

TERMS OF REFERENCE FOR INDIVIDUAL CONTRACTOR

PART I		
Title of Assignment	<i>International Individual Contractor: Portfolio-Lead Shock-Sensitive Social Protection</i>	
Section	Social Policy	
Location	Lilongwe, Malawi	
Duration	Contract period 9 months (time-based contract)	
Start and End Date	From: 15.11.2020	End: 14.08.2021

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. For close to ten years now, Malawi has been supporting, every single year, an average of 1.8 million people (that is, 10 per cent of its population) with emergency food assistance. **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 new SCTP five-year strategic plan and the possible introduction of an old age grant 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 fourfold:

- to lead on UNICEF MCO technical assistance to the government in their pursue of an adaptive, **shock-sensitive social protection** system as per MNSSP II;
- to steer UNICEF inputs to a joint and complementary UN support on SSSP;
- to lead on UNICEF MCO **nutrition-sensitive social protection** interventions;
- to conceptualize a fundraising concept for UNICEF SSSP and NSSP and mobilize resources for implementation;

The individual contractor assignment is time-based and carried out full-time over a period of 9 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. Lead on the technical and operational assistance UNICEF is rendering to the Covid-19 Urban Cash Response together with partners;
2. Lead the operationalization of the UNICEF concept for shock-sensitive social protection, in line with ongoing grants, and partnerships with sister agencies and development partners;
3. In close collaboration with line ministries and partners, steer a dialogue and process to reach an operational vision on shock-sensitive social protection agreed at Country level, ensuring UNICEF's concept for shock-sensitive social protection and mandate to promote the rights of every child everywhere is reflected;
4. Lead on the refinement and operationalization of the nutrition-sensitive social protection portfolio of UNICEF MCO;
5. Identify opportunities, design, procure, and oversee operational and other research related to the improvement of the protection and preventive functions of the Social Cash Transfer Programme (SCTP) including with a focus on nutrition-sensitive social protection;
6. Identify and seize entry points to translate shock-sensitive initiatives and actions in improvements for the regular social protection systems under MNSSP II, including the call centres put in place for the Covid-19 Urban Cash Response, as well as remote monitoring for the SCTP;
7. Design, develop, and oversee inputs for in-house representation of the SSSP portfolio, including but not limited to regular monitoring and reporting systems;
8. Oversee the conceptualization and development of SSSP communication material, for both an internal and external audience and including collaboration with partners and the Poverty Reduction and Social Protection Division on a pillar III communication strategy;
9. Design, and operationalize UNICEF's support to the Government in developing a concept for rendering, and maintaining the Unified Beneficiary Registry up-to-date based on previous work;
10. 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;
11. As and when delegated by the chief of section, 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 Chief of Social Policy 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 – the actual activities may slightly change in line with Government and UNICEF priorities, a detailed workplan will be agreed upon with the contractor in the beginning of the month:

Task	Deliverable/Outcome	Planned Completion date	% of total fee payable
Work closely MoGCDSW, PRSP, sister agencies, development partners, and the UBR team to develop a roadmap of operationalization for the SSSP concept of UNICEF in line with the broader UN support and start implementing / support and conceptually lead on the roll-out of the nutrition-sensitive social protection work;	<ul style="list-style-type: none"> ▪ Roadmap towards the operationalization of the UNICEF concept for SSSP as part of the broader UN support to the Government; ▪ Progress report focusing on the development of a roadmap of operationalization of the UNICEF concept for SSSP as part of the broader UN support as well as the rollout of the NSSP work and the start of implementation; 	15.12.2020	monthly
Support end of year reporting, both internally and to donors (e.g. CUCI contribution from MPTF and others), develop short implementation concepts for the different workstreams that can be shared with partners for information and inputs, and develop a concept for fundraising for SSSP and NSSP,	<ul style="list-style-type: none"> ▪ Operationalization concepts for UBR updating work, operational vision development in support to government, phone-based monitoring for regular SCTP as well as in crises; ▪ Donor reports as required; ▪ Progress report focusing on the development of operationalization concepts as well as the fundraising concept; 	15.01.2021	monthly
Based on the roadmap and SSSP concept for UNICEF develop a workplan that builds on best practices, and complements activities from UN sister agencies and other partners, with a specific focus on rendering the regular SCTP more effective through seasonal adjustments / work with the social protection team and UNICEF to support the handover of the CUCI call centres to the Government and ensure long-term support is rendered as needed;	<ul style="list-style-type: none"> ▪ SSSP workplan agreed upon with Government; ▪ Advocacy plan and roadmap for a better SCTP through seasonal adjustments; ▪ Progress report focusing on the workplan related activities and outputs with MoGCDSW, PRSP and the UBR team; 	15.02.2021	monthly
Work closely with the PF4C team to develop a concept for the identification of financing streams for SSSP;	<ul style="list-style-type: none"> ▪ TORs developed; ▪ Progress report focusing on the development of TORs for SSSP financing streams; 	15.03.2021	monthly

Following the concept paper providing international learning on registry updates, work with Government and partners to conduct an operational study in the Malawi context identifying options to update the UBR;	<ul style="list-style-type: none"> ▪ TORs developed and agreed with Government; ▪ Progress report focusing on the development of TORs for UBR updating; 	15.04.2021	monthly
Work with Government to complement the existing MNSSP II coordination strategy with pillar III specific communication strategy;	<ul style="list-style-type: none"> ▪ TORs for the communication strategy of pillar III of MNSSP II developed jointly with government and partners; ▪ Progress report focusing on the development of TORs for development of a pillar III communication strategy; 	15.05.2021	monthly
Work jointly with partners on an after-action review of the lean season response and its leveraging of the social protection system;	<ul style="list-style-type: none"> ▪ Joint LSR after-action review report; ▪ Progress report focusing on the UNICEF contributions to the after-action review; 	15.06.2021	monthly
Lead on an evidence generation plan, including the development of policy briefs on conducted research (e.g. funding streams, after action review, others) and identification of evidence gaps jointly with Government, focussing mainly on SSSP and NSSP;	<ul style="list-style-type: none"> ▪ Evidence generation map; ▪ Progress report focusing on the development and consultations leading to the evidence generation map; 	15.07.2021	monthly
Conceptualize, prepare, and conduct a SSSP and NSSP learning event focusing on condensing information for the next SCTP funding cycle as well as the next lean season 2021/2022;	<ul style="list-style-type: none"> ▪ Progress report focusing on the preparedness, facilitation, and review of the SSSP and NSSP learning event; 	15.08.2021	monthly
			100%

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)

Work experience:

- At least 6 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 a strong asset;
- Proven knowledge in the area of shock-sensitive social protection, including global policy trends and discussions;
- 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;
- Previous experience with social protection financing partners is a strong asset;
- Experience in working with and leading teams;

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 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 before contract commencement.

- 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 an on-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.