

## TERMS OF REFERENCE FOR INDIVIDUAL CONSULTANTS

<b>Title of Assignment</b>	Development of National Action Plan for Women Economic Empowerment (NAPWEE - 2025-2029)	
<b>Requesting Section</b>	Social Policy	
<b>Location</b>	<b>Place of assignment:</b> <ul style="list-style-type: none"> <li>• This assignment will be home-based with frequent visits to various districts to be agreed upon with UNICEF.</li> <li>• The consultancy is not office-based; however, it will be expected for the consultant to attend related and scheduled meetings and briefing sessions at UNICEF and Ministry of Gender Community Development and Social Welfare Offices (MoGCDSW) and other venues to be identified by UNICEF.</li> <li>• Consultant will also be expected to participate in technical meetings such as validation meetings, and technical working group meetings as scheduled.</li> </ul>	
<b>Contract Duration</b>	4 months	
<b>Estimated number of working days</b>	50 working days	
<b>Planned Start and End Date</b>	<b>From:</b> 01 <sup>st</sup> October 2024	<b>To:</b> 31 <sup>st</sup> January 2025

### BACKGROUND AND JUSTIFICATION

The Malawi Social Cash Transfer Programme (MSCTP), a key social protection initiative, is designed to mitigate poverty, and malnutrition, and improve school attendance by offering cash transfers to the ultra-poor and labour-constrained households. However, the programme's effectiveness is hindered by the households' vulnerability to climatic shocks, like droughts and floods, indicating a need for further support to bolster their resilience and facilitate their progression out of extreme poverty.

Despite various programmes targeting the most vulnerable, over 20% of Malawi's 19.6 million population still live in extreme poverty. Women and girls are particularly vulnerable, facing disproportionate levels of poverty and inequality to men. This disparity significantly restricts their access to essential social services and economic opportunities. Notably, women head more than 75% of impoverished households, and approximately 42% of girls endure physical violence before reaching 18 years. Such violence, alongside other harmful social practices and norms, severely hampers the empowerment and active participation of women and girls in the nation's development.

The resilience of poor households to periodic shocks is compromised due to their inability to accumulate savings, a result of limited financial literacy, absence of a savings culture, inadequate business management skills, and restricted access to diversified income sources, formal financial institutions, and markets. However, the establishment of informal Savings and Loans Groups (SLGs) in rural areas has shown significant positive impacts on the rural poor. In response, UNICEF under the Social Protection for Gender Empowerment and Resilience (SP-GEAR) programme, aims to empower the most vulnerable women and girls in Malawi by integrating complementary services into the social protection system to enhance

resilience to shocks and encourage livelihood diversification for those under the SCTP or in similar circumstances through customized training in business skills and financial inclusion, and provision of tailor-made support for business management, entrepreneurship, and skills development across ten districts.

Fundamentally, the programme aims at transforming behaviour and social norms change at individual, immediate interpersonal relationships at the household and family level to create gender-equal relationships. This programme provides space and opportunities for men and boys to reflect on their individual experiences, attitudes, and beliefs, as well as their interpersonal relationships and dynamics to adopt gender-equal values and take action to challenge harmful social and gender norms and practices at household and community levels.

The SP-GEAR programme aligns with the government of Malawi's Vision 2063 which reinforces gender equality and the empowerment of women and girls and the UNICEF's Global Social Protection framework (2022-2025) which advocates for the prevention and/or protection of all people against poverty, vulnerability and social exclusion with a particular emphasis on vulnerable group such as women and children. In addition, the SP-GEAR aligns with UNICEF's mandate on the promotion of gender equality and women's empowerment which is a critical element for fostering resilience and achieving results for children. To increase women's economic empowerment, the 2024 World Bank Malawi Economic Monitor (MEM) report notes that a holistic approach is required including encouraging policies to promote women's increased use of savings and better administration of personal finances and opportunities for diversified livelihoods.

In 2016, the Ministry of Gender, Community Development and Social Welfare (MoGCDSW) developed the National Plan of Action for Women Economic Empowerment (NAPWEE) 2016-2021 as a strategic road map to support women's meaningful and sustainable economic empowerment, self-independence, and the achievement of economic wellbeing. The NAPWEE provides a comprehensive, multi-sectoral and sustained blueprint for economic empowerment of all gender groups with a specific focus on vulnerable women and girls. The NAPWEE further guides the efforts of all stakeholders in the economic empowerment of women in Malawi.

