

TERMS OF REFERENCE

TITLE – End-of-programme process evaluation of GDF Round 4 in Zambia (2024–2026)

CONTRACT MODALITY	Individual Consultancy
DUTY STATION	Lusaka, Zambia
DURATION OF CONTRACT	2.7 Months

Purpose of Assignment

To conduct an independent end-of-programme process evaluation of the UN Joint Programme on the Rights of Persons with Disabilities Round 4 in Zambia (2024–2026), in order to determine the extent to which the programme achieved its intended results, strengthened disability-inclusive governance systems, operated efficiently and through effective joint programming mechanisms, and generated sustainable institutional change to advance CRPD implementation.

Scope of Work

Background

National Context and CRPD Implementation Landscape

Zambia signed the Convention on the Rights of Persons with Disabilities (CRPD) in 2008 and ratified it in 2010. The principles and obligations of the Convention were domesticated through the Persons with Disabilities Act (No. 6 of 2012), replacing the earlier 1996 legislation and reaffirming the mandate of the Zambia Agency for Persons with Disabilities (ZAPD). Since ratification, Zambia has made notable progress in strengthening its normative and institutional framework for disability rights.

Key milestones include:

- Submission of Zambia’s first State Party report to the CRPD Committee in 2017, followed by an alternative report by Organizations of Persons with Disabilities (OPDs) in 2020;
- Adoption of the 2016 Constitution, which explicitly prohibits discrimination on the basis of disability (Article 23);
- Enactment of the Mental Health Act (No. 6 of 2019), which replaced the discriminatory Mental Disorders Act of 1951;
- Conduct of the second National Disability Survey (2015; published 2018), estimating that 7.7% of the population approximately 1.5 million people live with disabilities;
- Inclusion of the Washington Group Questions on disability in the 2022 National Census, strengthening disability data systems;
- Participation in the Global Disability Summits (2018 and 2022), including formal commitments to advance disability inclusion.

Sectoral reforms, including amendments to the Education Act promoting inclusive education, disability-inclusive provisions within the National Child Policy (2015), the Youth Policy, and related frameworks, have further strengthened the policy environment.

However, while Zambia’s legal and policy commitments are substantial, translating these commitments into coordinated, adequately resourced, and accountable systems remains a continuing challenge.

In addition to the CRPD, Zambia’s disability inclusion agenda is guided by other key international human rights instruments, notably the Convention on the Rights of the Child (CRC), ratified in 1991, and the Convention on

the Elimination of All Forms of Discrimination against Women (CEDAW), ratified in 1985. These frameworks underscore the rights of children and women, including those with disabilities, to survival, development, protection, and participation, and emphasize the need to address intersecting forms of discrimination. The CRC provides a foundation for safeguarding the rights and well-being of children with disabilities, particularly in relation to inclusive education, health, and protection systems, while CEDAW highlights the specific vulnerabilities and systemic barriers faced by women and girls with disabilities. At the national level, these commitments are reflected in policies such as the National Gender Policy (2014), the National Child Policy (2015), and the National Social Protection Policy, which collectively promote equity, inclusion, and gender-responsive programming. Anchoring this evaluation within these complementary frameworks ensures a holistic, rights-based analysis that captures the intersection of disability, age, and gender in Zambia's development context.

Persistent Structural and Systemic Gaps

Despite progress, implementation gaps persist in several areas critical to CRPD realization.

The 2017 report of the UN Special Rapporteur on the Rights of Persons with Disabilities highlighted key concerns, including:

- Weak operationalization of Article 33 mechanisms for independent monitoring of the CRPD;
- Legislative inconsistencies affecting full political participation, particularly for persons with psychosocial disabilities;
- Limited institutional coordination across ministries and sectors;
- Insufficient disability mainstreaming within national planning, budgeting, and monitoring systems;
- Persistent structural barriers, particularly in rural areas.

