unicef | for every child

TERMS OF REFERENCE

Ministry of Social Development (MoSD) Monitoring & Evaluation (M&E) Consultant

CONTRACT MODALITY	Individual Consultancy
DUTY STATION	**Jerusalem Ramallah_MoSD head quarter & Office Based**
DURATION OF CONTRACT	6 monhts

Purpose of Assignment

The assignment will help MoSD use its completed M&E system, approved M&E Unit work plan, logical framework and capacity strengthening programme. The expert will strengthen data quality, support regular performance reporting and help staff use findings to improve project alignment, implementation and decision-making. The focus is on sustained implementation and institutional ownership, building directly on the outputs completed under the previous consultancy

Scope of Work

1. Background:

MoSD plays a pivotal role in leading the social protection, social development, and service delivery sectors across both the West Bank and Gaza Strip. Considering the ongoing war in Gaza, the escalating situation in the West Bank, and the unprecedented large-scale humanitarian crisis following the events of October 7th, the Ministry's mandate and responsibilities have become even more critical. There is an urgent need to scale up operations and enhance the delivery of essential services to meet the diverse and growing needs of affected populations.

However, MoSD faces significant resource and capacity constraints—largely due to the protracted financial crisis affecting the Palestinian government, particularly the repeated withholding of clearance revenues. These fiscal challenges restrict the Ministry's ability to deliver services effectively and invest in necessary human resources. As a result, the quality and reach of its programs are affected, along with its ability to engage in effective coordination, fulfil reporting obligations, and meet donor and partner requirements. These limitations have created bottlenecks in project management and implementation, impacting alignment with strategic priorities and hampering the execution of both ongoing and future initiatives.

At the same time, and when conditions permit, MoSD continues to pursue routine and developmental initiatives. These include investments in system strengthening, evidence generation, and capacity-building projects. Such efforts are implemented in close coordination with UN agencies, international organizations, government ministries, national NGOs, and other relevant stakeholders to ensure a coherent, timely, and effective response.

To address these challenges, UNICEF— as a key strategic partner of MoSD— aims to support the Ministry in strengthening its internal capacities and systems, with a particular focus on enhancing leadership, coordination, follow-up, accountability, transparency, learning and the alignment of projects with MoSD's strategic priorities and

the evolving needs of affected populations, vulnerable groups, and key stakeholders that the Ministry is mandated to serve. The consultancy will support building the M&E system, depending on the existing national social registry, to strengthen the reporting mechanisms using evidence-based approaches and improve decision-making using SMART indicators at all levels. MoSD projects require reliable information, coordinated reporting and practical analysis to guide decisions upon MoSD demand. UNICEF supports the Ministry in strengthening these functions and linking project monitoring with national priorities and partner requirements.

For this follow-on assignment, all outputs under the previous ToR, including its extension, are completed. They include the M&E workflow assessment and implementation plan; IT procurement support; system development and testing; staff training; the annual plan and priority funding agenda; the M&E Unit annual work plan; the detailed logical framework; and the ToR for the M&E Capacity Strengthening Programme.

These outputs provide the foundation for the new assignment. The expert will support their use and implementation; assess how well they work in practice and document necessary improvements. Any technical changes identified or improvements in the system will be documented and approved by MoSD-related staff.

2. Objective:

Enable the MoSD M&E Unit and general directorate representatives to manage regular monitoring, verify data, produce useful performance analysis and follow up agreed actions with a clear vision of institutionalization the work within MoSD structure and operations. The assignment will also assess early implementation results and establish a practical handover arrangement for continued MoSD internal M&E operations.

3. Key Responsibilities

- Apply the approved M&E unit work plan and the logical framework.
- Support monthly data submission, validation and consolidation. Monitor indicator values against approved baselines and targets and explain the gaps.
- Check completeness, timeliness, consistency and accuracy of priority indicators. Maintain a correction matrix with responsible staff and completion dates.
- Help general directorate representatives use existing reporting tools and dashboards. Record functional problems and follow up agreed corrective actions with MoSD IT and any related staff.
- Translate the completed capacity strengthening programme ToR into a practical coaching schedule. Deliver targeted coaching within the available days and assess application through staff-produced work.
- Prepare brief performance analysis for high policy makers' review. Facilitate discussion of findings and maintain actions for decision-making, owners, due dates and status.
- Conduct a focused internal review of M&E effectiveness, covering system use, data quality, reporting timeliness, staff capabilities and management use of evidence.
- Ensure that M&E work is consistent with the National Social Registry and reporting requirements, in coordination with policy makers. Update operating guidance only where is needed.

