

TERMS OF REFERENCE FOR INDIVIDUAL CONSULTANTS AND CONTRACTORS

Title:	Funding Code:	Type of engagement	Duty Station:
Development of a National Shock-Responsive Social Protection Measures & Procedures in the State of Palestine.		<input checked="" type="checkbox"/> Consultant <input type="checkbox"/> Individual Contractor Part-Time <input type="checkbox"/> Individual Contractor Full-Time	Jerusalem
Purpose of Activity/Assignment: <p>The State of Palestine (SoP) faces a complex political crisis, characterized by over 55¹ years of Israeli occupation and 15 years of ongoing blockade on the Gaza Strip which has exacerbated the structural needs and worsened the socio-economic conditions of the population². SoP is exposed to a broad range of shocks due to the recurrent and sporadic escalations of violence and conflict and the harmful consequences of climate change. The combination of poverty and a stagnant economy faced by SoP contributes to increasing humanitarian needs and vulnerabilities of the population.</p> <p>As an example of the shocks faced in SoP, since 2007 the closure of the Gaza Strip has tremendously increased poverty and unemployment. In 2020³, Gaza witnessed one of the worst economic performances globally and the world's highest unemployment rate⁴ with more than half of its population living below the poverty line. More than one million children have limited access to essential services and at least 500,000 children have restricted access to safe and clean drinking water⁵. This was compounded by the conflict escalations across the Gaza Strip in May 2021 and August 2022.</p> <p>Within this context, the SoP, thanks to financial support from various donors including the World Bank and European Union, is implementing under the leadership of the Ministry of Social Development (MoSD) the Palestinian National Cash Transfer Programme (NCTP). The NCTP is the primary national social safety net targeting the poorest and most vulnerable Palestinian households. Other key actors such as UNRWA, WFP, UNICEF, and international NGOs are implementing other cash transfers and complementary schemes such as food vouchers to help those households meet their basic needs and reduce their vulnerabilities. Across the SoP, the NCTP targets around 115,000 households living in deep poverty with quarterly cash transfers, however, these payments have been irregular since 2018 due to fiscal constraints encountered by SoP. The NCTP is a social protection scheme that is effective in targeting the deep poor, most marginalized and hardest to reach in the West Bank and the Gaza Strip.</p>			

¹ Background: The Israeli Occupation | Amnesty International

² World Bank (2020) 'Economic Monitoring Report to the Ad Hoc Liaison Committee'. Available at: <https://documents1.worldbank.org/curated/en/844141590600764047/pdf/Economic-Monitoring-Report-to-the-Ad-Hoc-Liaison-Committee.pdf>

³ United Nations, "Gaza in 2020: A liveable place", August 2012.

⁴ International Labour Office (ILO), The Situation of Workers of the Occupied Arab Territories, ILC.107/DG/APP (Geneva, 2018).

⁵ UNICEF (2020), <https://www.unicef.org/documents/state-palestine-humanitarian-situation-report-end-year-2020>

Despite the dire economic consequences of COVID-19 on the poorest households, the NCTP recipients have received only one partial quarterly payment in 2021, and one payment in 2022 (to date). In addition, due to the lack of financial resources and de-prioritization, the Palestinian social protection programme has technical shortcomings that impede its capability to be shock responsive. This creates constraints that prevent upholding the rights of shock-affected populations in times of crisis. Therefore, efforts are highly required to ensure that SoP can coordinate and scale up social protection activities in response to shocks, assess emerging needs to improve contingency planning and financing and prioritise resources where and when needed.

Globally UNICEF recognizes that Cash Transfer Programming⁶ is a cost-effective and efficient means of providing humanitarian assistance while contributing to empowering affected populations, compared to traditional in-kind assistance. As such, in 2016 UNICEF and other actors agreed on major collective commitments to increase the scale, volume and quality of humanitarian cash transfers (HCT). Within this context, UNICEF is committed to increasing the use of cash transfers in emergencies, with a focus on delivering these in ways that build on and contribute to strengthening national social protection systems.

