

Institutional/Corporate Contract

Terms of Reference (TOR)

Title of assignment	Development of capacity building material and provision of instructional design on key products and deliverables in the area of social protection
Purpose	<ul style="list-style-type: none"> - Strengthen capacity of key stakeholders in the area of social protection (incl. in Antigua and Barbuda) - Support the development of user-friendly guidance and tools and engaging workshops for social protection systems' strengthening, - Support the creation a dynamic Community of Practice for practitioners in the area of shock responsive social protection
Location	Remote/home-based
Duration	A total of 75 days over a 9-month period
Start Date (estimated)	December 2020 – August 2021
Reporting to	Social Policy Manager
Method for establishing Institutional/Corporate Services Contract:	Request for Quotation for Services (RFQS)

Background and purpose:

UNICEF's Eastern Caribbean Multi-Country Programme covers 12 countries and territories in the Eastern Caribbean Area and support governments in key relevant areas for the well-being of children and their families, including social protection.

In the area of social protection, support is provided at both country and regional levels to policy-makers, practitioners, ministries and social protection systems as a whole using multiple resources, through a wide range of modalities as described below. UNICEF notably works with other UN agencies within the Joint UN Programme "Universal Adaptive Social Protection to Enhance Resilience and Acceleration of the SDGs in the Eastern Caribbean" to address existing bottlenecks in social protection at community, national levels with governments and key institutions, and at regional level with other OECS countries through the OECS Commission.



Different targets

- **@ individual level:** Policy-makers to support advocacy and policy frameworks, practitioners to support implementation
- **@ institution level:** capacity building, support the dvpt of processes (POM), contracting, protocols
- **@ system level:** to support cross sectoral processes, coordination and implementation SRSP within larger emergency response



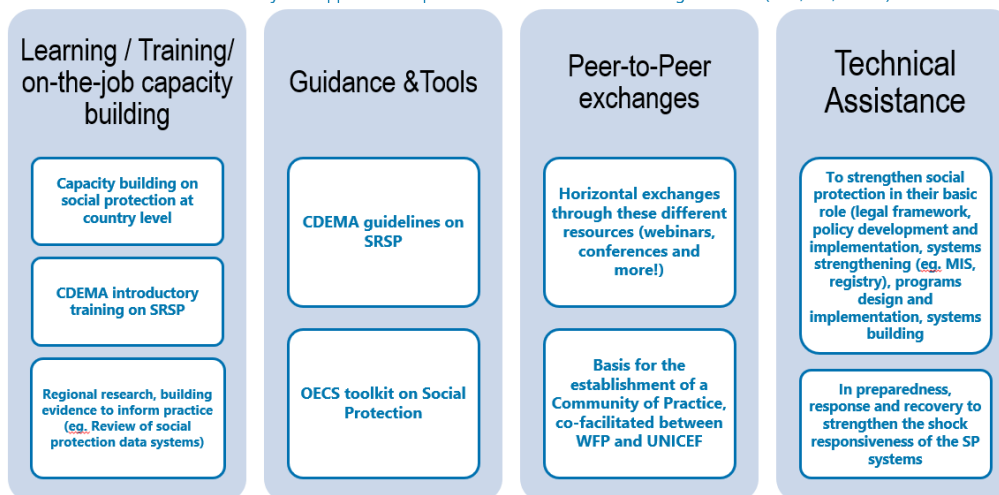
Multiple Resources

- **Training, on-the job capacity building**
- **Guidance and tools**
- **Peer-to-peer exchanges**
- **Technical Assistance**
- **Research and Evidence building**



A wide range of sources

- **@ regional level:** within CDEMA but also OECS and others
 - **@ country level:** TA, support from other countries of the region
- Provide joint support where possible with other relevant UN organizations (WFP, ILO, UNDP)



The COVID pandemic has called for the further use of social protection to respond to its consequences on the populations and has also largely impacted the way of working with, within, and between countries and territories, bringing most of the interactions online. UNICEF's direct technical assistance in the area of social protection continues, currently exclusively remotely in several countries/territories, including in Antigua and Barbuda to support the implementation of the recently passed Bill, the finalization of their social protection policy, the social protection system strengthening.

