

TERMS OF REFERENCE FOR INDIVIDUAL CONTRACTORS/ CONSULTANTS

PART I		
Title of Assignment	<i>International Consultancy</i> : Support to Refinement of the MNSSP II Coordination Mechanism	
Section	Social Policy	
Location	Remote working	
Duration	40 days (over a period of 2 months)	
Start and End Date	From: 23 November 2020	To: 22 January 20210

BACKGROUND

In 2012, the Government of Malawi approved the National Social Support Policy (NSSP) and established the Malawi National Social Support Programme (MNSSP) 2012-16 to operationalize the policy. The MNSSP has been reviewed and a second phase, MNSSP II, covering a period from 2018-2023 is currently operational. The programme provides social support (protection) to poor and vulnerable households and individuals as well as adapt this support to increase disaster risk management in line with the Malawi Growth and Development Strategy (MGDS III - 2017-2022). The MNSSP II also aligns with the African Union's Agenda 2063 and its aspiration of 'a prosperous Africa based on inclusive growth and sustainable development' and the 2030 Sustainable Development Goals Agenda¹. The social support (protection) agenda in Malawi is the mandate of the Ministry of Economic Planning and Development & Public Sector Reforms (MoEPD&PSR).

Recognising the recurrent humanitarian caseload due to climatic shocks, the Government of Malawi has also developed a five-year National Resilience Strategy (NRS: 2018-2023), that recognises the additional costs and inefficiencies incurred by relying on reactive emergency responses compared with proactive developmental approaches, and sets out proposals to better integrate actions under four pillars of agriculture, humanitarian response, social protection, and disaster risk management. The National Resilience Strategy is operationalized by the Department of Disaster Management Affairs (DoDMA) in the Ministry of Homeland Security.

Social protection is highly cross-sectoral and the MNSSP II is built around the following 3 core pillars: Pillar 1: Consumption support; Pillar 2: Resilient livelihoods; and Pillar 3: Shock-sensitive social protection. Two additional pillars address the need to improve linkages between programmes within and outside the MNSSP II and to strengthen the overall social protection system². Specific programmes under the 3 core pillars include: Social Cash Transfer Programme (SCTP), Public Works Programmes (PWP), School Meals Programmes (SMP), Village Savings and Loans (VSL) and Micro Finance (MF). The implementation and oversight of these programmes involve a range of actors, under different line Ministries, supported by different development partners, along different funding mechanisms. In addition, the programmes have varying coordination and reporting mechanisms.

JUSTIFICATION

¹ SDGs 1 and 2 (to end poverty and hunger), SDG 3 (good health and wellbeing), SDG 4 (quality education), SDG 8 (decent work and economic growth), SDG 10 (reduced inequality) and SDG 13 (climate action).

² Pillar 4: Linkages for a Coherent and Effective Social Support System; and Pillar 5: Systems Strengthening.

The coordination structure for the MNSSP II needs updating from the preceding programme. The fact that the MNSSP II is organized around pillars has prompted the need to introduce another layer of coordination at the pillar level with a well-grounded rationale and clear working relationship between the Pillar Working Groups (PWG), the Technical Working Groups (TWG) of the various programmes of the MNSSP II, and with the MNSSP National Steering and Technical Committees. A review of MNSSP I also identified a key challenge of fragmented implementation of the programme based on ineffective coordination structures especially at district level. At district level, the District Social Support Committee (DSSC) coordinates the SCTP while the other social support programmes have their own coordination committees. The Poverty Reduction and Social Protection (PRSP) Division has developed harmonized ToRs for the DSSCs in an effort to harmonize the various committees and thus lead to better coordination at district level of the various social support programmes.

Furthermore, social protection is highly cross-sectoral and in the context of Malawi is closely linked and overlaps with the humanitarian sector. However, the two sectors generally operate independently of each other and thus do not benefit from synergies that would strengthen the developmental and humanitarian nexus. In addition, the implementation of social protection as well as the humanitarian response takes place in a context of social complexity characterized by a set of diverse governmental and non-governmental actors.

In parallel to the coordination structures for the MNSSP II, the Department of Disaster Management Affairs (DoDMA) has in place different coordination structures under the National Resilience Strategy and for humanitarian responses through the Humanitarian Response Committee (HRC) at the national level. At district level, statutory district and village Civil Protection Committees (CPCs) coordinate humanitarian response during emergencies. Both at national, district and sub-district level, these humanitarian structures and the social protection structures are not effectively linked to enable coordinated and integrated implementation especially during crises.

Since the MNSSP II and the National Resilience Strategy both seek to promote linkages and coordination, strengthen systems and improve monitoring of programmes, the PRSP Division would like to explore synergies between the MNSSP, humanitarian response and disaster risk management. The proposed activities will contribute to an inclusive, integrated, effective coordination structure for the MNSSP II, considerate of shock-responsive aspects.³

UNICEF, on behalf of the Government and other stakeholders, is therefore looking for a suitably qualified International Consultant to work jointly with a National Consultant for the review and refinement of the coordination structure of the MNSSP II, considerate of shock-responsive aspects. The International Consultant will provide strategic inputs and oversight to the process, with a specific focus to global and regional experience and to humanitarian aspects.

