

**TERMS OF REFERENCE FOR INDIVIDUAL CONSULTANTS AND CONTRACTORS**

<b>Title:</b> Consultant to Develop Programme Document for UN Joint Programme on Social Protection Phase-III	<b>Funding Code:</b>	<b>Type of engagement</b> <input checked="" type="checkbox"/> Consultant	Duty station Lusaka, Zambia
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**Purpose of Activity/Assignment**  
 To develop a draft Programme Document for the UN Joint Programme on Social Protection (UNJPSP) Phase-III

**Background**

Zambia is classified as a lower-middle income country with increasing levels of poverty. The Living Conditions Monitoring Survey (LCMS) 2022 found that poverty in Zambia increased from 54.4% in 2015 to 60% in 2022. Uneven economic growth, estimated at 3.3% in 2022, high unemployment, notably youth unemployment and increasing inflationary pressures are contributing to worsening living conditions. Sustained efforts to invest in and scale up social protection in Zambia has however, played a crucial role in buffering the impact on poor and vulnerable households.

The social protection sector in Zambia has grown significantly, facilitated by a comprehensive National Social Protection Policy Framework (2014-2018). The implementation of the policy framework was supported by the Government of the Republic of Zambia (GRZ)-United Nations Joint Programme on Social Protection (UNJPSP) 2015-2019, UNJPSP Phase-II 2019-2022 which was subsequently extended to April 2025.

With the upcoming closure of the UNJPSP-II, the United Nations in Zambia, in partnership with the Government of the Republic of Zambia is in the process of developing the third phase of the UN Joint Programme on Social Protection, following an approved concept note for Phase-III, aligned to support the implementation of the new National Social Protection Policy (2024-2028). The Partner UN Organizations (PUNOs) have recently been selected for phase three, they are FAO, UNICEF and WFP with UNICEF identified as the lead. Next steps include generation of the UNJPSP-III development roadmap and creation of the third phase Programme Document, in line with UN Sustainable Development Group guidance on the Generation of UN Joint Programmes. A consultant is being sought to initiate the design and drafting of the UNJPSP Phase III Programme Document.

**Justification**

The current UNJPSP-II is coming to an end, the concept note for the UNJPSP-III was approved and selection of PUNOs for the new phase has also been concluded, which now entails a new combination of partners including UNICEF, FAO and WFP. This combination of agencies with different comparative advantages along with the new programmatic focus of Phase-III require external support to ensure alignment of all agencies to the approved concept note and to identify and agree on the key objectives and interventions for the new phase.

**Objectives**

The primary objective of this consultancy is to develop a draft Programme Document for the UN Joint Programme on Social Protection Phase-III based on the approved concept note, that provides a clear strategic framework, implementation approach and management structure. The draft Programme Document would form the basis for PUNO agreements with Government and Cooperating Partners for the UNJPSP-III. This would also entail the development of the workplan and budget along with the required Programme Document Annexes. The process of developing these key documents would take a consultative approach, involving the three (3) PUNOs to agree on the specific interventions, the division of labour in the workplan and roles and responsibilities. The consultant would be present in meetings amongst the PUNOs and throughout the processes, also attend PUNO meetings with the Ministry of Community Development and Social Services and cooperating partners as required and advised by the lead agency.

A Joint Programme Document enables UN organizations (and implementing partners) to plan for and implement harmonized, results-focused joint programmes with a minimum of documentation. A standard Joint Programme document should include the following sections (the page numbers are suggestions and subject to change during the drafting process):

1. Cover Page – one page
2. Executive summary – two pages
3. Situation analysis – three pages
4. Strategies including lessons learned from previous phases and the proposed joint programme – five pages
5. Results framework – three pages
6. Management and coordination arrangements – three pages
7. Fund management arrangements – two page
8. Monitoring, evaluation and reporting – two pages
9. Legal context or basis of relationship – one page
10. Budget –three pages

For the purpose of this Programme Document, the following draft Annexes would be required:

- a. Delivery Chain Risk Mapping
- b. Draft Value for Money Indicators
- c. Risk assessment
- d. Results logframe

#### Key deliverables and timeframe

The consultant is expected to undertake the following activities within the estimated number of work days required. Note that due to the consultative nature of the process, the work days are intended to be spread over a period of 6-8 weeks, a final workplan can be agreed with UNICEF upon commencing the contract.

1. Draft outline of the Programme Document – 2 days
2. Roadmap with steps and timeline for starting Phase-III – 3 days
3. Draft Programme Document and Annexes for review – 10 days
4. Final Draft Programme Document and Annexes – 5 days

#### Child Safeguarding

Is this project/assignment considered as “[Elevated Risk Role](#)” from a child safeguarding perspective?

