

TERMS OF REFERENCE

Joint MoSD-UNICEF-WFP Consultancy

Title	Consultancy to develop the 2017-2022 Social Development Sector Strategy (SDSS)
Purpose	To lead the development of the 2017-2022 SDSS, including management plan and budgets
Location	Ramallah, State of Palestine (with frequent in-country travels)
Contract type	Open to both individuals and institutions
Start date	“as soon as possible”
End date	30 November 2016
Reporting to	Primary supervisor: Mr. Daoud Al-Deek, Assistant Deputy Minister for Planning and Administrative Development Secondary supervisor: Kumiko Imai, Chief Social Policy M&E, UNICEF; Salah Lahham, Deputy Programme, WFP

I. PART ONE – External

1. Background

As the current National Development Plan comes to a close, the Palestinian Government is launching a strategic planning process for the preparation of a six-year National Development Plan for 2017-2022. The new development planning will center on a National Policy Agenda (NPA), which sets out policy goals and strategic objectives for the next National Development Plan.

The NPA will be underpinned by¹:

- 1) Sector strategies developed by Line Ministries, in coordination with the Ministry of Finance and Development (MoFP) to ensure integration into the budget
- 2) An Inter-Ministerial Committee to coordinate design and implementation, supported by an Advisory Board comprising civil society organizations, the private sector and development partners
- 3) Yearly reviews and a mid-term reviews will endure regular and through evaluation.

It is in this context that the Ministry of Social Development (MoSD) is embarking on the process of developing a Social Development Sector Strategy. The strategy will take stock of what has been achieved in the current planning period, analyzing the current situation and existing gaps, and then determining the vision, strategic directions and policies for the next six year period. This analysis will then serve as the foundation for determining appropriate policies and strategic priorities for the new planning cycle.

The strategy will comprise three phases / components:

- 1) Develop vision, strategic objectives and policies to be articulated in the strategy. Also formulate a logical framework / results framework for the strategy.
- 2) Prepare a management plan for the implementation of the strategy. The management plan links the ministry structure and resources within the structure, budget and the key results to be

¹ IMF, AHLC report, May 2016

achieved under the strategy. It will guide the organization of resources within the ministry and set standards for efficient management of the implementation.

- 3) Preparing budgets for the strategy. This will be done using programme budgeting approach and in accordance with MoFD's guidelines for programme budget preparation.

The development of the strategy will ensure compatibility and coherence with the national policy agenda, which is currently being finalized by the Prime Minister's Office.

2. Purpose of the Assignment

MoSD proposes to engage, with the support of UNICEF and WFP, a Consultant/ a team of Consultants who would provide technical support to MoSA in developing the 2017-2022 SDSS. The role of the Consultant/s would be primarily to work with MoSD to guide and facilitate the process and liaise with the various focal points with a view to developing a high quality strategy as per the guidelines prepared by MoFD. The Consultant/s will use participatory and consultative approach throughout the process, and work in cooperation with MoFD.

3. Major Tasks to be accomplished:

The Consultant/s will, in full consultation with MoSD, the National Team for the SDSS and relevant stakeholders, develop a SDSS for the 2017-2022 period.

Key assignments of this consultancy include:

- 1) Conduct a desk review for the previous strategies and action plans as well as other strategies developed by MoSD and other relative strategies developed by other stakeholders.
- 2) Conduct a situation analysis and sector review to better understand the strategy development context and determine future policy priorities. The sector review could be through a review for the implementation of the SPSS 2014-2016, including an assessment for the current and future situation of social protection / social development in Palestine.
- 3) Develop the strategic objectives, policies and policy interventions for the coming planning cycle
- 4) Building consensus around the development process of the new SDSS with MoSA and other relevant partners (national, civil, private and development partners).
- 5) Follow up on formation of the Strategy Development Teams engaging all relevant stakeholders as directed by MoSD.
- 6) Coaching and informing MoSD's different relevant departments, Technical Teams & the National Committee on strategy development process (content, structure and architecture).
- 7) Ensuring that the new SPSS is developed through a fully participatory approach to include all main stakeholders, in consistency of MoSD's directives and in line with requirements, guidelines, timelines and instructions developed by MoFD
- 8) Ensure that while Strategy Development process, informative workshops, consultation meeting and field visits are carried out with relevant parties and stakeholders (national, private sector, CSO and International).
- 9) Review the draft SDSS in relation to the following global targets and standards and analyze the linkages:

- a. Sustainable Development Goals (SDGs) and analyze and identify inter-linkages. The SDGs are in the process of being national adapted.
- b. Human rights conventions recently ratified by the State of Palestine, including the CESC, CRC, CRPD and CEDAW.

10) In consultation with MoSD and the National Team, prepare the following documents (this is to be updated based on MoFD guidance)

- a. Annex 2: Roles and responsibilities for government and non-governmental institutions
- b. Annex 3: Programme budgets and statements
- c. Annex 4: Sector budgets brief with a breakdown of current and development expenditures

The consultant will ensure that the new SDSS is developed through fully participatory approach to include all main stakeholders, in consistency of MoSD's directives and in line with generic requirements, guidelines, timelines and instructions developed by MoFD in articulation of the National Development Plan for 2017-2022 and the sector strategies.

