

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

Title	Funding Code:	Type of engagement	Duty station
Consultancy for the Harmonisation of Case Management Tools and development of case management quality assessment framework, data protection and security standard Operating Procedures and Protocols.		<input checked="" type="checkbox"/> Consultant <input type="checkbox"/> Individual Contractor Part-Time <input type="checkbox"/> Individual Contractor Full-Time	Lusaka, Zambia with field travel where required
<p><b>Purpose of Activity/Assignment:</b></p> <p>The purpose of this assignment is to support the Ministry of Community Development and Social Services (MCDSS) to harmonize existing case management tools being used at district and community levels by District Social Welfare officers (DSWOs), Community Development Assistants (CDAs) and Community Welfare Assistance Committees (CWACs) as well as different Non-government Organisations in the provision of child welfare and protection services. This is aimed at harmonizing the case management tools to ensure uniformity of data collection to support assessments, planning and referrals. Once harmonized, the tools will be endorsed by the government, rolled out to all districts. The standardised paper-based system will later be used to customize the national CPIMS + platform to manage information on child protection cases including Child Marriage, Violence Against Children, Circumstantial Children, Children in conflict with the Law, migrant and refugee children and Children in Alternative care at national, provincial, district and community levels. In addition, the assignment will aim to develop a case management quality assessment framework designed for the MCDSS and partners to evaluate the effectiveness, efficiency, and impact of a standard case management system in child protection service provision.</p>			
<p><b>Background</b></p> <p>The child protection sector is one that brings into play various stakeholders to prevent, respond and address the different challenges and vulnerabilities that children and their families face. These protection and welfare concerns are multifaceted and require a nuanced understanding of each child's and family's situation. The country's Child Policy and the Children's Code Act No. 12 of 2022 promote a holistic and coordinated approach to delivering child and family welfare services.</p> <p>Developing case management and information management systems and improving the delivery of child and social protection alongside other social services is a priority for the Government of Zambia. Since 2018, UNICEF and partners such as USAID SEEVCA and ACHIEVE Projects have been supporting the Ministry of Community Development and Social Services (MCDSS) to develop and strengthen case management systems at national, subnational and community levels. These interventions have been designed to strengthen the capacity of social service workforce at district and community levels to manage and track child protection and gender-based violence cases, provide critical data for evidence-based decision-making, service provision, and coordination among stakeholders. UNICEF has also been supporting MCDSS to pilot the case management information management system in the handling of cases of children in alternative care, children in contact and in conflict with the law, migrant children, circumstantial children, and child marriage including emergency and nutrition sensitive social protection in selected districts. Anchored on the Children's Code Act No. 12 of 2022, Standard Operating Procedures (SOPs) for the delivery of statutory and community case management, case management information systems and in-service training package in case management have been developed and implemented to some extent.</p> <p>Despite the progress made so far in developing a systematic case management information management system for child protection, the child protection and welfare system is challenged by fragmented case management tools being used by different stakeholders. The lack of standardized tools has contributed to a weak interoperability child protection information management system. This is also compounded by inadequate systems to generate and access real-time</p>			

and quality data. While several case management information systems (CMIS) exist at national, subnational and community level collecting various information about the welfare of children and their families, these systems are siloed and not interoperable. This situation makes case management, referral and tracking of services received by children and their families difficult. Furthermore, the child protection sector faces the challenge of not being able to trace and clarify the magnitude, characteristics, and trends of child protection and family concerns as well as to understand levels of service access by concerned vulnerable children and families. In addition, the capacity of the social service workforce to deliver standard case management as a methodology of practice requires strengthening.

### **Justification**

In January 2025, the Government of Republic of Zambia through the MCDSS with support from UNICEF undertook a diagnostic assessment of the statutory case management information system to evaluate its effectiveness in supporting effective and efficient child protection service provision. The assessment findings revealed weaknesses in terms of system functionality, usability, security and data management. It was further observed that within the ministry there were 3 different non-interoperable case management information systems being used while other service providers with whom the ministry closely collaborates in managing cases of children also had their own case management tools /systems resulting in double counting and posing challenge for tracking cases of children's experience of various forms of vulnerabilities

While referrals are managed across the various service points, these systems are unfortunately not interoperable. This causes inefficiencies in managing referrals, undermines the authenticity of stakeholders' data on child welfare and protection and jeopardizes the impact of child protection and welfare programmes on children's wellbeing as well as opportunities for funding for the sector.

An integrated CPIMS is therefore critical for a well-functioning case management system which is critical in the child protection systems. This should be supported by a seamless coordination and linkage mechanism between social welfare and other sectors such as justice, police and health including civil society organisations and community level structures. Integrated case management should be systematically managed by trained social workers under government supervision.

There is therefore a need to review current case management tools and practices to develop harmonized tools, and standard of practice to strengthen both case management and provision of child welfare and protection services at national and sub-national levels. This coordinated platform will provide the system/mechanism for further structured data collection and information management systems to support evidence on the status of child welfare and protection indicators in Zambia and inform policy and programming.

