

## TERMS OF REFERENCE FOR INDIVIDUAL CONTRACTORS AND CONSULTANTS

<b>Title of Assignment</b>	National Consultancy: Costing of SCTP Strategic Plan, a Comprehensive Assessment of Financial Needs of the SCTP and the New Reforms Proposed in the SCTP Strategic Plan	
<b>Requesting Section</b>	Social Policy	
<b>Location</b>	Place of assignment: Lilongwe, Malawi	
	<input checked="" type="checkbox"/> Home Based <input type="checkbox"/> Office Based:	
<b>Contract Duration</b>	5 months	
<b>Number of working days</b>	100 days	
<b>Planned Start and End Date</b>	<b>From:</b> 4 January 2023	<b>To:</b> 31 May 2023

### BACKGROUND

The Social Cash Transfer Programme (SCTP) is an unconditional cash transfer programme which aims at reducing poverty and improving education outcomes among ultra-poor households in Malawi. It is managed by the Ministry of Gender Community Development and Social Welfare and co-financed by international development institutions including the World Bank, European Union, Germany via KfW and the Irish Embassy. UNICEF and other partners focus on technical assistance. The Ministry of Finance and Economic Affairs (MoFEA) Poverty Reduction and Social Protection Division (PRSP) provides policy oversight and coordination. The SCTP now reaches more than 300,000 households, about 10 percent of all households in the country. The programme started as a pilot project in Mchinji district in 2006, reaching all 28 districts in 2018.

The Government, with support from UNICEF, has developed a five-year Strategic Plan with the aim of improving the impact and delivery of the programme. The strategy identified several SCTP reforms to be implemented in the next five years. Some of these reforms include (i) moving towards categorical targeting; (ii) switching payment of cash transfers to from manual payment to electronic payment system; (iii) making the SCTP shock-sensitive and (iv) strengthening linkages to social sectors and other available services.

The SCTP operates under the framework of the Malawi National Social Support Programme (MNSSP) II. To reduce sector fragmentation, the Government in collaboration with development partners intends to establish the Social Support Fund (SSF). The SSF will be a pooled funding mechanism for Government and donors to jointly fund all social support programmes in the country including the SCTP. Financing SCTP through the SSF will have both operational and cost implications which should be considered in the strategy. In addition to the reforms and the possibility of implementing the SCTP through the SSF, Government is also considering to increase the SCTP beneficiaries to cover 15% ultrapoor households.

The introduction of the above reforms is expected to affect the cost of implementing the programme. The reforms are at different levels of implementation. For instance, e-payments are being roll-out to additional districts after a successful pilot in Balaka and Ntcheu while categorical targeting is being tested in Thyolo. Therefore, there is a need for a comprehensive costing of the programme to ensure that both Government and Development Partners have a forecast of cost changes. Considering that the reforms and the expansion will not take place at the same time, there will also be a need to identify costs for

specific reforms or mix of reforms. Currently, the SCTP cost can only be established through budgets submitted by Ministry of Gender Community Development and Social Welfare (MoGCDSW) to specific donors and a transfer costing model which was developed however, with the new reforms being proposed in the strategy, the cost of implementing the programme will likely change. In this view, UNICEF would like to hire an individual consultant to undertake a comprehensive costing of the SCTP Strategy.

## PURPOSE OF THE ASSIGNMENT

The purpose of this assignment is to support the MoGCDSW to undertake a comprehensive costing of the SCTP Strategy. This assignment aims at providing a comprehensive analysis of the financing needs for the SCTP including the new reforms being proposed under the SCTP strategic plan. The assignment will also establish cost estimates for various scenarios including when the reforms will be implemented in different years and selected districts. The results of the assignment will inform the SCTP donors' contribution in the financing of the SCTP.

## SCOPE OF WORK/OBJECTIVES

The consultant will be required to:

- a) Engage key senior Government officers in the Ministry of Gender Community Development and Social Welfare (MoGCDSW), Ministry of Local Government, Ministry of Finance and Economic Affairs as well as representatives of the SCTP donors including European Union Commission, the German Government, Irish Aid, the World Bank and other key SCTP stakeholders to establish institutional commitment and plans on SCTP financing.
- b) Design a costing methodology/model, to be validated by the relevant stakeholders. The model will be used to establish the cost of implementing the new SCTP strategy as a whole and specific reforms.
- c) Collect data required for estimating the cost of implementing the SCTP in its present format and also when reforms being proposed in the SCTP Strategic Plan have been rolled out. This includes;
  - i. **Expansion of Coverage:** Ultra poverty statistics per District; Ultra poverty projections per District; category specific transfer amounts; Breakdown of administrative costs per transfer per household; current donor budget commitments; Grievance Redress Mechanism (GRM) expansion costs.
  - ii. **Transition to categorical targeting:** targeting and retargeting roll-out costs; target populations projections per district; category/individual/household-specific transfers.
  - iii. **Transfer Adequacy and Shock Sensitive Social Protection:** The cost of additional households outside the SCTP (horizontal expansion - HE) and periodic increase of transfer level to existing beneficiaries (Vertical expansion VE); Projections for target population per district for HE and VE; Inflation projections; Inflation adjustment mechanism and entity; Exchange rate projections.
  - iv. **Programme Delivery and Administration Costs:** E-payments roll-out costs; E-payments admin costs and projections; Admin cost for VE and HE; GRM adaptation costs; MIS adaptation to categorical targeting costs; MIS data migration costs; SCTP annual and multi-year budgets from Government and donors.
  - v. **Harmonised Financing for SCTP:** SSF specifications and related costs; Donor financing rules and limitations; Contingency funds for VE and HE.