## **PURPOSE OF THE ASSIGNMENT**

The objective of the assignment is to review and evaluate the impact of the National Plan of Action for Women Economic Empowerment (NAPWEE) 2016-2021, and develop the a successor NAPWEE (2025-2029).

## **SCOPE OF WORK/OBJECTIVES**

The scope of this consultancy is task-specific and focuses the evaluation the NAPWEE (2016-2021) and on the facilitation of the development the successor NAPWEE (2025-2029). The consultant must ensure active interaction and participation of representatives from the Government and Non-Governmental Organizations, and all key stakeholders to absorb knowledge and key information to support the review process, and inform operational details for the development of the successor NAPWEE (2025-2029).

To achieve the task the consultant will deliver the following tasks;

1. Conduct a desk review to evaluate the performance of the National Plan of Action for Women Economic Empowerment (NAPWEE) 2016-2021 and related literature, policies and best practices from other programmes, to identify key interventions, and to prioritize interventions in the new action plan.
2. Conduct qualitative and quantitative field research including development of survey tools, data collection, analysis and preparation of reports in selected districts in each region to support the systematic evaluation and the development of the new action plan. The districts will be purposively selected based on the outcomes of the desk review and areas of focus.
3. Based on the review and prioritisation, lead the design and development of the successor NAPWEE.
4. Lead and oversee implementation of the key meetings and workshops for the review and development of the NAPWEE, including;
  - a. Provide input to the concept design and execution plans of all key workshops
  - b. Foster collaboration and communication of involved stakeholders in the gender and women economic empowerment sub-sectors
  - c. Participate in preparations and debriefing meetings before and after key workshops
  - d. Support the review of documentation following key processes, such as official stakeholders' agreement/consensus
5. Quality management and monitoring of the NAPWEE review and development process.

This assignment will be done in five phases as follows:

#### **Phase I: Develop an Inception Report**

- Conduct a detailed literature review to identify gaps, challenges and lessons learnt during the NAPWEE implementation and rapidly assess the continuing relevance of the selected strategies in the context of the changing development landscape and emerging risks. Key aspects include (but are not limited to): effectiveness of the synergies and linkages with other programmes relevant to the NAPWEE; governance and coordination structures; the extent to which the NAPWEE has supported the development of a sustainable social protection system and other relevant sectors.
- Based on well-articulated objectives of the assignment, develop an appropriate methodology and strategy to support the drafting of the NAPWEE, including clear deliverables and related timelines. The process needs to be highly participatory and stakeholder-driven, with involvement of both national and sub-national actors.
- Conduct a stakeholder consultation meeting to present the draft inception report and collect critical feedback and comments on the approach and methodology.

#### **Phase II: Field Data Collection**

- Collect data from purposively selected districts based on outcomes of the desk review to support the identification of pillars/themes of focus in the successor NAPWEE at National districts and community levels.
- Conduct consultative meetings and in-person interviews with staff from MoGCDSW, other relevant Government Ministries, Departments and Agencies (MDAs), UNICEF, and Civil Society Organisations, Development partners including (but not limited to) the European, Embassy of

Ireland, GIZ and the World Bank to identify key strategic barriers which need to be addressed to promote economic empowerment of women.

### **Phase III: Draft Successor NAPWEE**

- Define and validate the scope and boundaries of the new NAPWEE, as well as key themes/pillars (e.g. via a SWOT analysis), in alignment with key national policies, sectoral strategies and plans.
- Draft successor NAPWEE which outlines the vision, mission and goals together with Key Performance Area (KPAs), corresponding activities, and expected outputs and outcomes.

### **Phase IV: Conduct a validation with key stakeholders**

- Facilitate a consultative workshop to present and validate the draft NAPWEE to key stakeholders
- Incorporate inputs from stakeholders and make necessary adjustments to finalize the NAPWEE

### **Phase V: Finalize NAPWEE**

- Facilitate a high-level, multi-stakeholder result-oriented dialogue to build consensus on the NAPWEE framework, structures, coordination mechanisms, areas of focus, strategic activities.

