

## Terms of Reference Individual Consultant/Contractor

### Summary

<b>Title</b>	National LEAP Operations Support Consultant
<b>Purpose</b>	Support the LEAP management to plan and implement key cash transfer operational level activities as LEAP transitions into a new phase
<b>Expected fee</b>	<i>NOC level</i>
<b>Location</b>	Accra, Ghana.
<b>Duration</b>	126 days till 28 <sup>th</sup> February 2020
<b>Start Date</b>	Beginning of September 2019
<b>Reporting to</b>	Maxwell Kuunyem, <i>Programme Specialist -Social Transfer</i>
<b>Budget Code/PBA No</b>	USAID
<b>Project and activity codes</b>	AWP Activity 28.3 & 29.2

### 1. Background

The Livelihood Empowerment Against Poverty (LEAP) is Ghana's national cash transfer Programme and key part of the Social Protection (SP) system that is recognized under the SP policy. The overall objective of the Programme is to reduce poverty by increasing consumption and promoting access to social services among the extremely poor and vulnerable. Rigorous evidence <sup>1</sup> shows the impressive impacts of LEAP on improving the lives of very poor households and their communities. LEAP households have increased their consumption by 67 percent, using the transfer to improve quantity and quality of food. In addition to food security and diversity, LEAP supports households to better access social services and make investments in their children. The research also shows that LEAP households are better able to invest in productive activities –livestock, fertilizer, improved seeds and small businesses.

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<sup>1</sup> Palermo, T et al (2018): Ghana LEAP 1000 Programme: End line Evaluation Report. Ministry of Gender children and Social Protection

LEAP paid cash grants to 326,985 households out of the 407,647 enrolled in the LEAP MIS in April 2019<sup>2</sup>. Households eligible for LEAP currently must both 1) meet the poverty eligibility criteria, assessed through a proxy means test; and 2) have household members that fall into at least one of the following categories of persons: Orphans and Vulnerable Children (OVC); Elderly 65 years and above without support; Persons with Severe Disability without a productive capacity; and Pregnant/women with children under a year.

In 2018, the Government of Ghana reviewed some key elements of the design of LEAP to enhance the impact of the programme as part of the new phase of LEAP. Some of these include broadening of the eligibility criteria for the programme to include all extremely poor households in the country, institutionalizing a system for determining benefit levels, linking members of LEAP households to complementary services and improving the communication with beneficiaries to increase understanding and accountability for service delivery.

The LEAP programme is preparing to implement the new phase of and requires UNICEF support for this important exercise due to UNICEF significant contribution to the design of the new phase and experience in working across multiple sectors in the country. UNICEF is currently providing technical assistance to develop a strategy to reassess eligible households within the programme and implement a suitable beneficiary communication approach. UNICEF has also initiated discussions between the LEAP secretariat, Ghana Health Services, and the Department of Social Welfare to put in place a system for case management, linkages and referral to services for LEAP household members. For a successful transition, the programme needs to plan and sequence implementation of the new features across the country to maintain the credibility of the programme.

Since the inception of the LEAP Programme in 2008, beneficiary households have not been reassessed to confirm their continued eligibility and the programme

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<sup>2</sup> LEAP programme MIS  
 United Nations Children's Fund  
 Ghana Country Office  
 Telephone 233-302 772524, 773584. Facsimile 233-302 773147  
 P.O. Box AN 5051, Accra-North, Ghana  
[www.unicef.org](http://www.unicef.org)

therefore has no prior experience for this exercise. Additionally, there is a change in the eligibility requirements of the LEAP programme, which imposes an additional complexity on the approach to use for the exercise to ensure fairness for households that are eligible for the programme. Since this is the first a reassessment will be undertaken for LEAP beneficiaries, it is necessary to carefully analyze the approach, plan the process and aftermath of the exercise with the relevant stakeholder, communicate and implement in manner to maintain the integrity of the programme.

Additionally, linking LEAP families to complementary services and improving programme communication with beneficiaries are key features of the new phase of LEAP that has the potential to enhance multisectoral impacts of the programme. Though LEAP has linked some households to access free health insurance cards from the National Health Insurance Scheme, these linkages need to be expanded and institutionalized. It will be critical to test and select the most suitable delivery models of linking and communicating with beneficiaries for scale up by the programme.

However, the unit within the LEAP programme that will play a vital role in this transition (the LEAP operations unit) has been without a substantive head since January 2018 due to the reassignment of the head to the Department of Social Welfare. An onsite and transitional operations technical support will be needed within the LEAP Secretariat to bridge the gap and complement the support from the Social Protection Unit of UNICEF.