There is growing evidence to indicate that strengthening the shock responsiveness of national social protection systems, in particular social transfer programmes, contributes to the key purpose of social protection, which is to support people when they need social protection the most. Shock responsiveness also contributes to building the resilience of individuals, households, communities, and systems. It increases partners' capacities to support children and their families in various risk situations and contributes to maintaining children's human capital development regardless of the type and duration of the crisis they may face.

The impact of the COVID-19 pandemic has been profound and has demonstrated that the responsiveness of national social protection systems to crises is currently limited. The pandemic has shown the extent of the fragility and weakness of the national social protection programme to respond to shocks for both humanitarian assistance and basic services, especially for vulnerable households. The outbreak of the COVID-19 pandemic and movement restrictions have had major impacts on the economy and exacerbated poverty and unemployment. SoP estimates indicate that the Palestinian economy was hard hit with 3.8 billion US\$ losses, including one billion in the tourism sector, and that around 120,000 jobs were lost in 2020-2021⁷. This has increased the budget deficit and restricted the PAs capacity to cover the operating expenses of the NCTP to maintain the social safety net and social services. The Palestinian Central Bureau of Statistics (PCBS) COVID-19 Socio-economic Impact Survey, supported by UNICEF and other UN agencies, also showed that 42 per cent of households' income declined to half or worse during the initial lockdown period. According to MoSD, 230,000 households registered to seek temporary assistance and were considered over 2020-2021 the 'new poor'. Another impact of COVID-19 was to limit the Palestinian population's access to basic services.

⁶ Including vouchers

⁷ Palestine News and Information Agency (2020) 'Palestine's economic losses from coronavirus estimated at \$3.8 billion: Shtayyeh. Available at: <https://english.wafa.ps/page.aspx?id=g4vc60a115724599023ag4vc60>

⁸ ANERA (2020) 'COVID-19 in Palestine A Lockdown Within a Lockdown'. Available at: <https://www.anera.org/wp-content/uploads/2022/02/Anera-on-the-ground-report-COVID-Palestine-sprds.pdf>

With the high rates of poverty, food insecurity and unemployment, the demand for social protection increases and is further aggravated in times of crisis. Although there are several programmes, an established and inclusive shock-responsive social protection (SRSP) system is still not in place. While ongoing reform efforts are focused on building the infrastructure for a well-established system, insufficient explicit efforts have been dedicated so far to enhancing its capacity to respond in times of crisis. Linking national and sub-national social protection activities is critical, and the enhancement of a shock-responsive social protection system that links national and local levels are not fully covered under the technical support currently being provided to MoSD.

In line with UNICEF's strategic objective to support the national government to develop and strengthen social protection systems to address needs in risk situations, the UNICEF State of Palestine Country Office (CO) has been working closely with the MoSD over the programme cycle to materialize that objective. In 2020 and as part of the response to the devastating socio-economic implications of the COVID-19 pandemic, the CO initiated a cash transfer piloting scheme as a top-up on the NCTP which supported 687 vulnerable households who were severely affected by this shock. This experience highlighted the limitations of the social protection programme to respond to humanitarian needs efficiently and effectively and the need to enhance the risk-informed components to enhance its responsiveness to shocks. More recently UNICEF's humanitarian response to May 2021 escalation in Gaza further reinforced the need to invest in strengthening the shock responsiveness of the social protection programme in SoP.

To this end, UNICEF plans to contract two consultants (one International and one National) to engage in a process to develop shock-responsive measures and procedures for expanding and managing social protection programmes during crises as a central tool in responding to the challenges faced and to build the capacities of the national institutions to better design and implement their social interventions. This work will be premised upon the findings of the report 'Assessing System Readiness for Shock Responsive Social Protection in Palestine' and the report 'COVID-19 Local level Response Assessment' as well as other conceptual groundings and practices around SRSP whilst ensuring being specific to the Palestinian context.