PURPOSE OF THE ASSIGNMENT

The purpose of this consultancy is to support the review and refinement of the Malawi National Social Support Programme (MNSSP) II coordination structures that will contribute to **an inclusive, integrated, effective coordination mechanism that is considerate of shock-responsive aspects**, for effective and efficient delivery of social support (protection) programmes.

SCOPE OF WORK/OBJECTIVES

³ General Strategic Action 2 of MNSSP II aims at the institutionalization of a coordination structure for improved collaboration and communication between humanitarian and social protection actors, under leadership of MoEPD&PSR and DoDMA

Under the supervision the UNICEF Chief of Social Policy and technical guidance of a government-led Technical Reference Group, the International Consultant will collaborate with a National Consultant on the assignment. The International Consultant will provide global and humanitarian experience, as well as quality assurance to the work of the National Consultant. The Scope of Work for the International Consultant includes the following specific objectives that will be refined in consultation with the Technical Reference Group:

1. Conduct a thorough literature review of the social protection and humanitarian sectors coordination mechanisms and other related structures as well as regional (and global) social protection and humanitarian coordination mechanisms to draw lessons and good practices.
2. Provide input into a summary paper on current evidence on MNSSP II coordination structures, including englobing COVID-19 response coordination needs, challenges and opportunities, from a global and shock-responsive social protection angle.
3. Feed good practices from other countries in terms of sectoral and cross-sectoral coordination structures and provide technical backstopping for the development of options (2) for the refinement of the MNSSP II coordination structure, including articulation of linkages between MNSSP II and other social protection structures, humanitarian structures and other key related structures.
4. Provide input on possible refinement options based on the feedback received from relevant stakeholders for an inclusive, integrated, effective coordination structure for the MNSSP II that is considerate of shock-responsive aspects.
5. Technical backstopping for the refined or newly developed ToRs for all MNSSP II coordination structures at national, district and community level and endorsement by Government and relevant key stakeholders.
6. Edit and quality control of a comprehensive final report of the National Consultant and generate a short version of the report that displaying the new proposed MNSSP governance structure and linkages to the humanitarian sector in a communicative/visual way.

REPORTING REQUIREMENTS

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

The UNICEF Chief of Social Policy will act as the direct supervisor of the consultant and will ensure quality delivery of the assignment. Furthermore, the assignment will be technically overseen by a government-led Technical Reference Group (TRG) composed of MoEPD&PSR key staff, DoDMA, Ministry of Gender, Community Development and Social Welfare (MoGCD&SW), representatives of GIZ, International Labor Organization (ILO) and UNICEF Social Policy. The TRG will be chaired by the Director of PRSPD in the MoEPD&PSR who will also introduce the Consultant to relevant national stakeholders. The TRG will oversee the process, provide input and validate findings and approve consultant deliverables/reports. UNICEF will contract the consultant on behalf of the TRG and ensure compliance with contractual obligations from both sides.

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 generate reports in Microsoft Word, presentations in PowerPoint and other appropriate software to be agreed upon with the Technical Reference Group during the inception phase of the consultancy.

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

The assignment will involve working remotely for the full duration of the consultancy as such the Consultant must develop remote tools that will be used to enable consultations, data collection and soliciting feedback from relevant stakeholders. Presentation of deliverables and reports will be done to the TRG and other stakeholders through workshops that will be conducted virtually. Proposed number of days to remotely carry out the assignment should be clearly indicated in the response to the Request for Proposals (RFP). Final approved deliverables and final consultancy reports will be submitted electronically to the UNICEF Chief of Social Policy for final review and approval by the TWG.

EXPECTED DELIVERABLES

A clear division of labour between the international and national consultants will be done at the beginning of the assignment and a detailed internal workplan will be discussed and agreed upon with the Technical Reference Group.

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	Deliverable/Outcome (e.g. Inception, progress, final reports, training material, workshop, etc.)	Estimated # of days	Planned Completion date	% of total fee payable
1. Conduct a thorough literature review of Malawi's social protection and humanitarian sectors coordination mechanisms/structures and other related structures as well as literature review of relevant regional (and global) practices to generate lessons and recommendations.	Summary paper (8-10 pages) of literature review	5 days	27.11.2020	20% of fees
2. Provide input into a summary paper on current evidence on MNSSP II coordination structures, including englobing COVID-19 response coordination needs, challenges and opportunities, from a global, regional and shock-sensitive social protection angle.	Reviewed summary report (15-20 pages) and PowerPoint presentation on evidence on the MNSSP II coordination structure's functioning and performance (clearly indicating good practices and challenges), and relevant regional and global practices and experience.	5 days	04.12.2020	

