

## TERMS OF REFERENCE FOR INDIVIDUAL CONTRACTOR

PART I		
Title of Assignment	<i>National Individual Contractor: Support towards operationalization of pillar III of MNSSP II on Shock-Responsive Social Protection</i>	
Section	Social Policy	
Location	Lilongwe, Malawi	
Duration	Contract period 11-months, (time-based contract)	
Start and End Date	<b>From:</b> 15.10.2020	<b>End:</b> 31.08.2021

### BACKGROUND

**Malawi has been hit with consecutive and successive climatic shocks over the last few years.** With a low capacity to cope, and little time to recover, the country has witnessed escalating food and nutrition insecurity. In this context, humanitarian food response, most commonly referred to as ‘MVAC’ , has increased considerably, reaching 6.7 million people across 24 of the 28 districts between July 2016 and March 2017. This was the largest and longest response in the country’s history. In 2017, 1,043,000 people in 20 districts have been identified as phase 3 food insecure.

**With pre-existing high and chronic levels of food and income insecurity, any shock further negatively impacts the most vulnerable populations.** Poor people are among the groups most exposed to and suffering the most from shocks, including drought or floods: Limited livelihood options, resources, and access to services, mean that these households are the least able to withstand shocks. Major negative events, particularly rainfall and loss of off-farm employment, contribute to the poor households remaining in their status, and also increase the likelihood of non-poor households falling into poverty.

**Social Protection Programmes are currently unable to predictably meet chronic needs and systems are not prepared to effectively expand or facilitate humanitarian interventions in times of crisis.** To date, important investments have been made in the social protection sector, but coverage has remained limited, and the system has suffered from insufficient integration in programme design and consistency of programmes’ objectives.

**Humanitarian action has in practice been filling the gap by responding to chronic needs which ought to be addressed by social protection systems.** In turn, the social protection system hasn’t been leveraged to implement a more cost effective humanitarian response thereby leading to a suboptimal response, drawing on humanitarian budgets, technical expertise, and stretching the positioning of humanitarian actors as non-government stakeholders. The underlying vulnerabilities of Malawi, including chronic levels of food insecurity and high exposure to climate risks, “are an important factor in producing recurrent humanitarian emergencies”. As such, predictable seasonal patterns, and even minor weather variations currently result in humanitarian crisis.

**To tackle this issue, efforts have been made by the Government of Malawi, in line with global commitments , to expand the current coverage of the social protection system and better align humanitarian action and social protection.** Through the MNSSP II, the government has made a strong commitment to design and implement a social protection system that: covers more people, provides complementary support to respond to the multiple and compounding needs of the population, and that is sensitive to shocks, i.e. that contributes to mitigate, respond to and recover from shocks, in collaboration with the humanitarian sector.

**The covid-19 pandemic and the Government response to its socio-economic effects on urban poor, puts additional pressure on the social protection system.** The Government has designed an urban

cash response, and is furthermore addressing increased rural needs through a vertical expansion of the SCTP. Already limited capacities within the leading social protection ministries are further stretched.

## JUSTIFICATION

**Using the social protection system to address emergencies is in line with global and national commitments made towards shock-responsive social safety nets.** The Government of Malawi in its National Social Support Programme (MNSSP II) has committed to design and implement a social protection system that: covers more people, provides complementary support to respond to the multiple and compounding needs of the population, and that is sensitive to shocks, i.e. that contributes to mitigate, respond to and recover from shocks, in collaboration with the humanitarian sector. Shock-sensitive social protection is a topic that has attracted a lot of interest from different actors, within and external to Government, including from Development Partners, Donors, NGOs and Government Ministries. This large number of actors creates a vibrant environment for SSSP discussions, related research and piloting. Since 2015|16 more and more initiatives in this area take place each year.

**Different actors have brought in, and partially operationalized, different approaches towards SSSP, including in response to covid-19, that fail to follow a joint vision in Malawi, despite broad guidance in MNSSP II.** The flipside of this diverse SSSP environment is that there is a wealth of different approaches, objectives, agendas and mandates being brought to SSSP in Malawi, creating a rich environment of expertise. However, the lack of a shared vision and fragmentation among partners is becoming increasingly palpable as more and more initiatives are being undertaken.

**UNICEF's focus on SSSP has significantly grown since 2015 and requires increased technical and operational attention.** UNICEF MCO's support to the Government in the area of SSSP is focussed on five key areas, i.e. (i) evidence and analysis, (ii) policy, strategy, legislation, coordination and financing, (iii) programme design features, (iv) administration and delivery systems, and (v) preparing and using the national social protection system to implement humanitarian cash transfers

**In a context where the social protection response to covid-19, but also broader moving policy pieces, e.g. the upcoming old age pension are changing the face of social protection in Malawi, SSSP in 2020 is at a crossroad.** Multiple actors are increasingly leveraging the SSSP policy trend and operational successes in the area of SSSP made. UNICEF has committed to coherently advance key pieces of a shock-sensitive social protection system, that contribute to strengthening and cementing the leadership of the Government in the area. A stronger focus on horizontal expansion functionalities of the SCTP, monitoring capacities of regular and shock-responsive social protection, funding flows to support SSSP and better underlying systems (e.g. an updated Unified Beneficiary Registry) are among the priorities for UNICEF and the Government of Malawi and will be tackled in 2020 / 2021.