## 2. Purpose of the Assignment

The purpose of the assignment is to support the LEAP Management Secretariat(LMS) during these programmatic and staffing transitions in a manner that maintains the impact and credibility of the programme. This includes technical support to LMS to develop a strategy and implementation plan for the reassessment of the programme beneficiaries. It also includes implementation

support to the heads of relevant units and focal persons who are leading in the implementation of linkages, beneficiary communications, dissemination of the updated LEAP operations manual and implementing the recommendations of the operational assessment of the LEAP e-payment system.

Specifically, the consultancy aims at achieving the following:

1. Support the LEAP management to plan key activities for implementing reassessment for the LEAP programme.
2. Support the LMS to implement activities to disseminate the LEAP operations manual and improve e-payment processes.
3. Support the LEAP operations unit to facilitate linkages to identified social services and interventions.
4. Support the LEAP programme to pilot modalities for effectively communicating with beneficiaries and integrate lessons to programme communications strategy.

### 3. Specific Tasks to be completed

#### **Develop a detailed operational plan on the reassessment of LEAP based on the strategy in consultation with LEAP management and UNICEF**

- Support the LMS to organize a national consultation process to develop a strategy for undertaking reassessment for the LEAP programme beneficiaries.
- Coordinate with the LEAP management, reassessment team and the relevant stakeholders to prepare a detail operational plan for rolling out the identified activities in the reassessment strategy across the country.
- Partner with the LEAP communications unit and other partners to prepare a comprehensive communication plan including an effective Public Information Campaign at the national, district and community levels.
- Provide operational support to LMS to pilot the reassessment of LEAP communities in selected districts and document the lessons learnt.

#### **Support the LMS implement activities to disseminate the revised LEAP Operations Manual & improve LEAP e-payment processes**

- Prepare power presentations, using relevant sections of the LEAP operations manual, to support the dissemination of the revised LEAP Operations Manual for national, regional and district level stakeholders.

- Prepare a training package (including slides with adequate images, activities, materials) based on the LEAP Operations Manual for a five-day training of trainers for district level LEAP implementers
- Support the LMS to deliver dissemination events on the LEAP operations manual at national, regional and district levels.
- Support the LMS to organize a training of trainers for a minimum of 40 identified trainers at regional and decentralized levels to lead the dissemination and implementation of the revised LEAP operations manual.
- Support the LMS to implement activities to address at least 2 key recommendations from the LEAP e-payment assessment report.

### **Facilitate the linkage of LEAP families to Social Services in collaboration with the relevant government agencies**

- Act as the focal person for LMS to liaise with the Ghana Health Services, relevant department of the MGCSP (such as Department of Social Development, Domestic Violence and Child Trafficking secretariats), Office of the Head of Local Government Services, National Health Insurance Scheme(NHIS), the Social Protection and Child Protection Units of UNICEF to pilot linkage and referral models to family welfare services.
- Organize the consultations and trainings for the national, regional and decentralized level partners and service providers needed implement the pilot.
- Work with the LEAP MIS unit and MIS Consultant to share the needed information of LEAP families from the LEAP MIS with DSWOs and other service providers at the decentralized level that will facilitate the steering of available services to LEAP families.
- Monitor the progress of linking LEAP families to social services in coordination with District Social Welfare Officers, District Community Development Officers, and the heads of the Community Health Planning and Services (CHPS) compounds.
- Ensure continuous communication between the service providers and LEAP

### **Support the LMS to implement the LEAP beneficiary and community communication activities in collaboration with selected CSOs**

- Work with the LEAP Communications Unit, selected CSOs and UNICEF SP & C4D teams to identify and design suitable communication packages and modalities for the target groups.
- Develop a detailed implementation plan for the pilot in collaboration with LEAP management, UNICEF and the selected partners of the pilot.

- Organize training for 16 selected CSOs and work with them to implement the pilot activities in the selected regions and districts.
- Work with the LEAP Communication unit to monitor the pilot and document the lessons learnt with key recommendations for scale up by the LEAP secretariat.

#### 4. Expected Deliverables:

Task	Time frame	Deliverable
Develop the operational plan for the reassessment based on the reassessment strategy and in consultation with LEAP management and UNICEF	3 months after signing	Agreed operational plan for the roll out of the reassessment exercise across the country
Submit a detailed plan with timelines for submitting intermediate deliverables  Implement activities to disseminate the revised LEAP Operations Manual & improve LEAP e-payment processes	1 month after signing the contract	Agreed Workplan with UNICEF and LMS with timelines for the submission of the intermediary deliverables for all identified deliverables  Three power point presentations (maximum 20 slides each) based on relevant sections of the revised Operations manual for national, regional and district level stakeholders
Implement activities to disseminate the revised LEAP Operations Manual & improve LEAP e-payment processes	2 months after signing contract	A training package for a 5-day training of trainers for district level implementors of the LEAP programme (including slides with pictures, activities, materials etc) based on the revised Operations manual and guidelines
Facilitate the linkage of LEAP families to Social Services in collaboration with the relevant government agencies	4 months after signing	A report on number of districts modeling the linkage of LEAP households to NHIS, case management and other social services
Support the LMS to implement the LEAP beneficiary and community communication activities in collaboration with selected CSOs	5 months from signing	A report on the lessons from pilot of beneficiary communication modalities with specific recommendations for scale up.

