

TERMS OF REFERENCE FOR INDIVIDUAL CONSULTANTS AND CONTRACTORS

Title	Funding Code	Type of engagement	Duty Station:
Technical Consultant for Cash Plus	WBS: 4920/A0/07/006/002 Grant: SC230199	<input checked="" type="checkbox"/> Consultant <input type="checkbox"/> Individual Contractor	Sana'a, Aden Yemen
<p>Purpose of Activity/Assignment:</p> <p>Under the supervision of the Social Policy Officer with overall guidance from the Social Policy Specialist, the Cash Plus Technical Consultant will provides professional technical assistance and support to the Social Welfare Fund (SWF) to further improve the Cash Plus Initiative (CPI) design and approach, which includes developing a Theory of Change (ToC), reviewing and improving the CPI project proposal, Strategy , program workplan, monitoring and evaluations framework, SOPs, Guidelines, training manuals and guidance notes, that includes the CM data collection and reporting tools, etc.</p>			
<p>Background/ Scope of Work:</p> <p>UNICEF is targeting the poorest and most vulnerable children as part of its commitments to meets girls and boys needs by combining social assistance programmes and complementary support, providing unique case-based referral and access to integrated social services (Cash plus). In October 2019, UNICEF launched /piloted the Cash plus initiative (CPI) first cycle during the sixth payment cycle of the UCT Project; with the aim to maximize the positive impacts of the cash transfers by combining the CPI as a complimentary support, in which UCT beneficiaries linked to basic services - supported by UNICEF other programmes (health, nutrition, education, and child protection, WASH) in coordination with implementing partners. As of date, a total of six cycles of Cash Plus were implemented in parallel with the UCT payment cycles (6,7,9, 10, 13 and 14), the last cycle of CPI ended in January 2023.</p> <p>UNICEF and SWF implemented the six cycles of Cash Plus in Amanat Al-Asimah, Sana'a and Aden governorates, where over 41,959 households and their family members (281,695 individuals) were reached and supported, including 118,960 children benefited from life-saving support / referral to health and nutrition services / centers for SAM and cholera suspected cases, as well children were supported to get their birth certificates, while households and their family members were also supported with key awareness & social behavior change messages on different topics related to (hygiene practices, COVID-19 preventions measures, the importance of education, vaccination, and birth certificates for children). Currently, UNICEF and SWF are planning to carry out the seventh cycle of CPI in parallel with the 15 UCT cycle during the period (Aug – Oct 2022).</p> <p>In March 2023, UNICEF and the Social Welfare Fund (SWF) had conducted a review workshop to evaluate the Cash Plus program's fifth and sixth cycles which were implemented in Amanat Al-Asimah and Sana'a governorates; to ensures that upcoming initiatives are better planned and implemented. The review exercise effectively and efficiently identified, captured, and recognized the CPI program's strengths, challenges, and lessons learned. As a result, key recommendations and actions were discussed, highlighted, and agreed by UNICEF and SWF on the importance of making the project sustainable and more cost effectiveness, that includes developing a dedicated theory of change with valid hypothesis and factual elements for the CPI program with a clear program framework, objectives, and measurable indicators. Moreover, SWF and UNICEF aimed to review and improve the cash plus' SOPs, guidelines, methodology, and tools used in carrying the case management and referral activities, as well as strengthen the documentation & archiving system of the</p>			

Cash Plus program, to enable better documentation of SWF' experience and expertise accumulated over the last five years on CPI, so it can be shared with other SPI implementing partners (e.g., HCRF, MoH, MOSAL). UNICEF continues to strengthen the social protection national capacities and systems focusing on evidence generation, management information systems, and sector guidelines by supporting inclusive social protection agenda & enabling national institutions to better design and deliver child sensitive and integrated social protection schemes in response to shocks. It is worth noting that, the Technical Consultant will ensure the provision of technical guidance, and capacity building for SWF on program development, planning, design, monitoring, evaluation, reporting and documentation, as per the detailed tasks in this ToR document. Having said that, UNICEF is looking for a Technical Consultant to work jointly with the Social Policy Team and SWF to further discuss, adopt review and execute the recommended actions and suggestions outlined in the cash plus review exercise. The Technical Consultant will contribute to UNICEF's goals and commitments by providing capacity building and technical assistance to government counterparts (SWF) to further strengthen and enhance the cash plus approach programming, while maintaining UNICEF SPI key strategic framework and objectives. Therefore, this consultancy requires substantial technical expertise in program design, evaluation, data, and policy analysis in social protection programming with a strong understanding of programmatic approaches and interventions (cash plus, referral and case management).

1. The purpose of the consultant's assignment:

The main objective of this consultancy is to work with UNICEF and SWF to support ongoing efforts aimed at reviewing & improving the Cash Plus program design, developing a Theory of Change (ToC) taking into consideration the country context and complexity, enhancing good quality and reliable documentation and archiving system for the CPI (e.g., project proposal, progress reports, tools, SOPs, technical Guidelines & guidance notes, lists of service providers, etc.).