The 2015 National Disability Survey revealed disparities in disability prevalence between rural and urban areas (8.5% versus 7.2% respectively), highlighting geographic inequities. Assessments of rehabilitation services (2019) and assistive technology capacity (2022) further identified significant unmet needs. According to national estimates, approximately 7.7% of Zambia's population—about 1.5 million people—live with some form of disability, although some estimates suggest the proportion may be closer to 10–11% of the population when broader functional limitations are considered.

The 2022 Census of Population and Housing recorded Zambia's population at 19.6 million, implying that well over 1.5–1.7 million Zambians may be living with disabilities, underscoring the scale of inclusion and service delivery challenges. While Zambia has publicly committed to disability inclusion through global forums and policy frameworks, systematic monitoring and tracking of progress against these commitments remains limited.

A central structural challenge has therefore been the persistent gap between normative commitment and institutionalized implementation. Although Zambia has adopted disability-inclusive legal and policy frameworks, the systems required to ensure coordinated implementation, financial tracking, monitoring, and accountability remain unevenly developed. Implementation efforts have included the enactment of the Persons with Disabilities Act, the operationalization of the Zambia Agency for Persons with Disabilities to oversee disability inclusion, and the development of the National Policy on Disability. Disability considerations have also been incorporated into sectoral programmes such as community-based rehabilitation initiatives, inclusive education programmes within the education sector, and social protection mechanisms including the Social Cash Transfer Programme. However, these implementation efforts have often been fragmented across sectors and levels of government, with limited coordination mechanisms, inconsistent budget allocations, and weak data systems to systematically monitor outcomes for persons with disabilities. As a result, translating policy commitments into measurable improvements in access to services, assistive technologies, and inclusive social systems remains an ongoing challenge.

Decentralization and the Southern Province Context in relation to GDF

Zambia's ongoing decentralization agenda adds an additional layer of complexity and opportunity. The devolution of planning, budgeting, and service delivery functions to local authorities including through instruments such as the Constituency Development Fund (CDF) creates potential entry points for disability inclusion at subnational level. However, decentralization also exposes capacity gaps, coordination challenges, and inconsistencies in the application of disability-inclusive standards across districts.

- Southern Province, including districts such as Choma, Kalomo, Monze and Livingstone, presents a particularly relevant context for assessing how national disability inclusion reforms translate into subnational practice. While legal frameworks are nationally adopted, effective implementation requires:
 - Functional coordination mechanisms at district level;
 - Disability focal point systems that operate beyond the capital;
 - Engagement of OPDs in local planning and accountability processes;
 - Integration of disability considerations within decentralized budgeting mechanisms such as the CDF.

The Southern Province context therefore provides a lens through which to assess whether the programme's systems-strengthening efforts have extended beyond national policy dialogue and influenced operational systems at subnational level.

Rationale for the UN Joint Programme on the Rights of Persons with Disabilities Round 4 in Zambia (UNPRPD/GDF)

In response to these structural gaps, GDF Round 4 (2024 - 2026) was designed as a catalytic, systems-focused joint programme aimed at strengthening the enabling environment for disability-inclusive development. Rather than concentrating primarily on service delivery, the programme sought to address the institutional "building blocks" required for effective CRPD implementation. The programme is implemented jointly by participating UN agencies (ILO, UNDP, UNFPA and UNICEF), under Government leadership (MCDSS and ZAPD) and in close collaboration with Organizations of Persons with Disabilities (OPDs) led by ZAFOD and DRW. The overarching objective of the programme is to strengthen national systems, institutions, and coordination mechanisms to advance the rights of persons with disabilities and institutionalize disability inclusion within Zambia's development processes.

The programme is structured around three interlinked outcomes:

- Outcome 1:** National stakeholders have the knowledge, capacity, and practical tools to effectively contribute to the development and implementation of disability-inclusive policies and systems.
- Outcome 2:** Critical gaps in the achievement of essential building blocks for CRPD implementation are addressed through strengthened governance mechanisms, legislative review, and institutional reforms.
- Outcome 3:** National and subnational development plans and monitoring processes systematically integrate disability mainstreaming.