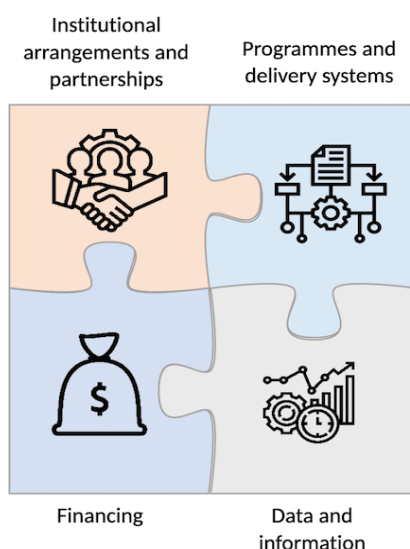
There are no standard operating measures and procedures for SRSP within the national social protection programmes in SoP. As such, the main objective of this consultancy is to support MoSD to develop national SRSP measures and procedures in consultation with the key actors to enhance the resilience and capacity of national social protection programmes to prepare, cope and adapt before, during and after shocks. The measures and procedures will also help define the response model and the roles and responsibilities of relevant key actors and promote linkages between local and national levels as essential pillars for future responses. The specific objectives of the consultancy are:

1. Support MoSD and other key stakeholders to agree upon how to take forward the actions in the action plan for SRSP coming from the report "Assessing System Readiness for Shock Responsive Social Protection in Palestine".
2. Develop a concrete national protocol for SRSP that includes developing concrete measures and procedures to follow in times of crises, defining clear roles and responsibilities of key actors at

the national and local levels and the way to improve synergy, capacity, and adaptiveness of SP programmes in times of shocks in the short, medium, and long term.

Scope of Work:

To ensure the achievement of the above-mentioned objectives, the measures and procedures should build on the findings of the “Assessing System Readiness for Shock Responsive Social Protection in Palestine”, and the findings of the “COVID-19 Local level Response Assessment” to ensure improved coordination and linkages between local and national levels. They, therefore, should also consider building blocks of the adaptive social protection systems which are: (1) data and information, (2) finance, (3) programmes (4) institutional arrangements and partnerships to provide a concrete roadmap on how to make the social protection programme in SoP more resilient to shocks.



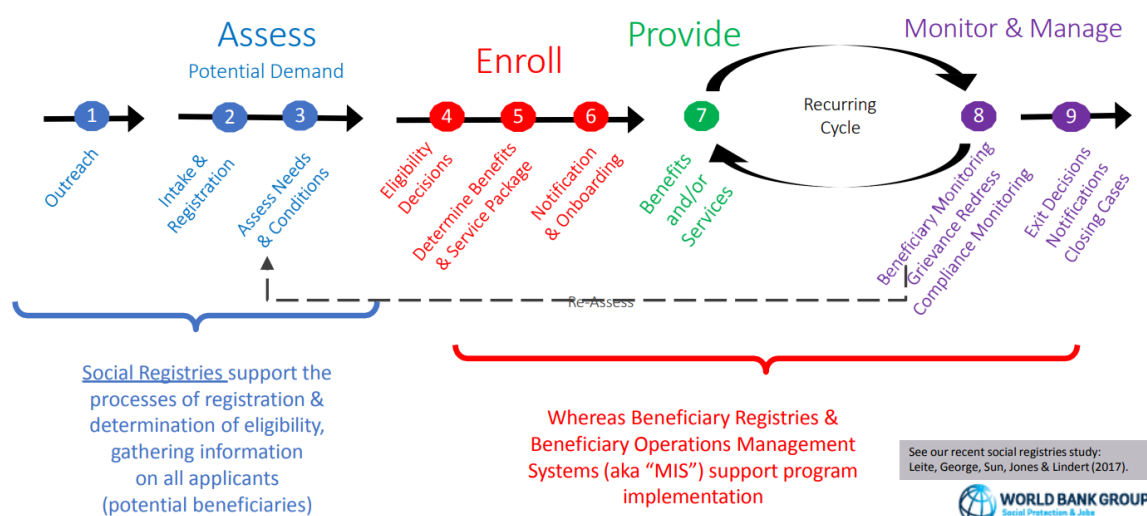
The measures and procedures should also seek to tackle the following processes and answer the following questions to transform the current schemes into a shock-responsive SP programme. It is worth noting that other issues and questions may arise during the consultative process given the prevailing situations in SoP and should be considered and included in the final document.