Task	Deliverable/Outcome (e.g. Inception, progress, final reports, training material, workshop, etc.)	Estimated # of days	Planned Completion date	% of total fee payable
3. Feed good practices from other countries in terms of sectoral and cross-sectoral coordination structures and provide technical backstopping for the development of options (2) for the refinement of the MNSSP II coordination structure including articulation of linkages between MNSSP II and other social protection structures, humanitarian structures and other key related structures.	Reviewed summary paper (15-20 pages) and PowerPoint presentation provided by the National Consultant, outlining and concisely analyzing different options to improve the current coordination set-up of the MNSSP II and linkages with other related structures.	7 days	15.12.2020	20% of fees
4. Provide input on possible refinement options and incorporate feedback received from relevant stakeholders for an inclusive, integrated, effective coordination mechanism for the MNSSP II that is considerate of shock-responsive aspects and global good practices.	Concise paper (15-20 pages) and PowerPoint presentation on agreed coordination structures with clear roles and responsibilities, including in crises.	7 days	24.12.2020	30% of fees
5. Technical backstopping and quality assurance of the review/refinement or development of new ToRs for all MNSSP II coordination structures at national, district and community level and endorsement by Government and relevant stakeholders.	A set of reviewed coordination ToRs in line with MNSSP II pillar approach – including adaptations in crisis situations.	8 days	8.01.2021	
6. Editing and quality control of National Consultant's comprehensive final consultancy report and produce a summary version of the report, displaying the new proposed MNSSP governance structure and linkages to the humanitarian sector in a communicative/visual way.	Edited Final Consolidated Report and Summary version of the Report.	8 days	15.01.2021	30% of fees
Total no. of days		40 days		

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 International Consultant, the National Consultant and the Technical Reference Group upon contract signature.

PERFORMANCE INDICATORS FOR EVALUATION OF RESULTS

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

- Satisfactory completion of tasks as specified in the TOR and approved workplan.
- Compliance with the established deadlines for submission of deliverables as agreed and specified in the approved workplan.
- Satisfactory quality of work and deliverables.
- Demonstration of high standards in cooperation and communication with UNICEF, the National Consultant and the Technical Reference Group.

PAYMENT SCHEDULE

All payments, without exception, will be made upon certification from the supervisor of the contract (Chief of Social Policy), of the satisfactory and quality completion of deliverables and upon receipt of the respective and approved invoices.

DESIRED COMPETENCIES, TECHNICAL BACKGROUND AND EXPERIENCE

Academic qualification:

- Advanced University degree (masters or PhD) in one of the following disciplines: International Development, Social or Public Policy, Development Economics, International Cooperation/Relations, Social Work or other relevant social sciences.

Work experience:

- Minimum of 10 years of work experience in development programming in low income countries.
- Proven experience of working with and/or supporting Governments at national and district levels in developing countries.
- Working experience in Malawi and knowledge of the Malawi social protection and humanitarian sectors will be an added advantage.
- Demonstrated knowledge of, and experience in the humanitarian and social protection sectors.
- Proven experience conducting social research utilizing participatory methods approach.
- Demonstrable experience in conducting research, surveys, focus group discussions and key informant interviews and Human Rights Based Approach to Programming (HRBAP).
- Experience working with the UN and donor agencies will be an advantage.
- Demonstrated monitoring and evaluation experience.

Technical skills and knowledge:

- Specific knowledge of mapping, programs coordination in social protection and humanitarian sectors.
- Excellent writing and editing skills
- In depth understanding of development context of south and eastern countries in Africa

Competencies:

- Excellent planning, organising and problem-solving skills.
- Excellent report writing, communication and facilitation skills.
- Excellent working with people skills.
- Demonstrated ability to present information and ideas and to communicate effectively;

- Proven ability to: (i) handle multiple tasks under pressure with short deadlines; (ii) ability to work independently, seeking guidance on complex issues.

Languages:

- Excellent written and spoken English.

ADMINISTRATIVE ISSUES

UNICEF Chief of Social Policy will supervise the Consultant, will regularly communicate with him/her and provide feedback and guidance and necessary support so as 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. Within 5 days of the contract commencement, the consultant/individual contractor is requested to complete the applicable mandatory trainings.

The Consultant will operate remotely for duration of the assignment as agreed in the workplan. The Consultant will be responsible for their own stationary and printing as well as have their own laptop and meet own communication and other miscellaneous expenses.

CONDITIONS

- The consultancy will be on a short-term basis over a period of 2 months, however the consultant will only work for 40 days during this contract period.
- 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 work remotely for meetings, consultations and workshops as agreed in the workplan.
- 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, medical insurance, taxes, and any form of leave.
- 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.
- Additional details of UNICEF rules, regulations and conditions will be attached to the contract.
- Consultants will not have supervisory responsibilities or authority on UNICEF budget.
- The assignment is fully 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. Sample of document(s) authored by candidate for similar assignments;
4. 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

5. References details.