Through these outcomes, the programme aimed to:

- Strengthen CRPD governance and independent monitoring mechanisms (Article 33);
- Improve multi-stakeholder coordination across ministries, OPDs, and UN agencies;
- Institutionalize disability-inclusive planning, budgeting, and financial tracking processes;
- Strengthen OPD participation in national and subnational policy dialogue and accountability structures;
- Embed disability mainstreaming within national development planning and decentralized systems.

The programme is closely aligned with the 2030 Agenda for Sustainable Development and contributes to several Sustainable Development Goals (SDGs), particularly SDG 10 (Reduced Inequalities), SDG 16 (Peace, Justice and Strong Institutions), and SDG 17 (Partnerships for the Goals). By strengthening inclusive governance systems, institutional accountability, and participatory planning processes, the programme advances efforts to "leave no one behind," a central principle of the SDGs. In addition, the programme contributes to SDG 1 (No Poverty) and SDG 4 (Quality Education) through its emphasis on inclusive policies and systems that improve

access to social protection, education, and other essential services for persons with disabilities. The focus on disability mainstreaming across national and subnational planning further supports the integration of disability inclusion across the SDG framework, ensuring that development processes are equitable, inclusive, and responsive to the needs of persons with disabilities.

A defining feature of the programme is its joint modality, designed to leverage comparative advantages of participating UN agencies, promote harmonized planning under a shared results framework, and reduce fragmentation of disability-related interventions.

UNICEF leads overall coordination and capacity strengthening efforts; ILO supports disability mainstreaming and coordination systems; UNDP focuses on governance, planning, and budgeting; and UNFPA contributes on gender equality and inclusion.

Evaluation Purpose and Objectives

The purpose of this evaluation is to conduct an independent end-of-programme process evaluation of GDF Round 4 in Zambia (2024–2026), in order to determine the extent to which the programme achieved its intended results, strengthened disability-inclusive governance systems, operated efficiently and through effective joint programming mechanisms, and generated sustainable institutional change to advance CRPD implementation.

While no formal baseline study was conducted at programme inception, a comprehensive Situation Analysis undertaken in 2023 provided contextual evidence on the status of CRPD implementation, institutional capacity gaps, and systemic barriers to disability inclusion. The evaluation will therefore use the approved results framework, programme documentation, monitoring data, and findings from the 2023 Situation Analysis as key reference points for assessing performance, contribution, and change over the programme period.

The specific objectives of this assignment are:

1. Assess overall programme performance, including achievement of outputs and contribution to outcome- and systems-level changes in CRPD governance, coordination mechanisms, and disability-inclusive planning and budgeting systems.
2. Assess the effectiveness of capacity strengthening interventions, including their contribution to enhancing the knowledge, participation, and influence of OPDs in disability-inclusive policy and programming, and the perceived usefulness of these interventions.
3. Assess the relevance of the programme, including alignment with Zambia’s CRPD obligations, national priorities, decentralization reforms, and evolving contextual dynamics.
4. Analyze the efficiency and value for money of programme implementation, including resource utilization, cost drivers, timeliness, and application of VfM principles.
5. Assess the effectiveness and added value of the Joint Programme modality, including coordination, complementarity, and engagement with Government and OPDs.
6. Assess the sustainability of programme results and identify lessons learned, including institutionalization of systems and capacities, key enabling and constraining factors, and actionable recommendations for future programming.

The table below provides an overview of the primary and secondary users of the evaluation and intended use of the findings.

Use Primary	Intended Use
Government of the Republic of Zambia (GRZ), including MCDSS, ZAPD, Human Rights Commission, relevant sector ministries and decentralized authorities	To assess progress in strengthening CRPD governance and coordination mechanisms. To identify institutional gaps in disability-inclusive planning, budgeting and monitoring systems. To inform future disability-inclusive reforms within national and decentralized systems.

