



TERMS OF REFERENCE

INDIVIDUAL CONSULTANCY FOR THE ASSESSMENT AND DEVELOPMENT OF OPERATIONAL AND COORDINATION MANUALS FOR ADAPTIVE SOCIAL PROTECTION PROGRAMS IN THE SADC REGION

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1. BACKGROUND INFORMATION

1.1. Partner country and procuring entity

Southern African Development Community (SADC)

1.2. Contracting authority

Southern African Development Community Secretariat (SADC Secretariat)

1.3. Background, Current Situation and Rationale

1.3.1. Background

The Southern African Development Community (SADC) is a Regional Economic Community comprising of 16 Member States, namely, Angola, Botswana, Comoros, Democratic Republic of the Congo (DRC), Eswatini, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Seychelles, South Africa, Tanzania, Zambia, and Zimbabwe. Established in 1992, SADC is committed to regional integration and poverty eradication within Southern Africa through economic development and ensuring peace and security.

Guided by the Regional Indicative Strategic Development Plan (RISDP) 2020-2030, and premised upon the SADC Vision 2050, the SADC Region has developed the Implementation Plan for the Regional Indicative Strategy Development Plan, for regional integration that seeks to promote cooperation amongst Member States for macro-economic beneficiation. One of the strategic objectives of the RISDP is facilitate improved disaster risk management in support of regional resilience.

In view of the above, the SADC Secretariat is undertaking a number of interventions aimed at increasing the resilience of the SADC economies, improvement of livelihoods of the region's communities and the protection and restoration of biodiversity and the region's ecosystems. One such initiative is the Regional Climate Resilience Program (RCRP), which is a programmatic framework (structured as a series of projects or SOPs), funded by the World Bank, with the objective of strengthening the resilience to water-related climate hazards and their impacts in Eastern and Southern African countries. The first project within this program, RCRP-1 supports Madagascar, Mozambique, South Sudan, Comoros, and two regional organizations: SADC, and the Eastern Nile Technical Regional Office (ENTRO) while the second project (RCRP-2) supports Malawi and the African Union. The SOP allows for scalability (countries can join at different times) and economies of scale. It supports catalytic medium- to large-scale investments to reduce people's exposure to climate shocks, with a focus on protective, multi-benefit infrastructure; risk adaptation and mitigation via improved early warning systems and planning; and scaling up adaptive safety nets and decentralized resilience building activities.

The Project Development Objective (PDO) of the RCRP-1 RCRP project is to improve the management of water-related climate impacts in Eastern and Southern Africa, and, in case of an Eligible Crisis or Emergency, to respond promptly and effectively to it. Component 3 of the project focuses on Adaptive Climate Services for Resilient Communities. Through the project, the SADC Secretariat intends to solicit the

Consultancy Services (individual consultant) to undertake an assessment to identify countries with adaptive social protection programmes and make recommendations for scaling up adaptive social protection programmes in the region, as well as to develop operational and coordination manuals for adaptive social protection including for food security, livelihoods, and poverty, and promote their use and application.

1.3.2. Current situation

The SADC region is exposed to climate-induced shocks, such as droughts, floods, and cyclones, which disproportionately affect the livelihoods of vulnerable households. Some Member States have made significant progress in implementing social protection programmes; Lesotho has developed a National Information System for Social Assistance (NISSA), Malawi has introduced the Social Support for Resilient Livelihoods Project, Zambia's Social Cash Transfer Programme incorporates emergency top-ups, and Mozambique has piloted forecast-based financing mechanisms. However, gaps remain in institutional integration, anticipatory systems, data harmonization, and financing. A regional framework is therefore necessary to harmonize approaches and strengthen resilience.

The SADC region continues to face significant impacts of climate change and land-use practices that threaten the region's waterways and ecosystems. The source-to-sea approaches do not find true implementation meaning due to discrete management approaches of land and waterway pockets. Land-based natural resources dependent on water-based ecosystems do not optimally benefit from coordinated strategies on natural resources use and exploitation since the resource management authorities plan independently.

The importance of a transboundary and multi-stakeholder approach to address many of the pressing challenges facing the environment and sustainable development is increasingly being recognised. Transfrontier Conservation Areas (TFCAs) in Southern Africa are unique landscapes and seascapes that are well suited to the collaborative and coordinated implementation of a number of Multilateral Environmental Agreements in support of the Sustainable Development Goals and the creation of an equitable, carbon-neutral, and nature-positive world. Thus, the approval of the SADC TFCA Programme (2023 -2033) reinforced Member States' efforts to establish and develop TFCAs in collaboration with national, regional, and international partners. The Goal 1, of the SADC TFCA Programme (2023 -2033), calls for an "*Integrated and effective management of transboundary landscapes and seascapes*", recognizing that in terrestrial TFCAs, integrated land management is an increasingly popular and innovative approach to land management that reduces land use conflicts, empowers communities, addresses climate change, supports water and food security, and achieves development objectives at the landscape scale.