Methodology

The development of the National Social Development Sector Strategy (2017-2022) will be conducted using participatory methods and will be carried out using a multi-disciplinary methodology to build consensus and validate findings and recommendations while ensuring full participation of key stakeholders. The methodology will use semi-structured interviews, focus group discussions, and workshops as main tools, which will include:

- 1) Semi-structured interviews with key stakeholders from the public sector, civil society, private sector, and selected international agencies and donors.
- 2) Focus group discussions with key persons from the public institutions who were involved in the national planning process, key persons from the NGOs, representatives of private sector, and selected international agencies and donors.
- 3) Organizing a number of workshops. Participants in each workshop will be key persons from relevant public institutions, civil society, private sector, and selected international agencies.
- 4) Organizing a final workshop to present and discuss the draft strategy. Participants will be key persons from public institutions, civil society, private sector, and selected international agencies.
- 5) Produce a management plan and budgets for the strategy in a participatory approach with MoSD and other relevant stakeholders.

The 2017-2022 SDSS will be developed as per the guidelines currently being prepared by the MoFD, including guidelines for sector reviews and developing sector and cross-sector strategies. Key documentations to be reviewed will be discussed and agreed upon at the inception of the consultancy.

4. Deliverables and deadline(s) for submission:

The primary output is the finalized and approved the 2017-2022 SDSS, including and outlining budgets, management structures and coordination modalities.

In addition, the secondary outputs include the following:

- All relevant meetings and consultations organized and facilitated

- Focal points in all relevant ministries and organizations established
- Any documents developed during the consultancy process including presentation materials

Additional outputs – to be updated based on MoFP guidance

- Annex 2: Roles and responsibilities for government and non-governmental institutions
- Annex 3: Programme budgets and statements for 2014-2016
- Annex 4: Sector budgets brief with a breakdown of current and development expenditures for 2014-2016

Deliverable	# person days	Expected date of completion (due by)
Conduct literature review; hold planning meetings with MoSD	10	'asap'
Draft inception report prepared	5	15 July, 2016
Conduct key informant interviews, stakeholder consultation workshops (national and sub-national levels)	15 (WB) 10 (Gaza)	15 August 2016
Draft strategy prepared	10	31 August, 2016
Conduct validation meetings (national and sub-national levels)	5	15 September, 2016
Incorporate comments / feedback, conduct additional meetings as needed and finalize draft strategy	3	30 September, 2016
Draft a management plan and budgets	5	1 October, 2016
Hold meetings / consultations on management plan and budgets (national and sub-national levels)	10 (WB) 5 (Gaza)	15 November, 2016
Incorporate comments / feedback, conduct additional meetings as needed and finalize the management plan and budget	2	30 November, 2016
Total 80 person days		

Frequency of Reports: Deliverables

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 - except for reasons beyond the consultant/s' control.

5. Estimated duration of contract and Tentative Dates

Duration: 80 person days

Dates: 'asap' – November 2016

6. Terms of Payment

Payments are made upon certification of deliverables rendered satisfactorily and in accordance with agreed work plan.

Payments will be made upon satisfactory delivery of the following deliverables:

1. Submission of quality inception report including any instruments to be used during consultations / meetings (20%)
 2. Submission of quality draft strategy (20%)
 3. Submission of quality management report and budgets (30%)
 4. Approval of finalized strategy, management plan and budgets (30%)
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7. Official Travel Involved:

In country travel and travel to Gaza may be involved

8. Qualification or Specialized Knowledge/Experience Required:

The consultant/s should have considerable relevant experience. The minimum requirements for the evaluation team are:

Team leader:

- Advanced university degree in social sciences, social policy / social protection, public administration or other related fields.
- At least 13 years of experience of professional work in development work, including social policy / social protection.
- Previous experience in work related to national development planning.
- Knowledge of the Palestinian socio-economic context, including social protection issues in Palestine.
- Excellent analytical and reporting skills
- Ability to organize own work and to carry out assignments with limited supervision according to deadlines
- Ability to lead and facilitate groups of stakeholders
- Capacity to provide guidance and training on development planning to stakeholders of various background
- Fluency in Arabic and English. Strong English report writing skills.
- Strong analytical and conceptual thinking, with drive for results.
- Good facilitation and negotiation skills.
- Previous experience in facilitating and working with a large number of stakeholders
- Committed and motivated to achieve results in a given time frame.
- Excellent interpersonal communication skills
- Ability to work in teams and in a multi-cultural environment and establish harmonious and effective working relationships across different organizations.

Team:

- Advanced university degree in social sciences, social policy / social protection, public administration or other related fields.
- At least an average of 4 years of experience of professional work in development work, conducting participatory, qualitative and quantitative research.

Specific competencies required:

- Sound understanding of national development process, human rights based approach and gender mainstreaming
- Sound understanding and knowledge of qualitative and quantitative research and participatory approach.
- Strong written and oral communication skills in Arabic and English.
- Project management skills
- Strong skills in analysing qualitative and quantitative data.

Individual consultants or Institutional consultancy firms with relevant experience interested in offering their services shall submit the expression of interest with the CVs of the professional staff, to UNICEF State of Palestine, optsuppliers@unicef.org, by date of 24 June, 2016.

No technical or financial proposals are required at this stage. Short-listed candidates will be contacted at the end of June for further selection process, which will include submission of full technical and financial proposals.