1. **Registration:** How will shock-affected populations be reached, and informed of eligibility to support? What and how data about shock-affected populations will be gathered? How needs of the registered population will be assessed?
2. **Enrollment:** How will the most in-need population be identified? What are the eligibility criteria for enrollment? What is the type of benefit? How will the benefit address their needs and vulnerabilities? How will the beneficiary population be notified about the benefit?
3. **Provision:** How will assistance be delivered during and after shocks? What are the best available options to provide assistance?
4. **Management⁹:** What compliance, governance, and grievance mechanisms should be in place and how will they function? When will the files be closed, and how beneficiaries will be notified?

⁹ Smith and Bowen (2020) 'Adaptive Social Protection: The Delivery Chain and Shock Response. Available at: <https://socialprotection.org/discover/publications/adaptive-social-protection-delivery-chain-and-shock-response>.

It is worth noting that further attention should be paid to the significance of the institutional arrangements and partnerships as a key pillar for SRSP and as a cross-cutting issue in the operational process (registration, enrollment, provision, and management). In other words, by the end of this assignment, it is expected that the roles and the responsibilities of key social protection actors and partners both at national and local levels, including humanitarian actors, should be identified and agreed upon in a way that clarifies what should be done and who does what before, during and after the occurrence of crises and shocks to be better prepared and adapted to respond to these shocks.

The operational process and steps that should be considered during developing the SRSP system are further illustrated in the following roadmap¹⁰.



Methodology and Implementation Phases:

For this assignment, the consultant/s are expected to ensure that the proposed methodology includes the following phases. A detailed methodology should be developed by the consultant/s in the inception phase of this assignment to be approved by UNICEF before implementation.

1. Inception Phase:

It is expected that the consultant/s will conduct a review of available literature on shock-responsive social protection and leverage good practices in countries with risk situations and with a focus on more at risk-populations. These sources can include, but are not limited to, the UNICEF Global Social Protection Programme Framework, UNICEF Programme Guidance on Strengthening Shock Responsive Social Protection Systems, Assessing System Readiness for Shock Responsive Social Protection in Palestine, and the COVID-19 Local level Response Assessment¹¹.

2. Formulation Phase:

Following preliminary meetings with UNICEF staff to further clarify the outcomes of the assignment and the deliverables, agree upon the next steps. The consultant/s will be required to undertake

¹⁰ Lindert et al. (2020) 'Sourcebook on the Foundations of Social Protection Delivery Systems'. Available at: <https://openknowledge.worldbank.org/handle/10986/34044>.

¹¹ These documents will be shared with the selected consultant/s after signing off the contract.

bilateral and group consultations and policy dialogue sessions with relevant ministries and actors including MoSD, Ministry of Finance (MoF), Ministry of Local Government (MoLG), Prime Minister's Office (PMO), UNICEF, UNRWA, WFP, ILO, World Bank, EU as well as representatives from civil society organizations, and the private sector. Within this scope, it is also expected to engage in discussions with the social protection and humanitarian assistance groups and networks operating in the SoP such as the Cash Working Group (CWG) and the newly established Social Protection, Cash and Voucher Assistance Thematic Working Group (SPCVA-TWG) to share their expertise and suggestions in the development of the national SRSP measures and procedures to enhance the resilience and capacity of national social protection programmes to adapt to shocks. These discussions will also help define the response model and the roles and responsibilities of relevant key actors and promote linkages between local and national levels as essential pillars for future responses

3. Finalization Phase:

In this phase, the consultant/s should present the first draft of the report findings to the key stakeholders for review, receive useful comments and insights, and make the needed adjustments. They will be required to secure the buy-in of the MoSD and other key stakeholders on the final document including the operational plan and timeframe.

Child Safeguarding:

Is this project/assignment considered as "[Elevated Risk Role](#)" from a child safeguarding perspective?

