing the NCR on October 28, 2022, in Trinidad and Tobago, over 140,000 data points have been captured on children from several sectors, including education, health, youth, protective, and social services in Trinidad and Tobago.

Role of the MIS Consultant

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[1] HOPE is UNICEF's humanitarian cash transfer management information system. HOPE can (i) collect beneficiary data, (ii) associate data with cash programmes, (iii) create target populations (iv) manage payment lists (v) send payment lists to Financial Service Providers (FSP), (vi) reconcile payments, (vii) triangulate payment verification information directly from beneficiaries, and (viii) handle grievances and feedback, as well as reporting. While intended for the UNICEF internal use, HOPE is a digital public good whose software libraries will be published open source to make the product accessible and transparent.

The role of the MIS Consultant will be to support the implementation of cash transfer programmes using HOPE, acting as the focal point for trouble shooting and liasing with both the implementing partner as well as with UNICEF ECA and HQ and support as needed the implementation of the National Children's Registry.

<u>Open Source Commitment & regional communities of practice</u>
The consultant should actively promote the utilization of open-source technologies in the development and implementation of digital beneficiary management systems. This includes the selection of open-source software, tools, and platforms whenever feasible and practical. The consultant should provide guidance on the benefits of open-source solutions, such as cost-effectiveness, transparency, and the ability to customize and scale systems. They should assist governments in identifying suitable open-source options, ensure compliance with licensing and legal requirements, and facilitate knowledge transfer for the sustainable management of open-source solutions.

The consultant should work with governments to establish and nurture a regional community of practice dedicated to digital transformation in beneficiary management. This community should serve as a platform for knowledge sharing, collaboration, and mutual support among participating governments. The consultant is expected to facilitate the creation of this community, encourage regular knowledge-sharing forums, and promote the exchange of best practices and lessons learned. The community should be designed to foster peer-to-peer learning, innovation, and collective problem-solving, ultimately enhancing the digital transformation efforts within the region.

PUROSE/SCOPE OF ACTIVITY/ASSIGNMENT

Goal and Objective: Under the supervision of the Social Policy Specialist, and in close collaboration with the rest of the Social Policy Social Protection teamand the Technology for Development Officer, the consultant will provide technical assistance and oversight of the ongoing MIS work on social protection across the 4 countries: Anguilla, Antigua & Barbuda, St. Kitts & Nevis, and Trinidad & Tobago. The Consultant in all cases, will work to ensure effective and efficient problem-solving of ad hoc issues that arise and support development of robust solutions and strategies.

Anguilla
The consultant will work along the institutional firm that is tasked with the design, development and implementation of the MIS for social protection to ensure quality assurance and provide ongoing technical assistance as needed during this entire process, including support to the a Technical Working Group on MIS (TWG MIS), sensitization to the Ministry team on social protection MISs and co-facilitating specialized workshops to Government stakeholders on MIS. The Consultant is also expected to participate in key informant interviews (KIIs) with relevant Government stakeholders to ensure effective coordination of various Government entities during this process. The Consultant is also expected to provide new ideas and share best practices that can enhance the quality of the work and key processes in the design and delivery of the MIS and promote capacity building.

Antigua and Barbuda
> The Consultant will lead on providing technical support in the development of the national MIS and support the Government, via the DSPRP, in its transition from HOPE to a nationally owned MIS.

Trinidad & Tobago
> In Trinidad & Tobago, the Consultant is expected to perform any implementation troubleshooting related to HOPE in the cash transfer program to migrants and the NCR.

St. Kitts & Nevis
> The consultant will support the analysis, design, and scoping of the MIS upgrades to be completed, considering the National Household Registry (NHR) and the programmes it currently serves. The consultant will provide recommendations for interoperability of the social protection programmes in both islands of St Kits and Nevis.

Activities and Tasks:
The main activities and tasks of this assignment include:

a) *Support process to develop and MIS for the main social assistance programmes in Anguilla, which includes, but is not limited to, to revision and technical assistance provided to the Software Requirement Specifications (SRS), the architecture and resource requirements.*

b) *Report on Gaps and Recommendations on the Design, Development and Implementation of MIS in Anguilla based on software's technical specifications, and a report assessing the proposed Design, Development and Implementation of the MIS in Antigua and Barbuda.*

c) *Support capacity development of key national counterpartson the development of digitalized social protection information systems .*

d) *Conduct a MIS assessment for St Kitts and Nevis, with recommendations on how to ensure interoperability and expansion of existing services to the newly created programme LIFT and support the recommendations' implementation.*

e) *Technical Assistance to supporting operationalization of MIS in Antigua and Barbuda, to support the NHR linked to the new programme LIFT in St Kitts and Nevis, and to support implementation of a cash program through HOPE in Trinidad and Tobago.*

Work Relationships: The consultant will work closely with the Social Policy Social Protection team, the Technology for Development officer of UNICEF ECA as well as the HQ HOPE team; in Anguilla, the Ministry of Social Development and Education as well as its MIS technical working group; in Antigua and Barbuda, the DSPRP, under the Ministry of Health, Wellness, Social Transformation & The Environment and in Trinidad with the Trinidad & Tobago Red Cross Society.