## PURPOSE OF THE ASSIGNMENT

The purpose of the assignment is threefold:

- to support UNICEF MCO in rendering technical assistance to the government in their pursuit of an adaptive, shock-sensitive social protection system as per MNSSP II;
- to support the UNICEF Malawi Country Office in advancing UNICEF specific inputs to a Country vision on shock-sensitive social protection;
- to support joint UN positioning on SSSP;

The individual contractor assignment is time-based, and carried out full-time over a period of 11.5 months.

## **SCOPE OF WORK/OBJECTIVES**

In a working environment which is as dynamic as the SSSP one in Malawi, UNICEF is required to both, support mainstreaming, coherence, and insitutionalization in the mid-term, while at the same time remaining flexible to deliver ad-hoc support to upcoming policy development needs. As such the main objective of this consultancy is to:

1. Support operational research related to the improvement of the protection and preventive functions of the Social Cash Transfer Programme (SCTP) and the piloting of horizontal expansion capacities;
2. In close collaboration with line ministries, develop and implement a roll-out strategy for information related to linkages between Social Protection and humanitarian action to local government structures.
3. Develop and support the implementation of a monitoring and evaluation (M&E) framework, for linkages that contributes (i) to provide real-time information and feedback loops to immediately enhance programme effectiveness; (ii) to deliver periodic objective monitoring data for ongoing learning and adaptive management of the programme, and (iii) to understand programme impacts and effectiveness to provide lessons for future emergency;
4. Identifying entry points, support the conceptualization and operationalization of remote monitoring mechanisms (phone-based) for regular social protection and shock-responsive functions of the SCTP;
5. Work within UNICEF to better prepare the organization to systematically consider the use of cash based transfers in future emergencies, in ways that build on and form the basis for sustainable social protection systems;
6. Support the conceptualization and development of SSSP communication material, for both an internal and external audience;
7. Provide technical and capacity building support to the Poverty Reduction and Social Protection Division in the Ministry of Finance, Economic Planning and Development, MoGCDSW and District Councils to monitor the implementation of linkages with social protection in the response;
8. Conduct regular field visits to all affected districts to monitor the implementation of linkages between social protection and the humanitarian response and identify and support resolution of challenges and constraints that may arise especially at district and community levels;
9. Prepare programme reports and briefing notes to keep the Social Policy section and Country Management Team and Emergency Team informed and updated on programme status and progresses;
10. Ensure timely submission of progress and results for inputting into Country Office Situation Reports and for planning, management, monitoring and evaluation purposes as needed;
11. As and when delegated by the Social Protection Specialist, represent UNICEF in meetings and technical discussions on social protection and the humanitarian response.

## **REPORTING REQUIREMENTS**

- The contractor will work directly and provide monthly written reports to the Social Policy Specialist in UNICEF Malawi Country Office

## EXPECTED DELIVERABLES

In alignment with the scope of work as described above, the contractor will be expected to perform the following activities and deliverables as per the schedule and estimated dates below:

Task	Deliverable/Outcome	Planned Completion date	% of total fee payable
Work closely MoCDSW, PRSP, and the UBR team to develop a joint work-plan for SSSP with UNICEF and key partners	<ul style="list-style-type: none"> <li>▪ Joint work-plan on SSSP – MoGCDSW, PRSP, UBR, UNICEF drafted</li> <li>▪ October progress report focusing on the conceptualization of a communication package on SSSP and internal annual reporting and planning</li> </ul>	05.11.2020	monthly
Work closely MoCDSW and DPR to provide UNICEF with an overview of SCTP monitoring processes, to identify entry points for improvement, and conceptualize phone-based monitoring to strengthen existing processes and monitoring results	<ul style="list-style-type: none"> <li>▪ Implementation plan for SCTP and SSSP phone-based monitoring presented</li> <li>▪ November progress report focusing on the identification of entry points and conceptualization for increased and improved monitoring of regular SCTP and shock-responsive activities of the SCTP</li> </ul>	05.12.2020	monthly
Work closely with PRSP to support the conceptualization and identification of options to update the Unified Beneficiary Registry	<ul style="list-style-type: none"> <li>▪ TORs for a team of consultants developing options to update the UBR drafted</li> <li>▪ December progress report focusing on the development of a joint PRSP/UBR work plan related to updating the UBR</li> </ul>	05.01.2021	monthly
Work closely with the communication section to develop an information package on SSSP, based on the recently developed MCO strategy for SSSP	<ul style="list-style-type: none"> <li>▪ Review of a SSSP communication package and related progress report completed</li> </ul>	05.02.2021	monthly
Support annual donor reporting to DFID as per their financial year, including the development of relevant communication material Work closely with the PF4C team to conceptualize and prepare for a workstream on SSSP fund flows and financing options in Malawi;	<ul style="list-style-type: none"> <li>▪ Annual reporting to DFID; Inception package and interview plan for support to the PF4C team with regards to a study on public financing for SSSP presented</li> </ul>	05.03.2021	monthly
Support the development of a concept note, an intervention plan, and detailed workplan including budget for a Horizontal Expansion trial;	<ul style="list-style-type: none"> <li>▪ Intervention concept for a Horizontal Expansion trial drafted</li> </ul>	05.04.2021	monthly