Participating UN Agencies (PUNOs) and the UN Country Team	To assess the effectiveness and added value of the Joint Programme modality. To inform the design of future UN joint programming on disability inclusion. To strengthen coordination, complementarity and division of labour in future multi-agency initiatives.
Organizations of Persons with Disabilities (OPDs)	To assess progress in institutional participation, advocacy influence, and engagement in governance and accountability mechanisms. To inform future capacity strengthening and strategic engagement with Government and UN partners.
Donors and GDFGDF Governance Mechanisms	To provide accountability on programme performance, efficiency and use of resources.
Secondary Other development stakeholders: Including development partners, civil society organizations, subnational authorities, and the academic and policy community.	To draw lessons on systems-based approaches to disability inclusion and governance reform. To identify good practices and enabling factors that may be replicated or adapted. To contribute to the broader evidence base on joint programming, decentralization and CRPD implementation

Evaluation Scope

The assignment entails a comprehensive national-level end-of-programme performance and process evaluation of GDFGDF Round 4 (2024–2026) in Zambia. The evaluation will assess the relevance, effectiveness, efficiency, sustainability and coherence of programme interventions, with particular focus on their contribution to strengthening CRPD governance mechanisms, coordination structures, disability-inclusive planning and budgeting systems, and the institutionalized participation of Organizations of Persons with Disabilities (OPDs).

The evaluation will engage key stakeholders at both national and subnational levels. Key Informant Interviews (KIIs) will be conducted with representatives from relevant Government ministries, the Zambia Agency for Persons with Disabilities (ZAPD), oversight institutions, participating UN agencies, OPDs, and cooperating partners. Where relevant, consultations at provincial and district levels will be undertaken to assess how national disability inclusion reforms are operationalized within decentralized governance systems. In addition, given the strong capacity development focus of the programme, participants in GDFGDF Round 4 trainings and capacity exercises (notably OPD representatives) will be invited to participate in a consultative forum, to provide feedback in regards to the utility of the GDFGDF programme including subject matter, approach and relevance to furthering the implementation of CRPD in Zambia.

This multi-level approach will ensure that perspectives from policy, institutional and implementation levels are captured, enabling a comprehensive assessment of programme performance, systems-level change, coordination dynamics, and sustainability prospects.

Evaluation Criteria and Preliminary Evaluation Questions

1. Relevance

- To what extent were GDF Round 4 objectives aligned with Zambia’s CRPD obligations, national disability priorities, and decentralization reforms?
- Were the programme design and systems-strengthening strategies appropriate to address identified institutional and governance gaps?

2. Effectiveness

- To what extent were planned outputs achieved and translated into strengthened CRPD governance, coordination, and accountability systems?
- How effectively did the programme institutionalize disability-inclusive planning, budgeting, and monitoring processes?
- To what extent were persons with disabilities and OPDs meaningfully engaged and strengthened?
- To what extent were national-level reforms translated into subnational practice?

3. Efficiency and Value for Money

- To what extent were financial and technical resources used efficiently, including timeliness of implementation?
- Did the joint programming modality contribute to efficiency, value for money, and reduced duplication?

4. Coherence and Joint Programming

- How coherent and complementary were the roles of participating UN agencies, and how effective were coordination mechanisms?
- To what extent did the programme align with and add value to broader UN and partner initiatives?

5. Sustainability

- What key lessons, good practices, and strategic priorities should inform future disability-inclusive programming?

6. Lessons Learned and Forward-Looking Considerations

- What key lessons, good practices, and strategic priorities should inform future disability-inclusive programming?

During the inception phase, the evaluation team will develop a detailed evaluation matrix outlining refined questions, indicators, data sources, and methods of verification.

Evaluation Approach and Methods

Based on the evaluation purpose and objectives, this section outlines the proposed approach, methods, and processes for conducting the evaluation. Bidders may adopt the approach described below or propose justified refinements in their technical proposal. Methodological rigor will be a key criterion in the assessment of proposals.

Proposals must align with UNICEF's Evaluation Policy (2023) and the United Nations Evaluation Group (UNEG) Norms and Standards for Evaluation. Bidders are expected to clearly describe their analytical framework, triangulation strategy, and anticipated methodological limitations together with mitigation measures.