☐ YES ☒ NO If YES, check all that apply:

Direct contact role ☐ YES ☒ NO

If yes, please indicate the number of hours/months of direct interpersonal contact with children, or work in their immediately physical proximity, with limited supervision by a more senior member of personnel:

NA

Child data role ☐ YES ☒ NO

If yes, please indicate the number of hours/months of manipulating or transmitting personal-identifiable information of children (name, national ID, location data, photos):

More information is available in the [Child Safeguarding SharePoint](#) and [Child Safeguarding FAQs and Updates](#)

Budget Year:	Requesting Office:	Section/Issuing	Reasons why consultancy cannot be done by staff:
2023	Social Policy & Monitoring and Evaluation		There is limited experience around shock-responsive social protection in SoP, which requires contracting with specialized consultants to transfer knowledge and expertise and disseminate good practices that render the national programme more resilient to shocks.
Included in Annual/Rolling Workplan: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No, please justify:			
<p>This is part of a joint project led by ILO, UNICEF, and Oxfam “Strengthening Nexus Coherence and Responsiveness of the Palestinian Social Protection Sector”. This assignment is under (Specific Objective 2) which aims to enhance the shock-responsiveness of the Palestinian social protection programme and supports the overarching goal of the section to promote the access of vulnerable children to social protection, especially in times of crisis.</p>			
Consultant sourcing: <input type="checkbox"/> National <input type="checkbox"/> International <input checked="" type="checkbox"/> Both Competitive Selection: <input checked="" type="checkbox"/> Advertisement <input type="checkbox"/> Desk Review <input type="checkbox"/> Roster Single Source Selection <input type="checkbox"/>			Request for: <input checked="" type="checkbox"/> New SSA – Individual Contract <input type="checkbox"/> Extension/ Amendment
If Extension, Justification for extension: NA			
Supervisor:	Start Date:	End Date:	Number of Working Days
	1 February 2023	30 May 2023	50 days (25 days for the international consultant and 25 days for the national consultant).

Work Overview	Assignments	Deliverables/Outputs	Timeline	Estimated Budget
Inception: 1.1 Review available literature around SRSP and compile data and synthesize evidence about best operational measures and procedures. 1.2 Conduct preliminary meetings and discussions with UNICEF, MoSD and other key stakeholders to agree upon the next steps. 1.3 Submit an inception report after getting feedback from the key stakeholders (ILO, UNICEF, OXFAM, MoSD).		Inception report including a detailed methodology, work plan and timeframe. This would be the first deliverable against which the first payment should correspond at the end/ or last week of February 2023.	5 working days for the national consultant to take part in the review process and conduct the preliminary meetings. 5 working days (remotely) for the international consultant to formulate the inception report. These activities are expected to be finalised by the 3 rd week of February. The final draft of the inception report is expected to be received in the 4 th week of February after getting the partners' feedback.	
Formulation: 2.1 Undertake bilateral and group consultation and policy dialogue sessions with the key relevant stakeholders to agree upon future programme options and measures. 2.2 Compile, sort, and analyse data, and provide an outline of the proposed measures and procedures.		<ul style="list-style-type: none"> - Weekly debrief on work progress, major findings and key challenges should be shared with the supervisor. - Outline of the proposed measures and procedures document. This would be the Second deliverable against which the second payment should correspond at the end of April 2023.	10 working days for each consultant to undertake the consultation sessions and prepare the outline of the SRSP measures. This will be the first mission of the international consultant and is expected to take place between the 3 rd week and 4 th week of March	

<p>2.3 Develop the first draft of national SRSP measures and procedures.</p>		<p>2023 (13-23 March 2023).</p> <p>The outline of the SRSP measures is expected to be received in the 4th week of March.</p> <p>The first draft of the report is expected to be submitted in the 3rd week of April 2023.</p>	
<p>Finalization:</p> <p>3.1 Receive feedback and insights from key actors and make the needed adjustments.</p> <p>3.2 Disseminate the findings of the SRSP and get the endorsement of the MoSD.</p>	<p>- A final version of the national SRSP measures and procedures endorsed by the MoSD. The measures and procedures should follow an endorsed format and structure.</p> <p>The final deliverable will be</p> <ul style="list-style-type: none"> • The submission of the final draft report. • Dissemination and endorsement of activities. <p>The final fee should be pay at the end of May 2023.</p>	<p>10 working days for the international consultant to work on the final draft of the SRSP including the dissemination and endorsement closing activity.</p> <p>10 working days for the national consultant to help in the refinement of the document and the preparations for the dissemination and endorsement closing activity.</p> <p>The final draft of the report is expected to be approved after getting the partners' feedback by the first week of May 2023.</p> <p>The dissemination and endorsement activity is expected to be undertaken in the 4th week of May 2023.</p>	