## **REPORTING REQUIREMENTS**

### **To whom will the consultant report (supervisory and any other reporting/communication lines):**

The consultant will report to UNICEF's Chief of the Social Policy Section and regularly coordinate with a Social Policy Specialist based in Lilongwe. The consultant will consult and interact other Social Policy technical staff, the Technical Working Group (comprising UNICEF Social Policy/Nutrition/Social Behaviour Change, Nutrition, Child Protection and Gender programme staff, CSOs, and government officials (MoGCDSW), to provide technical guidance and quality assurance for the deliverables under this assignment.

### **What type of reporting will be expected from the consultant and in what format/style will the submissions of reports/outputs be done.**

- The Consultant is expected to provide weekly updates and submit fortnightly updates/reports through email and other online platforms on the assigned work by the agreed outputs/deliverables with UNICEF.
- The consultant is expected to attend physical meetings in the office and virtually as required. The consultant will be field-based in his/her home with a regular presence in the UNICEF office for required technical and briefing meetings. In the first week of the month after signing the contract, the consultant will produce an Inception Report detailing methodology, with a clear work plan outlining the key deliverables in consultation with the contract supervisor.

## **EXPECTED DELIVERABLES**

### **Table 1: Expected Deliverables against Task and Milestones**

In alignment with the scope of work described above, the consultant will be expected to perform the following activities and deliverables per schedule and estimated dates below, as well as any other activities as deemed necessary and related to the successful delivery of the assignment. It is envisaged that the entire

consultancy will be for a total of **50 working days spread over four months from 01st October 2024 to 31st January 2025**. Please note that weekends are not included as workdays, and there will be no double payment for the same days should the Consultant work on two different activities simultaneously. However, as the actual starting date may impact the dates estimated in the TOR, a detailed work plan with exact timeframes and actual delivery dates will be jointly agreed upon between the consultant and the supervisor upon contract signature, which will be updated regularly as needed.

Table 1: Expected Deliverables against Tasks/Milestones

Tasks/Milestones	Deliverable/Outcome (e.g. Inception, progress, final reports, training material, workshop, etc.)	Estimated # of days	Planned Completion date	% and amount of total fee payable
<b>Phase I: Develop an Inception Report</b> <ul style="list-style-type: none"> <li>▪ Conduct a review of the 2016 -2021 NAPWEE and a literature review of any other relevant documents on the economic empowerment of women</li> <li>▪ Develop and submit an Inception Report which should, inter alia, stipulate methodology and a work plan with clear deliverables and submission dates.</li> <li>▪ Present the draft Inception report to the stakeholders for input.</li> </ul>	<b>Detailed Inception report</b> with a detailed literature review stipulating the clear methodology , Work Plan and specific deliverables and time frames	10	15 October 2024	10%
<b>Phase II: Field Data Collection</b> <ul style="list-style-type: none"> <li>▪ Collect data from review and assessment of the previous NAPWEE and identify areas of focus for the successor NAPWEE.</li> <li>• Conduct stakeholders’ consultative meetings and in-person interviews with Government, UNICEF, CSOs and Development partners.</li> <li>• Draft a report outlining findings from the field and prioritise themes/Pillars to be included in the successor NAPWEE.</li> </ul>	<b>A data collection Report</b> outlining findings from the field and themes/pillars to be included in the successor NAPWEE	15	15 November 2024	40%
<b>Phase III: Draft Successor NAPWEE</b> <ul style="list-style-type: none"> <li>• Draft successor NAPWEE which outlines the vision, mission and goals together with KPAs and corresponding activities, and expected outputs and outcomes</li> </ul>	<b>A quality draft NAPWEE report</b>	10	15 December 2024	10%

<b>Phase IV: Validation of the draft NAPWEE to key stakeholders</b> <ul style="list-style-type: none"> <li>Facilitate a stakeholder's consultative workshop to validate the draft NAPWEE</li> </ul>	<b>Workshop consultations report</b> outlining inputs from key stakeholders and how the feedback has been incorporated into the draft NAPWEE	5	31 December, 2024	30%
<b>Phase V: Finalize NAPWEE</b> <ul style="list-style-type: none"> <li>Incorporate inputs from stakeholders and make necessary adjustments to finalize the NAPWEE</li> <li>Facilitate final validation workshop on NAPWEE</li> </ul>	A quality draft NAPWEE  A well-designed NAPWEE Policy brief and Powerpoint  A draft dissemination plan.	10	20 January 2025	10%
<b>TOTAL</b>		<b>50</b>		<b>100%</b>

### PERFORMANCE INDICATORS FOR EVALUATION OF RESULTS

The performance of work will be evaluated based on the following indicators:

- Completion of tasks specified in TORs.
- Compliance with the established deadlines for submission of deliverables
- Quality of work
- Demonstrating high standards in cooperation and communication with UNICEF and counterparts
- Adherence to UNICEF's child safeguarding policy

### PAYMENT SCHEDULE

All payments, without exception, will be made upon certification from the supervisor of the contract of the satisfactory and quality completion and submission of deliverables and upon receipt of the respective and approved invoice. 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.

