

## Summary

<b>Title</b>	Senior Policy Expert 2 (Comparative Social Protection Policy) <b>International Consultant</b>
<b>Purpose</b>	To support the Ministry of Gender Children and Social Protection (MoGCSP) in developing the Policy for the Social Protection Sector (National Social Protection Policy)
<b>Expected fee</b>	<b>TBD</b>
<b>Location</b>	Accra, Ghana with some travel inside Ghana
<b>Duration</b>	50-70 working days
<b>Start Date</b>	15 October
<b>Reporting to</b>	Luigi Ragno, Social Protection Specialist
<b>Budget Code/PBA No</b>	OR (Canada)
<b>Project and activity codes</b>	AWP Activity 25.5

## Background

In Ghana, the emergence of Social Protection programmes has been guided by the Ghana National Social Protection Strategy (GNSPS). The GNSPS portrays social protection as integral to the overall development architecture of Ghana, which is rooted in the human rights-driven philosophy of the 1992 Constitution. The strategy, developed in 2007 and revised in 2012, aims to spearhead the implementation of a well-coordinated sector-wide social protection system so as to ensure that people are able to live in dignity through income support, livelihoods empowerment and improved systems of basic services.

In January 2013, the government of Ghana underscored the importance of social protection in its poverty reduction efforts by restructuring the former Ministry of Women and Children Affairs (MoWAC) into the new Ministry of Gender Children and Social Protection (MGCSP). The new Ministry, in addition to having direct responsibilities for family support services, social work and alternative care for children living without parental care, now has the mandate to coordinate the implementation of social protection interventions (e.g. National Health Insurance System-NHIS-, School feeding, free school uniform, Labour Intensive Public Works (LIPW) etc) across the multiple government implementing agencies, as well as implementing the flagship GNSPS programme, the Livelihoods Empowerment against Poverty (LEAP) programme, developed in 2007 to empower extremely poor households in the country to exit poverty. LEAP is a cash transfer programme currently reaching more than 74,000 households in 98 districts which has already been shown to have considerable impacts on educational outcomes (better retention rates in school and fewer days missed) and on access to health care (through the linkage between LEAP and free NHIS under the Indigent category).

While the commitment of the Government on poverty reduction and social protection is strong, a number of challenges exist with regard to scaling-up and prioritizing its efforts. As in many other countries, social protection in Ghana is not yet a system of well-coordinated interventions, encompassing a number of different programmes of varying degrees of scale and coverage with implications for their effectiveness and impact. The Social Protection programmes often lack effective administrative, monitoring and evaluation frameworks and records of their operations. A lack of rigorous impact studies and information on the efficiency of some of the interventions limit the appreciation of outcomes of the overall social protection. Furthermore, a number of social protection interventions in Ghana have not yet been able to exploit possible complementarities and synergies in programming, using different targeting approaches to for example. This is mainly due

to the lack of a well-established institutional framework to coordinate and have oversight over implementation, as well as to monitor and evaluate impacts of social protection measures<sup>1</sup>. In summary, a lack of coordination and integration is caused by the absence of a National Policy on Social Protection.

Social Protection in Ghana has the potential to have significant impacts on incomes, equity, and access to social services for the extreme poor and vulnerable. Nevertheless, unless important actions are taken in priority policy areas, Government's efforts and commitment to reducing poverty will not produce the expected results. Key areas that need to be resolved include: institutional set-up for coordination, system design, targeting, complementarity of programmes, and monitoring.

A first step to address the weak coordination and institutional framework has been taken. With support from UNICEF, the MoGCSP prepared and obtained approval of a Cabinet Memo on Social Protection. The Cabinet Memo on Social protection describes in detail the way forward on targeting, coordination, institutional set up, among other issues and provides the necessary guidelines to develop a Cabinet decision on Social Protection, as well as the National Social Protection Policy.

## Justification

The formulation and approval of the National Social Protection policy is a key priority for the MoGCSP. This will provide the overall institutional framework for implementation, coordination, monitoring and evaluation of Social Protection programmes in Ghana.

