Terms of Reference
Individual Consultant/Contractor

Title	National Consultant -Technical Support for LEAP MIS
Purpose	To support the LEAP re-assessment exercise, to enhance the features of selected existing modules as well as develop new modules in the LEAP MIS for effective programme management and delivery
Location/duty station	Accra
Duration	130 working days within 11.5 months
Expected Start Date	May 2019
Expected Fee	TBD
Reporting to	Jennifer Yablonski, Social Policy Specialist

Background

The Livelihood Empowerment Against Poverty (LEAP) programme was introduced in 2008 and is administered by the Ministry of Gender, Children and Social Protection and managed by the LEAP Management Unit (LMU). LEAP provides financial support to the extreme poor and vulnerable families who have members that fall into at least one of the four categories: elderly (aged 65 and above), severely disabled who are unable to work, carers of orphans and vulnerable children (OVCs) and pregnant women or families with infants under 12 months. As of December 2018, LEAP has reached over 213,000 households in all districts across the country. Since its introduction, the LEAP programme has progressed through many implementation revisions and improvements, from manual processes to automated data capture, storage and payment. As a result, the programme has seen improved accountability and transparency over the years.

UNICEF has over the years supported LEAP in improving its operations to be able to use its resources efficiently and effectively. UNICEF's support has focused on important pillars of LEAP's operations including Monitoring and Evaluation (M&E), Independent Monitoring Checks (IMC), improved targeting processes, targeting expansion, communications, data management and Management Information System (MIS) development. The programme is currently undergoing key operational changes notably a shift to the use of modern technology that promises to streamline key processes and to improve programme delivery and efficiency. As the programmes also transitions into a new phase in 2019, some key programme features such as re-assessment of households which has not been implemented since the inception of the programme has become a priority for government as well as other operational pillars such as case management and effective engagement of decentralised structures in programme management.

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Purpose of the Assignment
The purpose of this assignment is to provide technical support to the LEAP Management Unit to:
   a) Support the LEAP re-assessment exercise and E-reporting
   b) Improve/enhance selected existing modules in the LEAP MIS
   c) Develop new modules in the LEAP MIS

Specific Tasks
a. Support the LEAP Re-assessment Exercise
1. The government has initiated steps to re-assess all LEAP households. Although this is a key programme component, it has never been carried out since the inception of the programme in 2008. This exercise will involve high level planning through effective engagement with all stakeholders (Ministry of Gender, Children and Social Protection and other relevant government agencies, development partners etc)). It is imperative for the LEAP management team to develop a strategy and a detailed implementation plan to guide the process. **TASK**: **The consultant will facilitate two multi stakeholder re-assessment workshops, collate all outputs from the workshop and develop a strategy and action plan for the exercise.**

2. The implementation of the re-assessment will generate new data on households that are either below or above the targeting threshold. Currently there is no module in the LEAP MIS that supports the updates of household status. **TASK**: **The consultant will develop a new module in the LEAP MIS for receiving re-assessment data and updating households status as a result of the re-assessment.**

b. Improve/Enhance Selected Existing Modules in the LEAP MIS
1. The LEAP case management module currently has a functionality that enables the input of cases only from District Social Welfare Officers (DSWOs) across the country. These cases are completed manually and submitted to the LMU either through postage or through email. There are other case management systems that generate cases with high relevance for LEAP management. For instance, the single window citizen service (it is a case management system managed by the social protection directorate that allows beneficiaries receiving social protection assistance to formally lodge complaints or provide feedback to the implementers of social protection interventions). However, the current LEAP case management module is able to receive cases only from one source; that is from the DSWOs. **TASK:** **The consultant will perform further development of the LEAP case management module to provide additional capability for receiving cases originating from sources (single windows citizen service, Ghana Interbank Payment and Settlement Systems (GHIPPS) and other identified sources other than from forms received from DSWOs**.