YES  NO If YES, check all that apply:

**Direct contact role**  YES  NO

If yes, please indicate the number of hours/months of direct interpersonal contact with children, or work in their immediately physical proximity, with limited supervision by a more senior member of personnel:

**Child data role**  YES  NO

If yes, please indicate the number of hours/months of manipulating or transmitting personal-identifiable information of children (name, national ID, location data, photos):

More information is available in the [Child Safeguarding SharePoint](#) and [Child Safeguarding FAQs and Updates](#)

<b>Budget Year:</b>  2025	<b>Requesting Section/Issuing Office:</b>  Social Policy /Zambia, Lusaka	<b>Reasons why consultancy cannot be done by staff:</b>  An independent consultant is required to dedicate time solely to drafting a comprehensive UNJPSP-III Programme Document
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Included in Annual/Rolling Workplan: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No If No, please justify:			
<b>Consultant sourcing:</b> <input checked="" type="checkbox"/> International <input checked="" type="checkbox"/> National  <b>Consultant selection method:</b> <input checked="" type="checkbox"/> Competitive <input type="checkbox"/> Single Source		<b>Request for:</b> <input checked="" type="checkbox"/> New SSA <input type="checkbox"/>	
If Extension, Justification for extension:			
<b>Supervisor:</b> Lyanna Harracksingh Social Policy Specialist		<b>Start date:</b> 31 March 2025	<b>End date:</b> 30 May 2025
			<b>Number of Working Days: 20</b>
<b>Work Assignment Overview:</b>			
Work Assignments Overview	Deliverables/Outputs	Delivery deadline	Estimated Budget
Draft Outline of UNJPSPIII Programme Document including the proposed table of contents with relevant sections and subsections of the document and Annexes	Draft Outline of Programme Document	4 April	25% of total contract, paid upon satisfactory submission of second deliverable
Draft roadmap for initiation of Phase-III indicating all of the steps with timelines required for Phase-III to start (from Programme Document draft to signed MOU between PUNOs and signed contracts with donors).	Draft Roadmap for start of Phase-III	11 April	
Draft UNJPSPIII Programme Document and Annexes with all sections and subsections drafted based on the approved UNJPSPIII Concept Note	Draft Programme Document and Annexes	2 May 2025	75% of total contract, paid upon satisfactory submission of final deliverable
Final UNJPSPIII Programme Document and Annexes with all sections and subsections finalized based on the approved UNJPSPIII Concept Note and feedback from stakeholders on the draft.	Final Programme Document and Annexes	30 May 2025	
<b>Estimated Consultancy fee</b>			
Travel International - Air ticket (Return)	N/A	-	-

Travel Local (please include travel plan)	N/A	-	-
DSA incidentals 20%	N/A	-	-
DSA (if applicable)	N/A	-	-
<b>Total estimated consultancy costs<sup>i</sup></b>			
<b>Minimum Qualifications required*:</b>  <input type="checkbox"/> Bachelor's <input checked="" type="checkbox"/> Masters <input type="checkbox"/> PhD <input type="checkbox"/> Other  Enter Disciplines Master Degree in Social Sciences, Economics, Social Protection, Development Studies, and/or relevant field		<b>Knowledge/Expertise/Skills required *:</b> <ul style="list-style-type: none"> <li>• Minimum 8 years of experience in the development sector, notably in social policy, social protection or related development field</li> <li>• Minimum 8 years of experience working with government entities and development partners in Zambia or similar contexts, particularly in social protection</li> <li>• Experience in drafting UN programme documents for UN Joint Programmes required</li> <li>• Excellent analytical and writing skills</li> </ul>	
<b>Evaluation Criteria (This will be used for the <a href="#">Selection Report</a> (for clarification see <a href="#">Guidance</a>))</b> A) Technical Evaluation (e.g. maximum 75 Points) B) Financial Proposal (e.g. maximum of 25 Points) - 8 years' experience working in development, in social policy, social protection or related field - Demonstrated experience designing and/or implementing UN Joint Programmes - Demonstrated knowledge of facilitation for UN, government, cooperating partners and other stakeholders - Strong communication and writing skills required, experience in developing logframes and monitoring frameworks an asset.			
<b>Administrative details:</b> Visa assistance required: <input type="checkbox"/>  Transportation arranged by the office: <input type="checkbox"/>		<input checked="" type="checkbox"/> Home Based <input type="checkbox"/> Office Based/In Country-Based: Home based with some time spent in UNICEF office for key meetings and discussions. If office based, seating arrangement identified: <input type="checkbox"/> IT and Communication equipment required: <input type="checkbox"/>  Internet access required: <input type="checkbox"/>	