The technical, human and financial support required for the Policy / formulation process are as follows:

- 1) A team of 2 senior experts to facilitate the work of the Cross Sectoral Technical Team (CSTT) to draft documents, facilitate discussions, collate comments and inputs,
- 2) European Union SOCIEUX Experts to provide short-term highly specialised technical support into one or two key moments of policy formulation
- 3) Social protection Advisor (long term) to support the Minister of GCSP
- 4) Financial resources for the payment of consultancy fees and residential meetings.

UNICEF has agreed to support the policy formulation process by recruiting the two senior experts on behalf of the MoGCSP (bullet point 1).

Through this consultancy, UNICEF Ghana will support the MoGCSP to develop the National Social Protection Policy. The MoGCSP will constitute a Cross-Sectoral Technical Team (CSTT) to facilitate the process.

The two senior experts will work as a team to deliver all the agreed products. The senior expert 1 (National) will lead on the formulation and facilitation of the policy development, in close collaboration with the CSTT, regional and national consultations; The senior expert 2 (International) will support the process by providing advice on international experiences and best practices in institutional arrangements, policy development, and by reviewing draft versions of the outlines and full policy document.

This terms of reference document refers to the senior expert 2 (International). For the additional senior expert 1 (National), a separate ToRs has been prepared.

The expert will be recruited for 50-70 working days that span across a 10 months period to ensure the key tasks can be performed. The consultant will be home-based with between 3 to 4 field missions in Ghana of up to 15 days each.

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<sup>1</sup> See ILO 2013, Rationalizing Social Protection Expenditures in Ghana.

## Objectives

The main objective of the consultancy is to support UNICEF and the MoGCSP in facilitating the policy formulation process of the Social Protection Policy, in building consensus around the key elements of the policy and in producing a high quality Social Protection Policy.

## Specific Tasks

### **Provide guidance, based on international experiences, on issues and processes to be considered in developing a social protection policy for Ghana.**

The expert will work closely with the Lead senior expert to identify and elaborate on issues and processes that will require particular attention during the policy formulation process.

### **Support the development of the Work plan for the Social Protection Policy**

The international expert will support the national expert and the CSTT to design a work plan with specific milestones to guide the policy formulation process. The workplan will be used to facilitate consultations at three (3) zonal stakeholder meetings across the country, the inter-sectoral social protection technical committee and social protection sector working group to receive feedback and guidance.

### **Support the development of the Draft and Final detailed Outline of Social Protection Policy**

Once the work plan is in place, the international expert will support the national expert and the CSTT to identify and analyse key issues and develop a broad outline which includes the key chapters and sections of the policy. The broad outline will be presented to Minister for MoGCSP for approval after which more detailed version will be prepared to flesh out the key chapters and sections of the policy. The expert and the CSTT will convene a half-day stakeholder consultation workshop with relevant MDAs and the Parliamentary Select Committee on Employment, Social Welfare and State Enterprises (through the SWG and Inter –Sectoral Social Protection Technical Committee) to ensure that the outline adequately reflects inter-ministerial priorities and approaches to social protection. The workshop will enable the CSTT to present a coherent outline of Ghana's social protection system for discussion.

### **Support the development of the Draft One Social Protection Policy**

On the basis of the approved detailed outline, the international expert will support the national expert in preparing the first draft of the policy.

### **Support the development of the PowerPoint Presentation and facilitation of workshops and meetings**

This draft 1 of the policy will be used for a consultation workshop and should be sent to all relevant stakeholders (the Parliamentary Select Committee on Employment, Social Welfare and State Enterprise , SWG,and Inter Sectoral Social Protection Technical Committee) at least one week in advance.

### **Support the development of the consultations report that collates inputs and comments from the consultation process**

The international expert will support the national expert and the CSTT in preparing a report summarizing the key issues arising out of these meetings so that there is a proper record of the consultation process and the recommendations from stakeholders.

### **Support the development the Draft two Social Protection Policy**

Based on the issues raised during the consultation process, a new (second) draft of the policy will be produced. The international expert will support the national expert and CSTT in a final workshop to review this second draft and provide input for the final document.

## Support the development of the Final Social Protection Policy

The Minister will present the second draft to the Inter-ministerial Social Protection Steering Committee after which the final draft policy document will be presented to Cabinet.