TFCAs are founded on the realisation that natural resources that straddle international boundaries are shared assets with the potential to meaningfully contribute to the conservation of biodiversity and the welfare and socio-economic development of communities. The legal frameworks that provide an enabling environment for the

establishment and effective functioning of TFCAs in the SADC region include: The SADC Protocol on Wildlife Conservation and Law Enforcement (1999); SADC Regional Biodiversity Protocol (2006); SADC Protocol on Fisheries (2001); and SADC Protocol on Forestry (2002).

The goal of transboundary coordination within SADC TFCAs leads to effective ecosystem services, including habitat and species management, promotion and formalisation of the relationship between River Basin Organisations (RBOs) and TFCAs through the signing of MoUs for those basins which do not have such cooperation frameworks in place yet. The need to frame a path toward collaboration between the SADC TFCAs and RBOs is compelling.

Adaptive Social Protection is an emerging, cross-sectoral approach that integrates social protection, disaster risk reduction (DRR), and climate change adaptation (CCA) to enhance the resilience of poor and vulnerable populations. As such there is scope to collaborate, coordinate efforts, and cooperate through design and implementation of joint strategies and aligned delivery plans which therefore optimise use of human capital and financial resources while benefitting communities and the common natural resources of SADC Member States. Therefore, this collaboration can be facilitated through coordinated and harmonized social protection interventions.

1.3.3. Rationale for the Intervention

There is an urgent need for regional guidelines to harmonize operational and coordination manuals for Adaptive Social Protection interventions across SADC Member States. These will help institutionalize Adaptive Social Protection practices, enhance coordination across sectors, and improve delivery of shock-responsive social protection.

2. OBJECTIVE, PURPOSE, AND EXPECTED RESULTS

2.1. Overall objective

To strengthen institutional and operational frameworks for Adaptive Social Protection in the SADC region by developing regional guidelines for operational and coordination manuals.

2.2. Purpose (Specific Objectives)

The specific objectives of the assignment are to:

- (i) Assessment of Social Protection Systems to build climate and water related risk resilience.
- (ii) Development of Guidelines for Operational Manuals and Interinstitutional Coordination to enhance the policy and program content on risk resilience building in social protection systems.

3. ASSUMPTIONS AND RISKS

3.1. Assumptions and Risks underlying the project.

Table 1: Assumptions and Risks

#	Risks	Risk level. (H/M/L)	Mitigating measures	Assumptions
1.	Low participation/response of Member States and stakeholders.	M	Share information on the assignment in advance ensuring collective awareness of the important engagement actions and, on the roles, and responsibilities for Member States.	Member States DRM/social protection/assistance cadre is fully engaged in the Project and consultancy assignment.
2.	Insufficient information received on national social protection programmes	M	Ensure timely dissemination of the overall objective of the assignment and assignment plans with Member States.	Member States, development partners and ICPs provide information and data for the development of the guidelines
3	Regional internet connectivity could be an issue for utilization of web-based training modules	M	Ensure that the online modules can be utilized off internet connectivity	Member states and users provide alternative ways for effective utilization of the e -Book

4. SCOPE OF THE WORK

4.1. Specific Work

The consultancy will include the following tasks:

- **Stocktaking of Social Protection Programs:**
 - Conduct a comprehensive review of social protection programs across participating countries.
 - Evaluate how these programs are adaptable to building resilience against water-related hazards (include use of the Adaptive SP framework to assess the adaptiveness of information, operational, financing and institutional dimensions).
 - Analyze operational manuals to ensure compliance with key elements and identify gaps.

- Assess the country lessons from social protection programs in their capacity to scale up in response to water-related hazards.
- Assess existing social registries, risk understanding, and investments aimed at reducing risk and exposure.
- **Development of Guidelines for Operational Manuals and Institutional Coordination:**
 - Develop guidelines outlining procedures for effective interaction between social protection, disaster risk management and water sectors.
 - Address communication strategies and inter-sectorial coordination to enhance response capabilities.
 - Lessons for manuals to include provisions for addressing the needs of the most vulnerable populations and incorporate urban and peri-urban areas.
 - Good practices in facilitating the interaction between Social Protection, Disaster Risk Management (DRM), and Water sectors.
- **Workshop Facilitation and Feedback Collection:**
 - Facilitate a workshop to preliminary results from tasks 1 and 2.
 - Gather feedback from participants to refine the assessment and final report.
 - The workshop should involve stakeholders from social protection, DRM, water sectors, and other relevant entities.
- **Environmental and Social Framework (ESF) Compliance:**
 - All activities, including studies, stakeholder engagement, training and capacity building conducted under this assignment must align with the World Bank's Environmental and Social Framework (ESF) and its applicable Environmental and Social Standards (ESSs), ensuring that recommendations consider potential environmental and social risks and align with best practices in transboundary water resource management.¹
 - Work under this consultancy is also expected to incorporate gender-sensitive approaches in all project activities and conduct a GBV/SEA/SH risk assessment.²

4.2. Results to be achieved by the contractor

In achieving the above, the assignment is expected to deliver the following:

1. Inception Report:

- An Inception Report for the assignment detailing the understanding of the Terms of Reference, methodology and approach for the assignment,

¹ Please see here for World Bank Group ESS: <https://projects.worldbank.org/en/projects-operations/environmental-and-social-framework/brief/environmental-and-social-standards> and here for World Bank Group ESF: <https://www.worldbank.org/en/projects-operations/environmental-and-social-framework>

experts available and the expected outcomes and detailed delivery timelines in gaunt chart

2. Assessment Report:
 - Assessment of the adaptability of social protection systems (instruments and programs).
3. Guidelines for Operational Manuals Institutional Coordination:
 - Key lessons for Operational Manuals and coordination between social protection, DRM, and water sectors.
4. Workshop Summary Report:
 - Summary of workshop discussions and feedback, including key insights and recommendations.