Work Assignments Overview	Deliverables/Outputs	Delivery deadline to complete the deliverable
1. Apply the completed M&E plans and frameworks	**Implementation Plan and Current Status Report:** Prepare a clear work schedule listing the priority indicators and general directorates to be covered, the reporting due dates, and the staff responsible for each. Use existing documents to describe the current situation and explain how the completed M&E Unit work plan, logical framework and capacity strengthening programme ToR will support the assignment. Include a coaching schedule based on the capacity strengthening programme ToR. The plan is to be endorsed by the MoSD M&E Unit and the UNICEF supervisor.	25 Dec 2026
2. Review data quality and reporting	**Data Quality Review Report:** A SUMMARY OF December indicator updates and January data received by 15 January 2027. Explain which data were checked for completeness, timeliness, consistency and accuracy, how they were checked, what gaps were found, and what corrections were agreed. Record the feedback shared with general directorate representatives and submit a correction matrix showing the responsible staff member and completion date for each correction.	28 Jan 2027

3. Improve staff reporting skills	**Staff Training and Reporting Brief: C**onduct two practical training sessions for general directorate representatives, with a minimum of 10 participants per session. Record who attended, what exercises they completed, and their assessment results before and after the training. Summarise the remaining January indicator updates and the February indicator updates received by 28 February 2027. Identify where staff need more help with reporting.	10 Mar 2027
4. Review performance and use of the M&E system	**Performance Review Report: A** Summary of March monitoring results and April data received by 10 April 2027. Compare progress with the agreed targets. Check whether reports are submitted on time, staff are using the system, and agreed actions have been completed, as part of a focused internal review of M&E effectiveness. Recheck the data sample from the second deliverable. Document the management review meeting through minutes shared with MoSD and update the action list to include data corrections and any follow-up needed after training.	19 April 2027
5. Complete handover and plan continued operations	**Final Report and Handover:** Summarise what was achieved, what challenges remain, and what should happen next. Include the remaining April results and May data received by 15 May 2027. Submit the final list of actions, updated working instructions where needed, editable files, and	25 May 2027

	an agreed M&E work schedule for the next 12 months. Document the handover meeting in a handover note signed by MoSD, naming the MoSD focal points who will continue the work and listing the files handed over.	

Payment Schedule:
Payment will be made on submission and acceptance of 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.

Important Notes

- Individuals engaged under a consultancy or individual contract will not be considered "staff members" under the Staff Regulations and Rules of the United Nations and UNICEF's policies and procedures and will not be entitled to benefits provided therein (such as leave entitlements and medical insurance coverage). Their conditions of service will be governed by their contract and the General Conditions of Contracts for the Services of Consultants and Individual Contractors. Consultants and individual contractors are responsible for determining their tax liabilities and for the payment of any taxes and/or duties, in accordance with local or other applicable laws.
- Contracts are conditional upon the selected candidate's willingness to comply with any current or future vaccination requirements that may be established by UNICEF, where applicable. Failure to comply with applicable vaccination requirements, where required and without an approved medical exemption by UNICEF, may result in the withdrawal of the consultancy offer or termination of the contract in accordance with the General Terms and Conditions of Contract.
- UNICEF offers reasonable accommodation for consultants with disabilities. This may include, for example, accessible software, travel assistance for missions or personal attendants. We encourage you to disclose your disability during your application in case you need reasonable accommodation during the selection process and afterwards in your assignment.

QUALIFICATIONS / SPECIALIZED KNOWLEDGE / EXPERIENCE/ COMPETENCIES (CORE/TECHNICAL/FUNCTIONAL) / LANGUAGE SKILLS REQUIRED FOR THE ASSIGNMENT

Minimum requirements:

- **Education:** Bachelor's degree in social sciences, project management, international development, data science, statistics or a related field. A master's degree is preferred.
- **Work Experience:**
    - At least five years of relevant M&E experience, preferably in development, humanitarian assistance or social protection.
    - Experience in applying results frameworks, data quality, analysing indicators and preparing performance reports.
    - Experience in supporting government institutions and coordinating with UN agencies, donors or NGOs.
    - Coaching staff and supporting the practical use of M&E systems and reporting tools.
- **Language Requirements:**
    - Strong report-writing skills in both English and Arabic.

- **Knowledge/Expertise/Skills:**
  - Strong writing and communication skills in English and Arabic.
  - Ability to work under pressure, manage multiple tasks, and meet deadlines in a dynamic environment.
  - Strong organizational and time-management skills, with a problem-solving mindset and proactive approach.
  - High level of integrity, professionalism, and teamwork.
- **Desirables:**
  - Institutional learning and the transfer of M&E responsibilities to government teams.
  - Knowledge of the Palestinian context and challenges in social protection and development.
  - Experience in project donor reporting,
  - Familiarity with MoSD's operations and key stakeholders in the West Bank and Gaza Strip