Estimated Consultancy fee			
Travel International (if applicable)	Included in the financial offer		
Travel Local (please include travel plan)	Included in the financial offer		
DSA (if applicable)			
Total estimated consultancy costsⁱ			
Minimum Qualifications required:	Knowledge/Expertise/Skills required:		
<input type="checkbox"/> Bachelors Master's PhD <input type="checkbox"/> Other Enter Disciplines: Master's degree in Economics, International Development, Social Policy, or other relevant disciplines. A Bachelor's degree with demonstrable professional experience in the areas of social protection and humanitarian cash transfer programming and governance can be considered.	<p>It is planned that this assignment will be undertaken by an international consultant and a local consultant to ensure a reciprocal and enriching learning process that builds upon both international and local expertise around SRSP and ensure that the final document will be participatory, evidence-informed, and context-specific. Both consultants should meet the following requirements:</p> <ul style="list-style-type: none"> - 7 years of relevant work experience in designing and/or implementing cash transfers, especially as a part of the social protection system development and/or strengthening process. - Previous experience in developing SRSP measures and procedures is preferred. - Prior experience in supporting governments to run a cash-based response during crises will be advantageous. - Demonstrated experience in strengthening the linkages between humanitarian cash transfer and social protection in line with the approach to strengthen humanitarian, development & peace nexus. - Understanding inclusive and child-sensitive social protection concepts, and practices, including cash-plus approaches, is an added asset. - Demonstrated experience in conducting similar assessments, feasibility studies, research, and analysis. - Excellent writing, and communication skills both in English and Arabic languages. The final document will be presented in the Arabic language. 		

	<ul style="list-style-type: none"> - Familiarity with international standards and principles of humanitarian action. - Familiarity with the work and mandate of the United Nations is an asset.
<u>Competitive Selection Criteria</u> (for clarification see Guidance)	
A) Technical Evaluation (maximum 75 Points)	B) Financial Proposal (maximum of 25 Points)
<ul style="list-style-type: none"> - A cover letter that outlines the educational background and motivation to carry out this assignment. - Curriculum vitae with a track record of similar assignments. - A financial offer which includes the daily rate of the international consultant and the national consultant. The offer must include the transportation, supplies, as well as accommodation fees of the international consultant. 	
Administrative details: Visa assistance required: <input type="checkbox"/> <input checked="" type="checkbox"/> Home Based <input checked="" type="checkbox"/> Office Based:	If office-based, seating arrangement identified: <input type="checkbox"/> IT and Communication equipment required: <input type="checkbox"/> Internet access required: <input type="checkbox"/>
Request Authorised by Section Head	Request Verified by HR:
<i>Approval of Chief of Operations (if Operations): Approval of Deputy Representative (if Programme)</i> <hr/> <hr/> <i>Representative (in case of single sourcing/or if not listed in Annual Workplan)</i>	

¹ Costs indicated are estimated. Final rate shall follow the “best value for money” principle, i.e., achieving the desired outcome at the lowest possible fee. Consultants will be asked to stipulate all-inclusive fees, including lump sum travel and subsistence costs, as applicable.

Payment of professional fees will be based on submission of agreed deliverables. 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

Text to be added to all TORs:

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 selected candidate is solely responsible to ensure that the visa (applicable) and health insurance required to perform the duties of the contract are valid for the entire period of the contract. Selected candidates are 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 prior to taking up the assignment. 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.

UNICEF offers [reasonable accommodation](#) for consultants with disabilities. This may include, for example, accessible software, travel assistance for missions or personal attendants. We encourage you to disclose your disability during your application in case you need reasonable accommodation during the selection process and afterwards in your assignment.