2. A reconciliatory function has been designed to enable data from the e-payment service provider, GHIPPS to be integrated into the payment module of the LEAP MIS. This has

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facilitated automatic reconciliation of payments. However, payment data transfer between GHIPPS and LEAP has been done manually and through emails. This has implications on the content as well as the time spent on transferring the data into the LEAP MIS. **TASK**: **The consultant will enhance the reconciliation feature within the payment module to allow for direct transfer of payment data from GHIPPs system into the LEAP MIS. This will involve the review of the processes and reporting capabilities of the LEAP reconciliation feature, agreement on additional reporting and process enhancement required by the team and the development of an application programme interphase between the two systems.**

c. Develop New Modules in the LEAP MIS
1. Work on Decentralized MIS

The LEAP MIS is only accessible to the LEAP Management in Accra. The sub-national level actors who are instrumental in programme delivery do not have access to beneficiary information as contained in the LEAP MIS with regards to enrolment, payment, case management etc but have to resort to the use of manual data. The consultant will work on decentralized MIS by developing an interphase for district social welfare officers and appropriate permission levels for access to the LEAP MIS. **TASK: Specifically, the consultant will be required to identify processes and activities within the LEAP MIS that should be made available to the district social welfare officers and update the LEAP MIS to make the identified features accessible to DSWOs from remote locations.**

2. Create an Interphase for the Exchange of Data between the LEAP MIS and E-reporting App

UNICEF is currently supporting the LEAP Management in the application of technology to facilitate DSWOs monitoring and reporting of LEAP activities. The application is expected to build upon the existing reporting application that is currently being used by the DSWOs and other actors to report on child protection and LEAP activities in line with the current LEAP M&E framework as well as other existing reporting frameworks. The E-reporting app when completed will have to be interphase with the LEAP MIS for direct receipt of monitoring data from the district level and the automatic generation of reports. **TASK**: **The consultant will work with the e-reporting app development team to define the data exchange requirements between the e-reporting app and the LEAP MIS and to develop a new module in the MIS to support the process.**

3. Develop a Module in the LEAP MIS to Facilitate Linkage of LEAP Beneficiaries to Social Services (NHIS, CP MIS and CHPS services etc)

UNICEF is working with government to establish formal linkages between LEAP beneficiaries and other existing social services (NHIS, CHPS services etc). This is to facilitate the delivery of holistic services to poor households as well as increase local government ownership and coordination at the decentralized level. It is imperative for

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LEAP management to have an overview of beneficiaries linked to other key social services for purposes of planning and coordination with the relevant stakeholders. **TASK**: **The consultant will work with the LMU and other stakeholders to define data exchange requirements between the programmes and to develop a module in the LEAP MIS that provides data on households linked to other services. This module will also need to interphase with the child protection MIS currently being developed.**

4. Training on the Protocols and Confidentiality Issues in Accessing and Utilizing Client Data in the MIS for LEAP Staff

The LEAP MIS which is a home for beneficiary data have seen various modifications/additions over the years. It is important that the LEAP management adheres to legislations on client data management and usage. This exercise become useful as other key players will in the future be given access to LEAP data. **TASK**: **This activity will review existing legislations and guidelines on client data usage/management and to develop a training module for updating LEAP staff on the protocols and recommended practices for ensuring that beneficiary data is kept secure and used in the appropriate manner.** It is expected that the LMU will use the training module to train relevant sub - national level actors.

5. Support the Monitoring of Selected LEAP Operational Activities

The consultant will spend 20 working days on this task as per agreed workplan with supervisor to facilitate and monitor progress with LEAP on key operational activities, **including e-reporting, the operations manual and LEAP management Dashboard. TASK:**

E-reporting:

Technical review of the e-reporting software: the consultant will be expected to review the e-reporting software and provide inputs before it is finalized for pilot. After the pilot exercise, the consultant will review the updated software (based on lessons learnt during the pilot and feedback from the key stakeholders) to ensure it meets all technical specifications required by LEAP before being rolled out nationally.

LEAP Operations Manual:

Review of the draft LEAP operations Manual:

The LEAP operations manual is being revised to reflect key processes (old and new) to ensure standardized and efficient delivery. The consultant will provide an independent review of the LEAP operation manual to ascertain if all key processes and procedures have been provided for, identify gaps and make recommendations for improvement. This support will be for both the manual and digital versions of the operations manual.