It is against this background that the MCDSS, with support from UNICEF and partners, is seeking to recruit a consultant to support the harmonization and standardization of case management tools. In addition, the consultant will develop capacity toolkits for managers, supervisors, and caseworkers to be used for capacity-building initiatives and measurement tools to track and assess the effectiveness of the case management system. The ministry seeks to promote ISCMIS as a key tool for social welfare officers and service providers to securely manage and share data on services for vulnerable children and families, in line with the Children's Code Act and National Child Policy.

### **Objectives**

1. **Review, harmonize, and standardize case management data collection tools** to ensure consistency, accuracy, and effectiveness in capturing essential case information across all relevant stakeholders.
2. **Review and/or develop an Information Sharing and Data Protection Protocol** to establish clear guidelines for secure, ethical, and efficient data exchange while upholding confidentiality and privacy rights.
3. **Develop a Case Management Quality Assessment Framework** to systematically evaluate and enhance the effectiveness, efficiency, and impact of case management practices.

**Key deliverables:**

**The following are the key deliverables for this consultancy:**

- **Review, Harmonise and standardize case management data collection tools**

There are different data collection forms and tools being used by the various organisations and agencies across the country. The Department of Social Welfare alone has 3 different forms for managing cases of children in need of care and protection, some of which are not fully rolled out to all districts. While MCDSS and partners recognise that the data collected by the various tools would reflect the interest of the organisation that developed them as well as the peculiarities of the locality, it is important that there is some level of uniformity in the tools being used and the data being collected across the board in relation to children welfare and protection services including for children in conflict with the law. This will ensure the uniformity and consistency of data being collected at all levels. Having such tools will facilitate the development of an ISCMIS that will address data gaps related to social welfare and protection services for vulnerable children and families.

The consultant will map and review existing case management tools being used at district and community levels by District Social Welfare officers (DSWOs), Community Development Assistance (CDAs) and Community Welfare Assistance Committees (CWACs) as well as different Non-government Organisations in the provision of child welfare, justice and protection services to inform standardization and harmonisation of these tools as part of this assignment. The consultant will lead the harmonization and standardization of the data collection tools in consultation with the Case Management Task Force resulting in harmonised tools.

**Key deliverable:**

1. Comprehensive assessment and mapping report on existing case management tools presented to government accompanied by workshop report on government endorsement of standardized and harmonized case management tools.
2. Harmonized and standardized case management tools endorsed by government and partners as national tools for rollout.

**Develop Information Sharing and Data Protection Protocol**

The consultant will lead the development of standard operating procedures, information sharing and data protection protocols for case management across the country.

- **Development of case management quality assessment framework**

Once the stakeholders have validated and approved the harmonised and standardised case management tools, the consultant will develop case management quality assessment framework. The framework will include various tools and templates, such as case file checklists, observation guides, self-evaluation forms for caseworkers and supervisors, focus group discussion guides and feedback forms for caregivers and children.

**Key Deliverable**

1. A case management quality assessment framework approved by government and stakeholders

- **Submission of consultancy report**

The consultant will submit a report of the consultancy, including all deliverables due under the consultancy.

**Key Deliverables:**

1. A detailed Final report of 25 (minimum) – 40 (maximum) pages covering executive summary, main report and annexes.

**Methodology:**

The consultant is expected to adopt the following methodologies in the delivery of this assignment:

- Collation and desk review of existing data collection and case management tools.
- Hold consultations with relevant stakeholders, particularly, the Case Management Task Force, Joining Forces Alliance and other relevant Technical Working Groups and NGOs.
- Consult with relevant Government line ministries, departments and agencies at national and subnational levels including community welfare assistance committees as required.
- Present the deliverables under the assignment to the Case Management Task Force for validation and to revise the same based on any feedback received.

**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> Child Protection/Zambia, Lusaka	<b>Reasons why consultancy cannot be done by staff:</b> This assignment requires specialized knowledge and experience that is not available inhouse.
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**Included in Annual/Rolling Workplan:**   Yes No, please justify:

<p><b>Consultant sourcing:</b></p> <p><input type="checkbox"/> National <input type="checkbox"/> International <input checked="" type="checkbox"/> Both</p> <p><b>Consultant selection method:</b></p> <p><input type="checkbox"/> Competitive Selection (Roster)  <input checked="" type="checkbox"/> Competitive Selection (Desk Review/Interview)  <input type="checkbox"/> Advertisement</p>	<p><b>Request for:</b></p> <p><input checked="" type="checkbox"/> New SSA  <input type="checkbox"/> Extension/ Amendment</p>
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**If Extension, Justification for extension:**