Outputs/Deliverables:

1. **Inception report:** This document will provide a clear and brief understanding of the objectives of the assignment and highlight key strategies to achieve the requested objectives. The consultant should consider all documents already produced for Anguilla, Antigua and Barbuda, Saint-Kitts-and-Nevis and experiences registered in HOPE for Trinidad and Tobago (i.e. Draft TOR for development firm, feasibility study, communications and change management strategy etc).

2. **Report on technical assistance in the revision of software requirement specifications in Anguilla:** Review and provide assistance on the SRS, architecture and resource requirements for the implementation of a MIS in Anguilla.

3. **Conduct an online workshop on open source solutions for social protection:** Provide guidance on implementing open source projects, advantages of open source for small island developing states, and landscape overview of digital social protection solutions that enhance efficiency, accessibility, and the sustainability of social support systems.

4. **Report on Key Gaps and Recommendations on the Design, Development and Implementation of MIS in Anguilla and Antigua & Barbuda:** in consultation with UNICEF, respective Ministries, stakeholders and relevant Government groups develop a report on key recommendations and best practices to support the effective design and delivery of the individual MISs for social protection in Anguilla. Key informant interviews and focus group discussions with Government groups are also important to complete the report. This Report will feed into the institutional firm's process and therefore includes information/recommendations relevant to the roll-out of the MIS with technical specifications and potential options for interoperability. In Antigua and Barbuda, given the stage of implementation, the report should assess the steps taken thus far and recommend any changes in current design, development and implementation of the MIS.

5. **MIS Assessment in St Kitts & Nevis:** Review existing MIS infrastructure, processes, and programmes supported. Identify gaps, document requirements and make recommendations on next steps to support national household registry and to support the interoperability among social protection programmes.

6. **Develop and deliver a Capacity Building Plan with sessions for key stakeholders on digitalized social protection IMS:** This will support capacity building of Government technical staff in the different countries of UNICEF work in MIS. This will include the completion of a training on MIS with examples and differente uses.

7. **Report on Technical Assistance to supporting operationalization of MIS in the Eastern Caribbean:** Support TWG, knowledge management activities, ad hoc needs in the countries supported.

8. *Final Report*: In consultation with UNICEF and the respective Ministries in Anguilla, Antigua and Barbuda and St Kitts and Nevis, develop a final report with lessons learned, and recommendations for next steps in developing national MIS.

WORK ASSIGNMENT OVERVIEW:

Key Activities/Tasks (*):	Deliverables/ Outputs (*):	Duration (Est. days/months):	Due Date
Completion of consultant's Inception Report	Deliverable 1	10 days	30/01/2024
Report on technical assistance in the revision of software requirement specifications in Anguilla	Deliverable 2	10 days	20/02/2024
Report on the delivery of online workshop on open source solutions for social protection	Deliverable 3	5 days	15/03/2024
Report on Key Gaps and Recommendations on the Design, Development and Implementation of MIS in Anguilla and Antigua & Barbuda	Deliverable 4	25 days	30/04/2024
MIS Assessment in St Kitts & Nevis	Deliverable 5	20 days	30/04/2024
Delivery of Capacity Building Plan	Deliverable 6	20 days	30/07/2024
Report on Technical Assistance to supporting operationalization of MIS in the Eastern Caribbean	Deliverable 7	30 days	30/11/2024
Final Report	Deliverable 8	5 days	10/12/2024
Total		125 days	

TRAVEL REQUIREMENTS

This assignment is home-based but may require travel outside ECA Duty Station to: Anguilla for two weeks (10 business days), St Kitts and Nevis for two weeks (10 business days), Antigua and Barbuda for one week (5 business days) as well as potentially Trinidad & Tobago for one week (5 business days). If travel is deemed necessary, the consultant is responsible for arranging his/her own travel, including bearing the costs visas and travel insurance. Accommodation, meals and incidentals costs must not exceed the UN daily subsistence allowance rates. The costs for approved travels will be reimbursed by the UNICEF ECA upon submission of receipts and based on applicable UN DSA rates. All approved travels to be conducted in accordance with UNICEF travel rules and regulations.

PAYMENT SCHEDULE

Payment of professional fees will be based on submission of agreed deliverables which receive satisfactory quality review. In general, individual contracts shall not allow for fee advances. However, a maximum of 30 per cent of the total contract value may be authorized by the Approving Authority in cases where advance purchases, for example for supplies or travel, may be necessary.