Development of Management Dashboard:

The management dashboard is to enable LEAP management to track programme delivery and to identify gaps in operations. This is to ensure effective and efficient programme implementation. The consultant will in collaboration with LEAP management identify and agree on key indicators for programme tracking and monitoring. The consultant will develop a dashboard with the key indicators (some of which will be pulled from the LEAP MIS).

Deliverables and Time Frame for Submission

1. **Support the LEAP Re-assessment Exercise**
    a) Facilitate two re-assessment workshops, draft final re-assessment strategy and action plan (20 days)
    b) Develop LEAP MIS household re-assessment module (15 days)

2. **Improve/Enhance Selected Existing Modules in the LEAP MIS**
    a) Update the case management module capable of receiving cases from the Single Window Citizen Services, GHIPSS and any other identified sources (10 days)
    b) Update LEAP reconciliation module (10 days)
3. **Develop new Modules in the LEAP MIS**
    a) Develop LEAP MIS application access for DSWOs (15 days)
    b) Draft required document for the e-reporting integration into the LEAP MIS, develop new module and APIs for exchanging data with the e-reporting system developed (18 days)
    c) Develop linkages module in the LEAP MIS (15 days)
    d) Facilitate PowerPoint presentation on the protocols and guidelines for the use of confidential beneficiary data and facilitate the training of LEAP staff on the guidelines (7 days)
4. **Support the Implementation of Selected LEAP Operational activities**
a) E-reporting: 2 technical review reports with recommendations (5 days)
b) LEAP Operations Manual: 1 review report with recommendations (5 days)
c) Management Dashboard: facilitate 2 engagements on the key indicators and set up the management dashboard (10 days)

Supervision and Reporting Arrangement
The consultant will report to the Social Policy Specialist P4 with Technical oversight from the LEAP National Coordinator. He will be expected to work closely with a Technical Working Group made up of representatives of LEAP Management, UNICEF Ghana, the World Bank and DFID.

Payment and Payment Schedule
The consultant will be paid professional fees based on expected deliverables calculated per number of days as follows:
Deliverable 1 (20 days)
Deliverable 2 (15 days)
Deliverable 3 (10 days)
Deliverable 4 (10 days)
Deliverable 5 (15 days)
Deliverable 6 (18 days)

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Deliverable 7 (15 days)
Deliverable 8 (7 days)
Deliverable 9 (20 days)

Timeframe
It is expected that the assignment will be completed within 130 days spread across 11. 5 months.

Expected Qualifications, Experience, Specialised Knowledge/Skills and Competencies
- Advanced degree in Computer Science, Computer Programming or related discipline.
- At least 8 years of experience in the design, development of large scale Management Information Systems, computer programming and integration of complex data management systems.
- Experience working with national social cash transfer programmes is an asset;
- Demonstrated experience working closely with government partners and systems is required.
- Excellent analytical, communication, facilitation and capacity building skills are required.
- Ability to work independently and as part of a team.

General Conditions: Procedures and Logistics
- Office space will be provided by the Ministry of Gender, Children and Social Protection at the LEAP Management unit.
- The consultant will be expected to use his/her own computer/software and office supplies for the assignment.
- The assignment will be based in Accra, but the consultant will be required to travel outside Accra for workshops and field visits.
- The consultant will be paid DSA for all official overnight travels outside Accra.
- Total calculated professional fees will be paid in 9 installments based on deliverables as indicated above.
- The consultant will have access to UNICEF transport fitted with Security Radio when out to conduct workshop/meetings outside Accra.

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;

- Consultants are not entitled to payment of overtime. All remuneration must be within the contract agreement;

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- No contract may commence unless the contract is signed by both UNICEF and the consultant or Contractor;
- Consultants will not have supervisory responsibilities or authority on UNICEF budget.
- Consultant will be required to sign the Health statement for consultants/Individual contractor prior to taking 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.

Application Procedure:

Interested candidates should apply on-line to the link provided and indicate their professional fees in Ghana Cedis per day. In addition to the CV/Resume, candidates should attach a two-page note on a **similar work they have done in the past (this is a very important requirement)**.

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