<b>Supervisor:</b> Mwansa Chilufya - Child Protection Officer		<b>Start date:</b> April 2025	<b>End date:</b> May 2025	<b>Number of Working Days:</b> Two Months
<b>Work Assignment Overview:</b>				
Task	Deliverables/Outputs	Delivery deadline	Estimated Budget	
<b>Conduct a mapping of existing case management tools and suggest harmonized and standardised tools based on vulnerability criteria and situations identified with the MCDSS and the Case Management Technical Working Group</b>	Comprehensive assessment and mapping report on existing case management tools	14 <sup>th</sup> - April to 9 <sup>th</sup> May 2025	50%	
<b>Develop Harmonized and standardized case management tools based on recommendations endorsed by MCDSS and the Task Force on Case Management</b>	Harmonized case management tools developed  Workshop report on government endorsement of standardized and harmonized case management tools.	21 <sup>st</sup> – 30 <sup>th</sup> April 2025		
<b>Based on the case management tools , review/develop standard operating procedures for case management</b>	SOPs for case management, including recommended case management system workflow and user requirements	1 <sup>st</sup> to 9 <sup>th</sup> May 2025		
<b>Development of Information Sharing Protocol for data protection purposes</b>	Data Protection and Information Sharing Protocol for comprehensive case management finalised	12 <sup>th</sup> to 16 <sup>th</sup> May 2025	30%	
<b>Review/development of case management quality assessment framework</b>	Final case management quality assessment framework submitted	19 <sup>th</sup> to 23 <sup>rd</sup> May 2025	20%	
<b>Submission of overall consultancy</b>	<b>Final report</b>	30 <sup>th</sup> May 2025		

<b>Report including the complete set of all developed tools and SOPs</b>		
<b>Estimated Consultancy fee</b>		
Travel International (if applicable)	1 return ticket	
Travel Local (please include travel plan)	Local travel - Lusaka	21st April to 2 <sup>nd</sup> May 2025
DSA (if applicable)		
<b>Total estimated consultancy costs<sup>i</sup></b>		
<b>Minimum Qualifications required*:</b>  <input type="checkbox"/> Bachelors <input checked="" type="checkbox"/> Masters <input type="checkbox"/> PhD <input type="checkbox"/> Other		<b>Knowledge/Expertise/Skills required*:</b> * Master's degree in computer / social / behavioural / pure sciences (Data collection and processing/Research tools development/ Community development, Sociology, Anthropology). * Minimum of five years progressively responsible work experience in the development and deployment of information management for case management systems at the national level. * Proven skills in data collection, management, analysis, and dissemination are important. * Ability to develop a data management system from scratch working with relevant stakeholders will be an advantage. * Good understanding and experience in the field of child protection will be an asset. *Ability to express clearly and concisely ideas and concepts in written and oral forms. *Leadership and participation in previous assignment and in capacity similar or higher than this assignment. *Proven ability to work independently with minimal supervision.
<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)		
<b>Item</b>	<b>Evaluation Criteria</b>	<b>Points</b>
<b>1.0</b>	<b>Overall Response</b>	<b>20%</b>
<b>1.1</b>	<b>Understanding of the Consultancy which UNICEF wants to enter based on the documents.</b>	<b>10</b>
<b>1.2</b>	<b>Understanding of Child Protection issues in Zambia and UNICEF's role in supporting and coordinating with the Government and other stakeholders.</b>	<b>10</b>
<b>2.0</b>	<b>Personal Profile</b>	<b>30%</b>
<b>2.1</b>	<b>Range and depth of organizational experience with similar projects - Previous experience working on social issues communication strategies</b>	<b>15</b>
<b>2.2</b>	<b>Client references &amp; Samples of previous work</b>	<b>15</b>
<b>3.0</b>	<b>Proposed Methodology and Approach</b>	<b>25%</b>

<b>33.1</b>	<b>Proposed work plan and approach of implementation of the tasks as per the ToR</b>	<b>15</b>
<b>3.2</b>	<b>Implementation strategies, monitoring and evaluation, quality control mechanism</b>	<b>10</b>
<b>4. Financial Proposal</b>		<b>25%</b>
<b>4.1</b>	<b>Clarity and completeness</b>	<b>5</b>
<b>4.2</b>	<b>Value for money</b>	<b>20</b>
	<b>Grand Total</b>	<b>100%</b>

  

<b>Administrative details:</b> Visa assistance required: <input type="checkbox"/> Transportation arranged by the office: <input type="checkbox"/>	<input checked="" type="checkbox"/> <b>Home Based</b> <input type="checkbox"/> Office Based/In Country-Based: If office based, seating arrangement identified: <input type="checkbox"/> IT and Communication equipment required: <input type="checkbox"/> Internet access required: <input type="checkbox"/>

<sup>i</sup> Costs indicated are estimated. Final rate shall follow the “best value for money” principle, i.e., achieving the desired outcome at the lowest possible fee. Consultants will be asked to stipulate all-inclusive fees, including lump sum travel and subsistence costs, as applicable.

Payment of professional fees will be based on submission of agreed 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

**Text to be added to all TORs:**

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.

The selected candidate is solely responsible to ensure that the visa (applicable) and health insurance required to perform the duties of the contract are valid for the entire period of the contract. Selected candidates are subject to confirmation of fully-vaccinated status against SARS-CoV-2 (Covid-19) with a World Health Organization (WHO)-endorsed vaccine, which must be met prior to taking up the assignment. It does not apply to consultants who will work remotely and are not expected to work on or visit UNICEF premises, programme delivery locations or directly interact with communities UNICEF works with, nor to travel to perform functions for UNICEF for the duration of their consultancy contracts.

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

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your disability during your application in case you need reasonable accommodation during the selection process and afterwards in your assignment.