

# TERMS OF REFERENCE

## Digitization of Cash and Voucher Assistance (CVA) in South Sudan

Malteser International (MI) is the international humanitarian relief agency of the Sovereign Order of Malta. Since 1956, our core task has been to improve the health and well-being of suffering and displaced people around the world. We provide emergency and disaster relief in the immediate aftermath of acute disasters and work towards the rehabilitation and reconstruction of afflicted communities. Christian values and humanitarian principles form the foundations of our work. In over 30 countries in Africa, the Americas, Asia, Europe and the Middle East, we support people in need – regardless of gender, political belief, origin, or faith.

To support the continuous improvement of our cash assistance programming in South Sudan, MI is looking for a

### **Consultant for a Feasibility Assessment on Digitization of Cash and Voucher Assistance (CVA) in South Sudan**

#### **Background information and rationale**

MI has been actively engaged in today's geographic area of South Sudan since 1996. Our current programming focuses on Central Equatoria and Western Bahr el Ghazal States. The main thematic sectors are Water, Sanitation & Hygiene (WASH), Food & Nutrition Security / Livelihoods (FNSL) and Health & Wellbeing, while always considering the Humanitarian Development Peace Nexus and the importance of social cohesion for a sustainable impact of our interventions. The other important pillars of our engagement is market-based programming and multi-purpose cash assistance. To further improve and develop this approach, this Consultancy aims at exploring opportunities to digitize the process of CVA.

Through its Emergency Program Africa, MI has been providing unconditional cash assistance on a regular basis to support vulnerable households in Western Bahr el Ghazal, but also as a means of one-off support during emergencies in Central Equatoria. The current process follows a mixed approach, using software (Kobo), paperwork and hard cash (in envelope). The development and deployment of new cash-based interventions can therefore require extensive effort, making the process lengthy and time-consuming while applying the existing system. However, the weak digital infrastructure in South Sudan requires solutions that are tailored to the context, making digital solutions from other countries challenging to emulate. In the framework of this Consultancy, MI pursues a holistic understanding of digitizing CVA encompassing all steps of the cash intervention. Rather than focusing solely on the digitization of the distribution stage through, for instance, the provision of digital money, the goal is to assess all project stages for potential of digitization, including project planning, identification, registration and verification of target groups, monitoring and evaluation, analysis, and accountability to affected people.

#### **Purpose**

The purpose of this feasibility study is to assess opportunities and added value of digitizing (parts of) MI's existing CVA interventions. The assessment should be guided by the following main question: How feasible and recommendable is a (partial) digitization of MI's CVA programming in South Sudan?

## Objectives

The objective of this feasibility assessment is to provide an overview of opportunities for MI to digitize and expand its current CVA interventions, including recommendations and a roadmap on the way forward. As such, the specific objectives are to:

- Get an overview of the current opportunities and existing solutions of digitized CVA in South Sudan and how they could be applied in the context of MI's program (incl. cost implications)
- Identify critical bottlenecks that hamper digitization of MI's CVA across South Sudan and how they could be overcome, with the goal of making an informed decision in light of the overall utility of digitizing MI's CVA interventions
- Understand advantages and disadvantages of digitizing all or some processes of MI's CVA interventions with the goal of improving readiness of staff and systems, effectiveness and efficiency of the intervention as well as accountability to the target population
- Learn about the risks associated with digitized solutions in South Sudan, particularly with regard to the impact on existing markets, vulnerable households and fraud & corruption
- Develop a set of feasible recommendations and a roadmap that lays out steps for their implementation

## Exemplary guiding questions

- What challenges does MI face for a digitization of CVA in its processes and project locations in South Sudan, incl. availability of mobile network services, financial service providers, (digital) literacy in target groups?
- How can these challenges be categorized in terms of quick wins, challenges that can be overcome in the short or medium run, and those requiring long-term attention and/or are very hard to overcome?
- To what extent could a digitization of (parts of) existing processes improve the effectiveness and efficiency of MI's CVA in South Sudan and its accountability to affected people?
- What are the advantages and disadvantages attached to a digitization of MI's CVA in South Sudan?
- Which digital approaches, methodologies, and tools are currently available and to what extent are they applicable in MI's project locations and organisational structure in South Sudan?
- What are the expected costs of digitizing (parts of) MI's CVA and what is the return on investment?
- To what extent could a digitization of CVA improve MI's ability to respond faster to acute emergency situations in South Sudan, such as rapid migration movements?
- How can we ensure that a digitised approach does not influence the market and market vendors negatively, beyond conducting individual market assessments?