MINIMUM EXPERIENCE / QUALIFICATIONS	
Education: ☒ Bachelors ☒ Masters ☐ PhD ☐ Other Enter Disciplines: Computer science, Information Communication Technology, Software Engineering, Project Management, and any related field	**Knowledge/Expertise/Skills required:** • Knowledge and experience in developing Management Information Systems for social protection programmes. • Knowledge and experience in software design and computer science is an asset. • Knowledge and experience in working with Government MIS is a requirement. • Knowledge and/or experience working in the Caribbean context is an asset. • Excellent analytical and report writing skills.
Years of Experience: Masters and 5 years of experience or Bachelors with an additional 3 years of experience (totalling 8 years).	
Language(s) needed if any: English written and oral fluency	

ADMINISTRATIVE MATTERS

This assignment is home-based but may potentially require travel to Anguilla, St Kitts and Nevis, Antigua and Barbuda and Trinidad & Tobago.

The Consultant is expected to work with his/her laptop and mobile phone and email address. The Consultant will report to the Social Policy Officer in close coordination with the Technology for Development officer, and he/she will work closely with the Ministry of Social Development and Education and the Ministry of Health, Wellness, Social Transformation & The Environment.The Consultant will be expected to report regularly on progress being made on the contract to the Social Policy Officer. Periodic discussions will also be carried out during the consultancy period to monitor progress and constraints, support required and proposed solutions.

CONDITIONS OF SERVICE

Before commencing work, a consultant or individual contractor shall submit a statement of good health and take full responsibility for the accuracy of that statement, including confirmation that he or she has been informed of the inoculations required for the country or countries to which travel is authorized. Consultants and individual contractors shall assume all costs that may occur in relation to the statement of good health. Consultants and individual contractors are required to certify that they are covered by medical/health insurance.

The selected candidate is solely responsible to ensure that the visa (applicable) and health insurance required to perform the duties of the contract are valid for the entire period of the contract. Selected candidates are 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. It 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.

RECOURSE

UNICEF reserves the right to withhold payment in case the deliverables submitted are not up to the required standard or in case of delays in submitting the deliverables on the part of the consultant. Performance indicators against which the satisfactory conclusion of this contract will be assessed include: timeliness/quality of submission and responsiveness to UNICEF and counterpart feedback.

TITLE RIGHTS

All materials created by the Contractor which bears a direct relation to, or is made in order to perform, this contract and any intellectual property rights thereof, including but not limited to patents, copyright and trademarks, shall be jointly owned by UNICEF and the Contractor. At the request of UNICEF, the Contractor shall assist in securing such property rights and transferring them to UNICEF in compliance with the requirements of the law governing such rights. Any third party usage shall require written permission from both parties.

TRAININGS

Consultants and Individual contractors, even those working from home, must complete the following online courses prior to signature of contract. All certificates should be presented as part of the contract:

- Ethics and Integrity at UNICEF
- Prevention of Sexual Harassment & Abuse of Authority
- Sexual Exploitation Abuse (PSEA)

Consultants and Individual Contractors must complete the following course before commencement of any travel on behalf of UNICEF.

- BSAFE Security Training
Any consultant or individual contractor who is issued a UNICEF email address must complete the following courses no later than 30 days after signature of contract.

- General Information Security Awareness Course
- Fraud Awareness

HOW TO APPLY

Prospective consultants should apply through UNICEF jobs website using the following link:
https://jobs.unicef.org/en-us/job/567986/management-information-system-mis-consultant-technical-support-and-oversight-to-the-design-and-implementation-of-social-protection-mis-in-the-eastern-caribbean no later than **19 December 2023 (11:55 pm Atlantic Standard Time).** The application package should include the following:

  a) A cover letter;
  b) Detailed Curriculum Vitae
  c) A proposal stipulating all-inclusive fees, including lump sum travel and subsistence costs, as applicable.

UNICEF is committed to diversity and inclusion within its workforce, and encourages all candidates, irrespective of gender, nationality, religious and ethnic backgrounds, including persons living with disabilities, to apply to become a part of the organization.

UNICEF has a zero-tolerance policy on conduct that is incompatible with the aims and objectives of the United Nations and UNICEF, including sexual exploitation and abuse, sexual harassment, abuse of authority and discrimination. UNICEF also adheres to strict child safeguarding principles. All selected candidates will be expected to adhere to these standards and principles and will therefore undergo rigorous reference and background checks. Background checks will include the verification of academic credential(s) and employment history. Selected candidates may be required to provide additional information to conduct a background check.

UNICEF offers reasonable accommodation for consultants/individual contractors with disabilities. This may include, for example, accessible software, travel assistance for missions or personal attendants. We encourage you to disclose your disability during your application in case you need reasonable accommodation during the selection process and afterwards in your assignment.

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, in accordance with local or other applicable laws.