The consultancy cost will be based on an all-inclusive fee basis which will include all costs related to this assignment including, professional fees, travel and living costs, transportation costs (fuel, car hire, etc), stationery, communications etc. No other costs are payable under this consultancy.

## DESIRED COMPETENCIES, TECHNICAL BACKGROUND AND EXPERIENCE

### Academic qualification:

- A Master's Degree or PhD in the following areas, development studies, Gender Studies, Social Science, Anthropology, Sociology, with specialization in gender and development.

### Work experience:

- 10 years experience of professional work in the gender and social protection sector at both national and international levels, with proven experience in development sectoral policy analysis for central government, in any relevant sector.
- Proven experience in conducting women's economic empowerment and/or livelihood-related research, evaluations, and assessments, for national programmes.
- Track record in evaluation processes and assessment of national policies and strategies involving government personnel is a distinct advantage.

### Technical skills, knowledge and strength areas:

- Essential: Knowledge of gender issues and the prevailing social and economic challenges faced by women in Malawi, specifically in social protection, including social cash transfer programmes..
- Essential: Strong knowledge of child rights and women's rights, about developmental and humanitarian programming, with a focus on social protection in general, and social cash transfer programmes in particular.
- An in-depth understanding of the development context of Malawi and/or the region and experience in working with the government at national and sub-national levels is required.
- Demonstrated technical expertise in conducting sectoral gender and policy analysis and related capacity building at different levels. Knowledge of the MNSSP II and Malawi social protection sector is essential.
- Familiarity with social protection and poverty reduction approaches and proven excellent communication, analytical and reporting skill is required.
- Excellent computer skills – MS Word, Excel and PowerPoint is required.

### Language

- Excellent verbal and written skills in English and Chichewa is essential.

## ADMINISTRATIVE ISSUES

UNICEF will regularly communicate with the consultant and provide feedback guidance and necessary support to achieve the 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, 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 acknowledgement upon acceptance of the offer.

Before the issuance of the official contract, the individual consultant is requested to:

- complete the applicable mandatory training.

- ensure that the visa (where applicable) and health insurance required to perform the duties of the contract are valid for the entire period of the contract. The consultant is solely responsible for both the visa and health insurance.
- the selected consultant is 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 before taking up the assignment. The vaccine mandate 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.

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

The consultants must have the equipment, tools and materials needed to perform their services. They will use their own laptops/computers, and any application or system needed to complete the assignment. Access to UNICEF email and system is restricted to UNICEF staff therefore consultants should not be granted access unless it is imperative to complete the assignment. The need for email access will be determined in consultation with the contract supervisor and will require approval from management.

## CONDITIONS

- The consultancy will be for 4 months.
- 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 consultant.
- The consultant will be based in his/her home district and will frequently travel to UNICEF offices and selected districts for consultations.
- The consultant will be paid an all-inclusive fee (professional fee, living costs, stationary, communication and other miscellaneous expenses) as per the stipulated deliverable and payment schedule.
- The consultant is not entitled to payment for overtime, weekends, or public holidays.
- 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 the section before 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.
- Additional details of UNICEF rules, regulations and conditions will be attached to the contract.
- Standard penalty clauses will also apply for late and poor-quality deliverables. The supervisor of the contract will provide the consultant with the criteria for the evaluation of the quality of each deliverable.
- The consultant will not have supervisory responsibilities or authority over the UNICEF budget.
- Individuals engaged under a consultancy 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.



- Consultants are responsible for determining their tax liabilities and for the payment of any taxes and/or duties, following local or other applicable laws.

## HOW TO APPLY

Interested consultants should provide the following:

1. Curriculum Vitae
2. Brief technical proposal (no longer than five pages) demonstrating the consultant'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 costs, visa, and other costs). Complete the attached form.



Financial  
Proposal.xlsx

4. References details from at least 3 supervisors, including the current supervisor.