## Expected Deliverables

1. **Analytical Note on** issues and processes that will require particular attention during the policy formulation process. (15 days after the start of the assignment)
2. **Draft 1 of the National Social Protection Policy:** the draft should be prepared with the MoGCSP and in consultation with other key government stakeholders and development partners. (4 months after the start of the assignment)
3. **Final National Social Protection Policy:** the final policy document should be result of a final stakeholder consultation (7 months after the start of the assignment)
4. **Lessons learnt and next steps** (e.g. legislative process) on progress made vis-à-vis outlined tasks, challenges, etc. (7 months after the start of the assignment)

## Payment Schedule

The payment schedule will be discussed and agreed with the consultant. The consultant will be paid fees based on expected deliverables and calculated on percentage instalments spread over the 10 months period.

Deliverable 1: 20%  
Deliverable 2&3: 50%  
Deliverable 4: 30%

## Reporting

- The consultant will be formally supervised by the Social Protection Specialist -UNICEF and technically supervised by the Director of Social Protection of the MoGCSP
- The consultant will work closely with a CSTT made up of representatives of MoGCSP, Inter-Sectoral Social Protection Committee, UNICEF Social Protection Team, the World Bank and DFID.

## Expected background and Experience

- The expert must have at least 10 years professional of proven experience in working and providing advices on complex large scale poverty reduction strategies and/or social policy initiatives in Latin America and/or Africa and/or Asia
- Previous experience in developing and writing official policy documents on social policy issues in Latin America and/or Africa and/or Asia is required
- Advanced degree in Social Sciences or any relevant area of study
- Excellent command of written and spoken English, and outstanding facilitation and consultation skills and experience.
- Strong analytical skills, networking and coordination
- Good track of publications in peer review journals and books on social protection is desirable
- Previous knowledge of key documents, reports, studies on social protection in Ghana is desirable

## General Conditions: Procedures and Logistics

- The consultant will be expected to use his/her own computer/software and office.
- The assignment requires some field visits. The logistics and costs of the field visit outside of Accra will be covered by UNICEF.
- The assignment cost will include Professional Fees, which will be paid in installments based on deliverables as indicated above.
- The international consultant will be entitled to a monthly lump sum DSA of USD 6,500 for months fully spent in Accra; or \$2800 for months fully spent in Tamale. When consultants are staying less than a month in the assigned location (Accra or Tamale) they will be paid a daily UN DSA rate which will not exceed the maximum lumpsum amount indicated above. In addition, the consultant will be paid the appropriate DSA when required to travel outside of Accra or Tamale for the purpose of the assignment. .
- The consultants will have access to UNICEF transport fitted with Security Radio when in the field on official travel. Transportation will also be provided for official meetings (within official working hours) within Accra, based on prior notification.

## Policy both parties should be aware of:

- Under the consultancy agreements, a month is defined as 21 working days, and fees are prorated accordingly. Consultants are not paid for weekends or public holidays.
- Consultants are not entitled to payment of overtime. All remuneration must be within the contract agreement.
- No contract may commence unless the contract is signed by both UNICEF and the consultant or Contractor.
- For international consultants outside the duty station, signed contracts must be sent by fax or email. Signed contract copy or written agreement must be received by the office before Travel Authorisation is issued.
- No consultant may travel without a signed travel authorisation prior to the commencement of the journey to the duty station.
- Unless authorised, UNICEF will buy the tickets of the consultant. In exceptional cases, the consultant may be authorised to buy their travel tickets and shall be reimbursed at the “most economical and direct route” but this must be agreed to beforehand. All travel will be in economy class.
- Consultants will not have supervisory responsibilities or authority on UNICEF budget.
- Consultant will be required to sign the Health statement for consultants/Individual contractor prior to taking up the assignment, and to document that they have appropriate health insurance, including Medical Evacuation.
- The Form 'Designation, change or revocation of beneficiary' must be completed by the consultant upon arrival, at the HR Section.

## Application Procedure:

- Interested candidates should submit to UNICEF a copy of their CV and P11 form to hrghana@unicef.org and indicate their fees for the services. The fee should be expressed as a daily rate in USD for international consultants. Applications should be submitted by 8 October 2014