## 5. Supervision and reporting arrangement

- The Consultant will be based at the LEAP secretariat and offer technical support to the unit heads and other focal persons to execute the identified activities.
- The UNICEF Programme Specialist for Social Transfer is the supervisor while the LEAP Manager provides technical oversight and guidance.
- The Consultant shall provide monthly workplans which will be jointly approved by UNICEF and the LEAP Programme Manager.
- The consultant will work closely with the LEAP Management, staff of the LEAP Management Secretariat, MGCSP, OHLGS, Ghana Health Service, District Social Welfare Officers and Social Protection Unit of UNICEF.
- The Consultant will be required to report on the progress on each deliverable through e-mail and update meetings. Regular consultations should take place between the national expert and the SP team in the review of the deliverable before they are submitted

## 6. Payment Schedule

*The consultant will be paid fees based on specified deliverables and schedules of percentage instalments*

Deliverable	Percentage	Amount(USD)
Agreed operational plan for the roll out of the reassessment exercise across the country	20%	
Three power point presentations (maximum 20 slides each) based on relevant sections of the revised Operations manual for national, regional and district level stakeholders	20%	
A training package for a 5-day training of trainers for district level implementors of the LEAP programme (including slides with pictures, activities, materials etc) based on the revised Operations manual and guidelines	20%	
A report on number of districts modeling the linkage of LEAP households to NHIS, case management and other social services	20%	
A report on the lessons from pilot of beneficiary communication modalities with specific recommendations for scale up.	20%	

**Recourse:** UNICEF reserves the right to withhold all or a portion of payment if performance is unsatisfactory, if work/outputs is incomplete, not delivered or for failure to meet deadlines.

## 7. Timeframe

The contract is expected to run between September 2019 and February 2019 for a total of 126 days.



## 8. Official Travel Involved:

The execution of this assignment will involve field visits to districts and communities in Ghana. All travels to the field in respect of this assignment will be arranged by UNICEF.

## 9. Expected Qualifications, Experience, specialised knowledge/skills and competencies

- Advanced Degree is required, in Business Studies, Management, Finance, Social Studies, Economics, Development Studies, or other relevant disciplines.
- Experience of minimum of 8 years in managing complex projects.
- Five years of this experience should be managing or supporting the operations and implementation of large scale cash transfer programmes.
- Experience in managing or supporting the transition phases of cash transfer programmes.
- Experience working with national social cash transfer programmes is required.
- Demonstrated experience working closely with government partners and systems is required.
- Excellent analytical, communication, facilitation and capacity building skills are required.
- Excellent ability to work well with diverse people and manage and supervise a team.
- Strong drive for result and coordination skills.
- Ability to facilitate trainings and train people.
- Experience working in the Social Protection sector in Ghana is a plus.

## 10. General Conditions: Procedures and Logistics

- The consultant will be expected to use his/her own computer/software and office.
- The assignment is based at the office of the LEAP Secretariat but requires some field visits. The logistics and costs of the field visit outside of Accra will be covered by UNICEF. It is expected that the consultant will be in the field for up to 25% of time.
- When in the field on official travel, the Consultant will have access to UNICEF transport if available. When transport is provided by UNICEF, the mode of transport would be determined by UNICEF and in line with applied procedures.



- The consultants shall provide his/her own materials, i.e. computer, office supplies for the assignment except that required for the use of third parties.

#### **11. Policy both parties should be aware of:**

- Under the consultancy agreements, a month is defined as 21 working days, and fees are prorated accordingly. Consultants are not paid for weekends or public holidays.
- Contractors are not entitled to payment of overtime. All remuneration must be within the contract agreement.
- No contract may commence unless the contract is signed by both UNICEF and the Consultant or Contractor.
- Consultants will be required to sign Health Statements for consultants/Individual Contractors prior to taken up the assignment, and to document that they have appropriate health insurance, including medical evacuation.
- The Form Designation, change or revocation of beneficiary' must be completed by the consultant upon arrival at the HR section.
- Consultants will not have any supervisory responsibilities or authority on UNICEF budget.