4.3. Geographical area to be covered

The Assignment will cover all SADC Member States, consultations with the Member States and stakeholders are expected to be conducted virtually and face-to-face, to achieve the objectives of the assignment. At least one in person regional workshop and training delivery is expected

4.4. Target groups

- SADC national governments (DRM and social protection agencies);
- Regional DRR and CCA coordination mechanisms;
- Vulnerable communities indirectly benefiting from improved social protection services

4.5. Project management

The assignment will be coordinated by the RCRP Project Coordinator with the advisory support of the Head of SADC Disaster Risk (DRR) Unit. Outputs referred to above shall be submitted to the Deputy Executive Secretary responsible for Regional Integration (DES-RI) through the Disaster Risk Reduction Unit for final approval.

Periodic progress meetings will also be held, at which the consultant will make presentations on progress.

4.6. Facilities to be provided by the contracting authority and/or other parties

The SADC Secretariat, as the Contracting Authority will provide the following.

- Letters of introduction of the Consultant to stakeholders and Member States to facilitate access to information;
- Available reports;
- Cover participation costs of stakeholders attending validation session(s) for project outputs (travel, accommodation and meals); and
- Venue for the regional consultation meeting where appropriate.

5. LOGISTICS AND TIMING

5.1. Location

The services shall be home-based. The consultant will be required to facilitate the consultancy consultations and workshops either face-to-face or virtually.

5.2. Start date and period of implementation

The assignment shall commence on the date of signature of the contract by both parties, and the period of implementation of the contract will be for 8 months from the date of signature of the contract.

6. REQUIREMENTS

6.1. Service providers

The assignment will be undertaken by an individual consultant.

(a) Qualifications and skills

- The assignment is expected to be undertaken by a consultant with an advanced university degree (master's or PhD) in the field of economics, disaster risk management, natural resources, Gender, environment management, or related field.
- Must be result-oriented, a team player, exhibiting high levels of
- enthusiasm, tact, diplomacy, and integrity.
- Excellent report writing capabilities.
- Fluent in spoken and written English. Working knowledge of French and/or Portuguese is an added advantage.
- Computer literate with good working knowledge of the standard
- Microsoft Office suite of programmes.
- Proven experience with virtual conferencing systems (ZOOM, WEBEX, Microsoft Teams, Google meet etc.
- familiarity with web developer technologies and ecosystems

(b) General Professional Experience

- The Expert Must have at least ten (10) years of experience in Development of Guidelines for Operational Manuals and knowledge of Inter-institutional Coordination on policy and program on risk resilience building and social protection systems.
- Demonstrate over 10 years' knowledge on Social Protection Systems and climate and water related risk resilience.
- Demonstrate over 10 years of excellent leadership, interpersonal and professional skills in interacting with government and development partners.

C) Specific Professional Experience

- At least 10 Years experience in areas of social protection systems, disaster risk management, and water sector coordination.

- 10years of Experience in developing operational manuals and facilitating workshops.
- Knowledge of community engagement practices and climate risk management.
- Understanding of the humanitarian-peace and development nexus.
- Demonstrated 10 years of experience in working with governments, partners, and other stakeholders in public policy development, especially around Disaster Risk Management.
- 10 years of Experience in project management, research, training, and capacity development
- Experience in conducting trainings in related fields

6.1.1. Selection Criteria

Selection Criteria for Team Leader/Drafter

No.	Criteria Category	Total Points for Consultant (%)
1.	Qualifications (education and professional skills)	20
2.	General Professional Experience	20
3.	Specific Professional Experience (training and skills development and programming)	60

6.2. Incidental expenditure

It is expected that this consultancy will be conducted in hybrid virtual and face to face modes. Any reimbursables will be part of the lump sum contract.

6.3. Expenditure verification

There will be no expenditure verification for this consultancy.

7. REPORTS

7.1. Reporting requirements

The Consultant will report to the Deputy Executive Secretary-Regional Integration through the Head of Unit -DRR Unit, with the day-to-day support supervision from the RCRP Project Coordinator.

7.2. Duration of the assignment

The duration of the assignment is 8 months from the from the date of signature of the contract.

7.3. Payment Schedule

- 20% upon approved Inception Report
- 30% upon Draft Guidelines
- 20% after Consultation Report
- 30% upon approved Final Guidelines and Presentation