- vi. **The cost of integration and linkages to social services;** exit packages and service packages (e.g. light touch add-ons).
- d) Establish once-off costs for implementing new SCTP reforms.
- e) Estimate the cost for implementing the SCTP when the new reforms are incorporated in the programme and in each case estimate the cost per household.
- f) Establish the cost for implementing each reform area in each SCTP districts as well as nationally.
- g) Assess the cost implications of establishing the social support fund on the SCTP.

## REPORTING REQUIREMENTS

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

Social Policy and Economics Specialist at UNICEF Malawi Country Office.

**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 will be expected to report on the deliverables designed as per UNICEF instructions and when they occur, according to given timelines. The consultant will also be expected to meet UNICEF's editorial standards, as well as address comments and recommendations from the UNICEF Social Policy team. The drafts and final versions will be submitted by email in MS Word format, as well as in MS Power Point at least 5 working days in advance of the stakeholder consultations and any other relevant meetings.

**How will consultant consult and deliver work and when will reporting be done:**

The consultant will submit the required deliverables to the contract supervisor, according to the timetable of the expected deliverables. The exact timeframes and actual delivery dates will be jointly agreed upon between the consultant and the supervisor upon contract signature and before each activity/project will be undertaken.

## EXPECTED DELIVERABLES

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

Task/Milestone	Deliverable/Outcome (e.g. Inception, progress, final reports, training material, workshop, etc.)	Estimated # of days	Planned Completion date	% of total fee payable
1. Developing an Inception Report	An inception report, detailing the methodology and the workplan of the assignment.	5	11/01/2023	10%
2. Consultations, Desk Review and data collection	A mapping of the of data needs for costing the SCTP Strategy.	25	15/02/2023	10%

3. Costing model	A populated costing template/model in excel sheet validated by UNICEF and MoGCDSW.	30	29/03/2023	20%
4. Costed SCTP Strategy	Report on the comprehensive costing of the strategic plan including cost of specific SCTP reforms per district and a summary of key SCTP Strategy reforms and interventions costs to be presented an annex of the SCTP Strategy and	35	17/05/2023	30%
5. Final report	Facilitation of a validation workshop with relevant stakeholders on the costed SCTP Strategy	5	31/05/2023	30%
Total		100		100%

However, as the actual starting date may impact the dates estimated in the TOR, a detailed workplan with exact timeframes and actual delivery dates will be jointly agreed upon between the consultant 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.

The fee is based on an all-inclusive basis.

#### DESIRED COMPETENCIES, TECHNICAL BACKGROUND AND EXPERIENCE

##### Academic qualification:

- Advanced University degree in in Economics, Development Studies, Public Policy or other related fields.

**Work experience:**

- 10 or more years of demonstrable experience in socio-economic analysis and research is required.
- Proven experience in costing social protection plans, policies, strategies and programmes is an asset.
- Proven experience in economic modelling and costing exercises is required.
- Proven experience and understanding of public financial management.
- Experience in assignments related to the social protection financing and costing of social support interventions would be an asset.

**Technical skills and knowledge:**

- Strong writing and professional verbal communications skills, with demonstrable evidence producing high quality products is required.
- Advanced knowledge and understanding of social protection is required.
- Proven ability to work in collaboration with Government institutions is an asset.

**Competencies:**

- Highly organized with ability to multi-task and prioritize.
- Ability to work remotely and with minimum supervision.
- Strong attention to detail.
- Versatile and flexible team player.
- Adherence to timeframes provided.

**Languages:** Fluency in English – both written and verbal skills are required.

**ADMINISTRATIVE ISSUES**

UNICEF will regularly communicate with the consultant 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 upon acceptance of the offer. Prior to the issuance of the official contract, the consultant/individual contractor is requested to complete the applicable mandatory trainings.

Prior to the issuance of the official contract, the consultant is requested to:

- complete the applicable mandatory trainings
- self-certify that he/she is fully vaccinated against SARS-CoV-2 (Covid-19) with a World Health Organization (WHO)-endorsed vaccine. It 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.

The consultant will be working remotely. Access to UNICEF resources and facilities is not to be expected. The consultant is expected to provide his/her own laptop, phone and internet plan. The

consultant is to be available and respond to communications from UNICEF within a maximum of 3 working days.

## CONDITIONS

- The consultancy will be on a short-term arrangement basis over a period of 5 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.
- This is a home-based assignment hence no travel is involved.
- The consultant will be paid an all-inclusive fee (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.
- 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 consultant with the criteria for the evaluation of the quality of each deliverable. The supervisor will provide technical backstopping to ensure that deliverables are of high quality.
- Additional details of UNICEF rules, regulations and conditions will be attached to the contract.
- The consultant will not have supervisory responsibilities or authority on UNICEF budget.
- Individuals engaged under a consultancy or individual contract 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 and Individual Contractors. Consultants and individual contractors are responsible for determining their tax liabilities and for the payment of any taxes and/or duties, in accordance with local or other applicable laws.
- The assignment is an off-site support.

## 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 cost, visa and other costs). Complete the attached form.



Financial  
Proposal.xlsx

4. References details
5. Sample reports of previous work on social protection (including previous costing, if available)