The consultant shall achieve the below specific deliverables/results, as per the ToR classification and the agreed timeframe for the consultancy contract period:

- A dedicated theory of change (ToC) for the Cash Plus Initiative is developed and improved.
- Cash plus program is well incorporated and institutionalized within SWF program structure to scale up the cash plus.
- The Cash plus Standard Operating Procedure (SOPs) and the Implementation Guidelines are reviewed, improved & revised.
- The CPI program' case management and referral tools/forms, including the CPI database and MIS, as well as program reporting and monitoring are unified, standardized and improved.
- Availability and accessibility of a good quality and reliable data protection procedures with an effective documentation and archiving system of the CPI program (e.g., project document, progress reports, lists of service providers, etc.).

2. Scope of Work:

The consultant will be hosted at the SWF and will work under the supervision of UNICEF Social Policy Officer with overall guidance of the Social Policy Specialist, in close coordination with the SWF in Sana'a and Aden. The consultant will collaborate with SWF and UNICEF to design an independent & dedicated theory of change for the CPI programme "which will be applicable and adoptable across various related contexts and circumstances", as well as strengthen and improving the CPI programme's logic framework and structure to better ensure the availability and accessibility of data / information required "to conduct a robust evaluation with a reliable and tangible results for the Cash Plus program". The main activities/tasks that should be completed by the Technical Consultant, includes:

- Lead the review and discussions process in close consultation and coordination with SWF and UNICEF; to further strengthen the Cash plus program’ logic and structure to be more clear, relevant, plausible, valid, and consistent, considering all the related contexts, circumstances and complexity.
 - Developing a dedicated Theory of Change with valid hypothesis and factual elements, along with ensuring there is a clear independent program baseline and monitoring framework, focused objective, and measurable indicators.
 - Coming up with key assumptions and risks that need to be considered in the CPI program to make the stated contributions outlined in the Theory of Change.
 - Review, improve & revise the Standard Operating Procedure (SOPs) of the Cash plus initiative, which include the reviewing, standardizing, unifying, and improving the case management and referral tools, templates and forms, that includes the program’ monitoring and reporting outlines.
 - Analysis of Cash Plus data and monitoring tools to inform on program impact and its design.
 - Support SWF to develop clear data protection procedures, ensuring there is available, accessible, and reliable documentation and archiving system for the cash plus program (e.g., project proposal, progress reports, past evaluations, other commissioned studies, lists of service users, indicators, etc.).
- Other key related tasks and sub activities here includes the following:
- Ensuring a good quality and reliable data protection procedures for the CPI with SWF, taking into consideration existing best practices, in close consultation with SWF & UNICEF.
 - Create a “dedicated & classified folder/hub”, that will contain all related dataset and documents of the Cash plus initiative for SWF to enhance it is well archived and documented.
 - Enhance that the Cash Plus’ outputs and indicators are available and accessible during the time of the programme’s intervention.

Methodology:

The consultant’s proposed methodology, approach and working mechanisms shall include, but not limited to, the following:

- Review, revision, and development of the CPI program documents: the Consultant will conduct a Desk-review for the CPI program documents which will be provided and shared during the Inception phase, these documents include: (Cash Plus Initiative’ Background / proposal document and Strategy - Guidelines - SOPs - CM data collection, reporting and monitoring tools - Training manuals / materials - Evaluability Assessment Report – Review & lesson learned Workshop Reports- etc.)
- FGDs and Interviews with the CPI field and program team working with SWF and UNICEF
- Strategic and Technical Meetings with SWF and UNICEF (management and technical program team).
- Final Workshop with SWF and UNICEF to present and validate the deliverables/products achieved.

The Consultant must complete the following tasks within a framework of 88 days/20 weeks in 2023-2024:

- ✓ Inception report: this report should include the proposed workplan with a clear delivery timeline.
- ✓ A dedicated theory of change (ToC) for the Cash Plus Initiative is developed and shared with UNICEF and SWF.
- ✓ Cash plus Guidelines, SOPs, CPI Background, Project proposal document, and Strategy, including training manuals / materials are reviewed, revised, improved.

<ul style="list-style-type: none"> ✓ CPI' case management and referral tools/forms, including reporting and monitoring tools/templates are reviewed, revised, unified, standardized, improved & shared with UNICEF and SWF. ✓ A good quality and reliable data protection procedures / protocols, with a strong documentation / archiving system are established for the CPI program & adopted by SWF. ✓ A monthly progress report to be shared with at least 20% implementation of the plan achieved. ✓ Weekly meeting to share concerns and obstacles with the social policy officer. ✓ Regular or monthly meetings and updates with the Social Policy Officer and the Social Policy Specialist on the progress made during the consultancy period. ✓ Conduct a review workshop with SWF and UNICEF to present and validate the deliverables/products achieved. ✓ A comprehensive final report including achievements, challenges, recommendations and lessons learned. 			
Budget Year:	Requesting Section/Issuing Office: <i>Social Policy</i>	Reasons why consultancy cannot be done by staff: <i>- This is full time job which needs dedicated person to work closely with SWF to achieve the ToR objectives. - There is a very limited human resources capacity in the section</i>	
Included in Annual/Rolling Workplan: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No, please justify:			
Consultant sourcing: <input checked="" type="checkbox"/> National <input type="checkbox"/> International <input type="checkbox"/> Both		Request for: <input checked="" type="checkbox"/> New SSA <input type="checkbox"/> Extension/ Amendment	
Consultant selection method: <input type="checkbox"/> Competitive Selection (Roster) <input checked="" type="checkbox"/> Competitive Selection (Advertisement/Desk Review/Interview)			
If Extension, Justification for extension:			
Supervisor: <i>Amr Al-Nood, Social Policy Officer</i>	Start Date: <i>01 October 2023</i>	End Date: <i>31 January 2024</i>	Number of Days (working) <i>88 days/20 weeks</i>