Key collaboration with regional bodies such as the Organization of Eastern Caribbean States (OECS) and The Caribbean Disaster Emergency Management Agency (CDEMA) in the area of social protection is also pursuing with the development of guidelines, technical tools and capacities to formulate, implement and manage robust and comprehensive social protection policies and programmes which serve those who need support both outside of and during/after a crisis. In addition, UNICEF ECA is working with CDEMA and the World Food Programme to put in place a Community of Practice on shock responsive social protection for key practitioners coming from both the social protection and disaster risk management sectors to foster peer to peer exchanges to strengthen the shock responsiveness of the countries' social protection systems and to promote discussion on key policy and operational challenges and how to best address them.

Within this framework, UNICEF is requiring support to develop capacity building material on social protection for Antigua and Barbuda, provide instructional design and facilitation of key products and deliverables in the area of social protection, and improve virtual facilitation skills of key social protection actors.

Specific Tasks:

UNICEF is specifically requiring support to:

- 1- **Develop a curriculum for capacity building sessions for Antigua and Barbuda to disseminate the new vision of social protection introduced by the new Social Protection Act and support the delivery of the curriculum developed.** This Act replaces the Poor Relief Act 1961 and embraces an integrated, multi-sectoral and participatory approach to social protection. The Act focuses on the prevention, reduction and elimination of economic, discriminatory and social vulnerabilities related to poverty and marginalization. The curriculum is expected to set objectives for what key social protection actors need to know from the new Act at (3) levels:
 - a. At ministerial level with a 2h session;
 - b. For policy makers of all relevant ministries involved in social protection in a ½ day training;
 - c. For practitioners of the Ministry of Social Transformation and The Blue Economy in a one- day training and that can be taken online by all new staff as part of onboarding.

- 2- **Provide technical support to design reference documents (guidance and toolkit) for maximum accessibility and user-friendliness of information.** UNICEF is currently collaborating with CDEMA and OECS to develop two key reference documents:
 - a. A model guidelines on Shock-Responsive Social Protection for CDEMA Participating States¹ that aim to provide a common understanding of when and why building climate and disaster risk considerations into social protection systems, including policies and programmes, is important, and to provide strategic guidance for decision-makers on when and how to advance shock-responsive social protection, including in emergency preparedness and response plans.
 - b. A toolkit for OECS member states as part of a larger capacity building process to provide policy-makers and practitioners in the Eastern Caribbean with the technical tools and capacities needed to strengthen social protection systems that are progressively universal, child-sensitive and shock-responsive².

For these two key resources, the Institution will be expected to support the technical team working on their development to support them to:

- Provide guidance to the technical team so the resources are developed in a way to facilitate knowledge exchange between practitioners and policy makers throughout the development of the resources and allow the target to feedback on the resources being developed in an engaging way;
- Advise on the design of the resources to be user friendly and useful to the practice of the target;
- Edit the draft documents produced from a design point of view³.

¹ See ToRs in annexes

² See ToRs in annexes

³ The guidelines are expected to be under 50 pages and the toolkit a repository of 15 tools under 10 page each

- Do the graphic design of the base documents (development of a template for technical teams to use)
- 3- Provide guidance on how to establish the Community of Practice (CoP) on Shock Responsive Social Protection, facilitate online exchanges with impact within the upcoming CoP and create and maximize engagement of the CoP members.** UNICEF promotes peer-to-peer exchanges throughout its support. One of the objectives within the UN Fund is to promote knowledge sharing and learning and a knowledge repository, it also aims to establish a network to share knowledge, share ideas, ask questions, and network with peers – linking to a regional community of practice. Within this framework, UNICEF and WFP plan to establish a Community of Practice on shock responsive social protection. The winning company will be expected to support the development of the CoP knowledge exchange strategy by:
- Joining meetings with the facilitators to support the refinement of the development goals of the CoP (and how it will be and develop the engagement strategy)
 - Support the identification of the ideal participant profiles, the identification of focal points and their role, assemble the knowledge exchange initiative (consider the operating constraints, select the knowledge exchange instrument(s), and select, sequence and design of the activities);
 - Support the planning of the results measurement
- 4- Improve the virtual facilitation skills of UNICEF ECA staff and their key social protection partners through:**
- The delivery of a **series of (3) workshops on virtual facilitation, focusing on facilitation with impact, designing engaging and impactful online workshops and using online tools for engaging your participants.**
 - The development of an online facilitation guide with basic tips for dynamic online facilitation and at least (8) facilitation methodologies with detailed instructions for specific purposes.
- 5- Provide services to develop creative facilitation methods and tools for two (1) day workshops/events in the area of social protection organized between January and June 2021.**
- The facilitation methods put forward are expected to:
- Allow to use the diversity of participants' knowledge, competences and ideas and organize this diversity into creative and productive dialogue;
 - Allow to develop solutions to identified challenges in a collaborative way; and
 - Allow participants to take ownership of what is at stake.