## Methodology

The consultant will conduct both desk research based on MI documents and secondary literature as well as primary research based on field visits in South Sudan. During field visits, the consultant will conduct key informant interviews (KII) with MI staff, affected people, and market vendors. Interviews with further key stakeholders can be conducted remotely, including with members of the South Sudan Cash Working Group and Collaborative Cash Delivery Network, other NGOs providing (digital) CVA, relevant government offices (if applicable), financial service providers and digital service solution providers.

Malteser International will facilitate contacts to project partners and relevant stakeholders who might provide further contacts to stakeholders and target groups. Insight into Malteser International documents is to be kept confidential and must not be used or disclosed outside of this consultancy agreement.

## Deliverables

The consultant will produce the following deliverables:

- A comprehensive feasibility assessment report of approx. 12-15 pages (excluding annexes and pictures), including at least the following:
  1. Executive summary
  2. Contextual assessment (short literature review on the feasibility of digitizing CVA in South Sudan), outlining main external challenges and opportunities for digitizing CVA
  3. Organisational assessment (incl. MI's physical presence and capacity in South Sudan, internal procedures related to CVA), outlining main internal challenges and opportunities for digitizing CVA
  4. Mapping of available digital solutions as well as their advantages and disadvantages (incl. experiences of other organisations, service providers, and cost implications)
  5. Recommendations and roadmap of implementation
- A presentation of findings (including visuals) to HQ and management staff in South Sudan

The report and all background documentation will remain the property of Malteser International and will be used as deemed appropriate by Malteser International.

## Time frame & Logistics

The consultancy is expected to take place between 1<sup>st</sup> of October and 8<sup>th</sup> of December 2023 for a total of 20 (twenty) working days. If required, the consultant will receive logistic and administrative support from MI, incl. for travel arrangements, visa, and accommodation of which should be communicated prior before the assessment.

The following preliminary timeframe is foreseen while a detailed timetable is expected from the consultant. The final timetable will be agreed upon before signing the contract.

Action points	Working days
Preparatory work: <ul style="list-style-type: none"> <li>- Literature review on digitized CVA solutions in South Sudan</li> <li>- First review of MI program and existing CVA procedure</li> <li>- Preparation of field visits (incl. interview guidance, travel agenda)</li> </ul>	3
Travel to South Sudan (if not residing in-country)	1
Field visit to Juba Country Office for interviews with MI staff, beneficiaries, and other relevant stakeholders	4
Field visit to Wau Field Office for interviews with MI staff, beneficiaries, and other relevant stakeholders	4
Departure from South Sudan (If not residing in-country)	1
Follow up from home: <ul style="list-style-type: none"> <li>- Additional remote interviews (if applicable)</li> <li>- Exploring feasible digitization solutions with providers</li> </ul>	3
Write-up of study	3.5
Presentation of findings and roadmap (online to HQ and country office)	0.5
Total number of days	20 days

## Qualifications

The ideal candidate should possess the following profile:

- Demonstrated work history in the humanitarian sphere, with explicit practical knowledge and experience in cash and voucher assistance (particularly digital solutions)

- Knowledge of the humanitarian context of South Sudan and its challenges for digitization
- Knowledge of the landscape of stakeholders and networks in South Sudan, particularly those relevant for CVA
- Cross-cultural skills and good communication skills
- English language is required, Arabic considered an additional asset

## How to apply

In order to apply, candidates should submit their application to [fabian.halfpap@malteser-international.org](mailto:fabian.halfpap@malteser-international.org), including at least the following documents:

- CVs of all persons involved in the consultancy
- A technical proposal that outlines how the consultant plans to conduct the assignment, including suggestions on methodology and approach as well as a draft work plan
- A budget with a breakdown of all costs (incl. travel, visa and accommodation costs, and per diems)
- At least two sample works written by candidates, similar to what is described in these ToR
- Names and contacts for three recent referees

Applications should be received by closure of business on the 24<sup>th</sup> of September, 2023. Applications will be reviewed on a rolling basis and shortlisted candidates will be contacted in due time.

Malteser International is an equal opportunity employer and welcomes applications from all people, regardless of gender, confession or origin.

Malteser International is committed to safeguarding people within our programmes from exploitation, abuse and sexual harassment and has specific policies on this commitment (including a Code of Conduct) which outlines the expected behaviour and the responsibility of all staff, consultants and other organisational representatives. Malteser International conducts reference and background checks for all staff (including criminal records check for specific roles). Any candidate offered a job with Malteser International will be expected to sign MI's Code of Conduct as an appendix to their contract of employment and agree to conduct themselves in accordance with the provisions of these documents.

Whether you work as a specialist on overseas service or in one of our regional offices - we offer you a challenging working environment in an experienced international team. More than 1,000 national and international staff are currently deployed in various crisis and disaster areas around the world as well as in our regional offices in Cologne and New York City. For more information please click [here](#).