Work Assignment Overview			
Tasks/Milestone:	Deliverables/Outputs:	Timeline	Estimate Budget
Submit an inception report with a clear workplan & delivery timeline.	Accepted inception report	2nd week of the consultancy	20%
A monthly progress report to be shared with at least 20% implementation of the workplan achieved.	Monthly progress report, Meeting minutes,	By end of each month	
A dedicated theory of change (ToC) for the Cash Plus program is drafted and shared with UNCIEF and SWF.	Theory of change (ToC)	By end of Oct 2023	20%
The Cash plus Guidelines, SOPs, proposal document, Strategy, and related training manuals / materials, including the CM data collection, reporting, and monitoring tools/templates are reviewed, revised, unified/standardized, & improved.	Guidelines, SOPs, Strategy including CM data collection and reporting tools/templates are shared and validated by UNCIEF and SWF.	By end of Nov 2023	10%
Develop the data protection procedures/ protocols, including a documentation & archiving system for the CPI program.	Data protection procedures, and documentation system are in place.	By end of Dec 2023	10%
A review workshop to present, discuss and validate the deliverables/products achieved by the consultant.	Accepted workshop report	Half of Jan 2024	10%
A comprehensive final report, including key achievements, challenges, and lessons learned.	Accepted Final report	Last week of the consultancy period	30%
Estimated Consultancy fee			
Travel International (if applicable)	N/A		
Travel Local (please include travel plan)	N/A		
DSA (if applicable)	N/A		
Total estimated consultancy costs¹			
Minimum Qualifications required: <input checked="" type="checkbox"/> Bachelors <input type="checkbox"/> Masters <input type="checkbox"/> PhD <input type="checkbox"/> Other A university degree in Economics, Public Policy, Social Sciences, International Relations, Political Science, or other relevant disciplines is required.		Knowledge/Expertise/Skills required: <ul style="list-style-type: none"> - Minimum of five years of relevant professional working experience is required. - Demonstrates substantial technical expertise in program planning, design, management, monitoring and evaluation, as well as data and policy analysis to reinforce programming. - In depth understanding of Yemen's social protection context. - Solid knowledge & expertise of the SP programmatic approaches and interventions (cash plus, case management and referral). - Technical expertise & skills in designing program theory of change (TOC) and MEAL framework to assure program quality and inform impact. - Previous work in the field of social protection programming is highly desired. - Native Arabic speaker with professional fluency skills in English language. - Excellent communication, Planning, Organizing and teamwork skills - Excellent Analysing skills 	

<p>Administrative details: Visa assistance required: <input type="checkbox"/> Transportation arranged by the office: <input type="checkbox"/></p>	<p>- Drive for results Applying Technical Expertise <input checked="" type="checkbox"/> Home Based <input 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 checked="" type="checkbox"/></p>
<p>Request Authorised by Section Head <i>Ali Mohammed Al Agri(Chief Social Policy/OIC)</i></p>	<p>Request Verified by HR:</p>
<p><i>Approval of Chief of Operations (if Operations):</i> _____ <i>Approval of Deputy Representative (if Programme)</i> _____</p> <p><i>Representative (in case of single sourcing/or if not listed in Annual Workplan)</i></p> <p>_____</p>	

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.

Application process

Interested qualified and experienced individual consultants must submit; a) recently updated and detailed CV outlining experience in similar assignments and at least 3 references; and b) detailed technical and financial proposals. The proposals will be assessed using Cumulative Analysis Method - technical proposal (70%) and financial proposal (30%).

Financial proposals should be protected by password and in pdf format, then will ask for password only for those applications that obtained 70 points or above in the technical proposal. The financial proposal should specify a total lumpsum amount and payment terms shall be in line with those that are mentioned in the deliverable table below.

Technical proposal evaluation criteria and scores:

Criteria	Max score	Weight
Clarity and relevance of the proposed workplan to the local context and to achieve the ToRs deliverables.	25	35%
Feasibility of the proposed work plan in terms of the timeline and suggested activities and approaches	10	15%
Technical capacity of the applicant: relevant qualifications, competencies, experience, and skills required in the ToR.	10	15%
Similar previous experience of the applicant preferably with UNICEF and/or any UN agency	25	35%
Total	70	%100