Expected Deliverables:

Deliverables Schedule:

Deliverables	Dates (tentative)	Payment schedule
Draft Social Protection curriculum for Antigua and Barbuda	End February	20%

	2021	
Minutes of meeting with technical teams developing key guidance and toolkit including recommendations made for participatory development of resources and for user-friendly design Inputs to the CoP knowledge strategy	End February 2021	15%
Workshop presentations/content and delivery to the UNICEF Team on online facilitation guide Online facilitation guide.	End March 2021	15%
Editing of the toolkit and guidelines to ensure the documents produced are user-friendly material and effectively support the target audience in their practice Delivery of training for Antigua and Barbuda and final curricula including inputs from trainings	By June 2021	25%
Detailed facilitation guide for the two one-day workshop on social protection, including (i) proposed agenda, (ii) detailed description of facilitation methodologies to use for each session	By August 2021	25%

Duration of contract:

The contract is expecting to start end of December and end on August 31, 2020.

Payment Schedule:

Payments will be executed upon approval of the submitted and completed deliverables in the agreed work plan and submission of products of agreed quality by UNICEF. An invoice and proof of satisfactory completion of the respective agreed deliverables must also be submitted. As per UNICEF DFAM policy, payment is made against approved deliverables. No advance payment is allowed unless in exceptional circumstances against bank guarantee, subject to a maximum of 30 per cent of the total contract value in cases where advance purchases, for example for supplies or travel, may be necessary.

Reporting:

- The assignment will be supervised by the Social Policy Manager. Collaboration will also be required from UNICEF learning and development group for the workshop on online facilitation, technical consultants hired for the development of the toolkit and guidelines, OECS and CDEMA focal points and WFP colleagues.
- Regular discussions will also be carried out during the consultancy period to monitor progress and constraints, support required and proposed solutions.

Expected background and Experience:

The Institution must possess at least 8 years of institutional experience in working on adult learning and training facilitation, including online. In addition, the Institution should demonstrate experience in design and facilitation of social protection workshops/trainings.

Team Leader Minimum Qualification:

- Advanced University Degree (Masters and above)
- At least ten years of experience in learning design
- Extensive experience with Social Protection Training and Capacity Building
- Fluency in English
- Experience working on social protection issues
- Experience in working with UNICEF, the ILO, WFP or the UNDP is considered a further asset

Evaluation Criteria:

The technical evaluation will be considered in accordance with the following information:

Technical Criteria	Description of Technical Sub-criteria	Maximum Points %
Overall Response	Completeness of response	5
	Overall concord between requirements and proposal	15
Maximum Points		20
Institution & Key Personnel	Range and depth of experience with similar projects	15
	Experience in social protection	10
	Client references (2)	5
	Key personnel to be assigned: relevant qualifications & experience	20
Maximum Points		50
Proposed Methodology and Approach	Proposed Methodology for this project, including risk assessment & mitigation	20
	Proposed Work Plan to accomplish the Project	10
Maximum Points		30
Total Score for Technical Proposal		100
Minimum Acceptable Score for Technical Proposal		80

Weights: Indicate **70 % Technical vs. 30 % Financial Offer**

Recourse:

UNICEF reserves the right to withhold all or a portion of payment if performance is unsatisfactory, if work/outputs is incomplete, not delivered or for failure to meet deadlines. Performance indicators against which the satisfactory conclusion of this contract will be assessed include: timeliness/quality of submission and responsiveness to UNICEF and counterpart feedback

Property Rights:

UNICEF shall hold all property rights, such as copyright, patents and registered trademarks, on matter directly related to, or derived from, the work carried out through this contract with UNICEF.

Conditions of services:

Prior to commencing the contract, the following conditions must be met: the Corporate Entity will be required to submit samples of previous relevant work, a Certificate of Incorporation for the Company as well as a profile of the individual(s) who would be undertaking the assignment.

How to apply:

Prospective companies should apply to ecaprocurments@unicef.org with the application subject line heading “***Development of capacity building material and provision of instructional design on key products and deliverables in the area of social protection***” no later than **10 December 2020 Midnight Eastern Standard time**.

Please indicate your ability, all-inclusive fees and subsistence cost and availability to undertake the terms of reference above. Applications submitted without all-inclusive and subsistence cost quote will not be considered.