Work closely with MoCDSW, PRSP and WFP for an after-action review and documentation of the horizontal expansion capacities of the SCTP;	▪ Case study related to SSSP activities in the 2020/21 lean season presented	05.05.2021	monthly
Work closely with the emergency team and MCO pillar II to identify entry points and conceptualize increased internal awareness and knowledge on SSSP;	▪ Internal awareness and knowledge campaign plan on SSSP completed	05.06.2021	monthly
Work closely with the broader social protection and PF4C team to prepare for UNICEF specific inputs to the MNSSP II and NSSP review;	▪ Evidence / stock-taking paper on SSSP related lessons learned and best practices prepared	05.07.2021	monthly
Work closely with the SP team for internal stock-taking, a review of the annual plan, and MCO strategic vision for SSSP;	▪ Final consultancy report, focusing on inputs for DFID and Irish Aid reporting and human interest studies for publication presented	05.08.2021	monthly
			<b>100%</b>

However, as the actual starting date may impact the dates estimated in the TOR, the exact timeframes and actual delivery dates will be jointly agreed upon between the contractor and the supervisor upon contract signature.

#### **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.

## DESIRED COMPETENCIES, TECHNICAL BACKGROUND AND EXPERIENCE

### Academic qualification:

- An advanced university degree or equivalent in social sciences or other relevant discipline(s)\*

\*A first University degree in the above fields of studies, combined with 2 additional years of experience specifically focussing on shock-sensitive social protection may be acceptable in lieu of an advanced university degree.

### Work experience:

- At least 4 years of relevant experience and proven expertise in the area of social protection and/or humanitarian cash-based assistance;
- Proven work experience with the Government of Malawi on issues related to social protection and/or humanitarian issues (Ministry of Economic Planning and Development and Public Sector Reforms, Ministry of Community Development and Social Welfare, Department of Disaster Management Affairs);
- Previous experience in working with the Malawi Social Cash Transfer Programme is an asset;
- Proven knowledge in the area of shock-sensitive social protection is a strong asset;
- Proven knowledge in the area of humanitarian cash transfers is an asset;
- Previous experience in working with UNICEF or other like organizations is an asset;
- Experience in working with teams and team processes;

### Technical skills and knowledge:

- Excellent writing skills, analytical skills as well as good computer skills;
- Strong communication skills, including with and across diverse teams;
- Strong knowledge of UNICEF's programming principles, including on gender equality and RBM.

### Competencies:

#### Core Values

- Commitment
- Diversity and inclusion
- Integrity

#### Core competencies

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

#### Functional Competencies:

- Formulating strategies and concepts (II)
- Analyzing (III)
- Applying technical expertise (III)
- Leading and supervising (II)
- Relating and networking (II)
- Deciding and Initiating action (III)

#### Languages:

- Fluency in English is required
- Fluency in Chichewa is required

## ADMINISTRATIVE ISSUES

UNICEF will regularly communicate with the contractor 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 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 acknowledgment. Within 5 days of the contract commencement, the individual contractor is requested to complete the applicable mandatory trainings.

- The contractor will work from the UNICEF Malawi Country Office premises, pending the return to office strategy for contractors and as per the approved footprint plan for the section and office, keeping COVID-19 safety and preventative measures in mind. If the footprint plan does not allow working from UNICEF premises, the contractor will work from home.
- The contractor will use a personal computer and phone to carry out the work. No airtime is being provided, it is the contractor's responsibility to be reachable and available online throughout complete working hours.

## CONDITIONS

- 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 contractor will be based in Lilongwe, Malawi.
- 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, medical insurance and taxes.
- The Individual Contractor will receive Paid Time Off (PTO) credit at the rate of one- 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 in accordance with UNICEF's rules and tariffs, by the consultant and reimbursed against actuals, unless otherwise agreed.
- Transport will be provided to the consultant during in-country field travel, if planned and approved.
- 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 contractor 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.
- Contractors will not have supervisory responsibilities or authority on UNICEF budget.
- The assignment is both an off-site support.

## HOW TO APPLY

Interested individual contractors should provide the following:

1. Curriculum Vitae
2. Brief technical proposal (no longer than five pages) demonstrating the contractor'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.
4. Reference details if the contractor has never worked with UNICEF Malawi.



Financial  
Proposal.xlsx