In the absence of a formal baseline study and a documented Theory of Change (ToC), the evaluation will draw on the approved results framework, programme documentation, monitoring data, and findings from the 2023 Situation Analysis as reference points for assessing performance and contribution. As part of the inception phase, the evaluation team will be required **to reconstruct and validate a Theory of Change**, clearly articulating the programme's results logic, causal pathways, and underlying assumptions linking outputs to outcome- and systems-level changes. This ToC will be developed through document review and stakeholder consultations and will serve as a central analytical framework guiding the evaluation. The evaluation will subsequently assess the plausibility of the programme's contribution to observed results using this reconstructed ToC.

Given the governance and systems-strengthening focus of the programme, particular attention will be paid to institutional functionality, coordination mechanisms, behavioural and procedural changes within institutions, and sustainability prospects.

Methods

The evaluation will adopt a non-experimental, theory-based design, using contribution analysis, complemented

by elements of process tracing, to assess the programme's contribution to systems-level changes in CRPD governance, coordination, and disability-inclusive systems.

In the absence of a formal Theory of Change (ToC), the evaluation team will reconstruct and validate a ToC during the inception phase, drawing on programme documentation and stakeholder consultations. The ToC will guide the identification of causal pathways, key assumptions, and expected results, forming the basis for assessing the plausibility of the programme's contribution.

The evaluation will draw on multiple data sources, including:

- Desk review of key programme documents (Programme Document, results framework, workplans, monitoring and financial reports, governance records, and the 2023 Situation Analysis), to establish the programme logic, track implementation, and assess progress;
- Key Informant Interviews (KIIs) with Government ministries, ZAPD, oversight institutions, participating UN agencies, OPDs, and cooperating partners, to explore implementation processes, perceived changes, and contribution pathways; Human Resources United Nations Children's Fund
- A participatory stakeholder workshop, which will serve as a structured platform for data collection, validation of findings, and testing of emerging hypotheses, including perspectives from rights holders;
- Targeted subnational consultations (where feasible), to assess the translation of national-level reforms into decentralized systems.

The analysis will apply systematic triangulation across data sources and methods. Analytical techniques will include pattern matching, assessment of contribution claims, and examination of alternative explanations, to strengthen the credibility of findings and conclusions. Particular attention will be given to identifying enabling and constraining factors influencing programme performance.

Human Rights and Equity Considerations

The evaluation will apply a human rights-based and equity-focused approach consistent with CRPD principles. Particular attention will be given to gender, age, geographic disparities, and intersectional vulnerabilities affecting persons with disabilities.

The evaluation team will ensure that data collection methods and analysis are inclusive and participatory, and that findings and recommendations address equity, inclusion, and sustainability.

During the inception phase, the evaluation team will develop an evaluation matrix outlining refined evaluation questions, indicators, data sources, data collection methods, and means of verification.

The evaluation team will also:

- Propose a purposive stakeholder selection strategy to ensure balanced representation across national and subnational levels;
- Develop a clear data analysis plan, including approaches to triangulation and synthesis of findings;
- Facilitate a validation process, where draft findings are presented to key stakeholders and feedback is systematically incorporated into the final report.

Ethical Considerations: The evaluation will adhere to UNICEF and UNEG ethical standards, including informed consent, confidentiality, voluntary participation, and secure data management. As the evaluation will primarily involve desk review and interviews with adult stakeholders in their professional capacity, formal ethical review board approval is not anticipated. However, the evaluation team will identify any potential ethical risks and

outline mitigation measures in the inception report. Any ethical issues arising during implementation will be documented and addressed in line with UNICEF ethical guidance. Data collection will be minimized to only what's necessary. Transparency and accountability will be ensured throughout the process. Finally, the evaluation will be conducted in alignment with UNICEF's Ethical Principles for Research and Evaluation with Children.

Evaluation Workplan

The evaluation will comprise the following phases:

Phase 1: Document Review and Inception

The Consultant will undertake a comprehensive desk review of programme documents, including the Programme Document, results framework, workplans, monitoring report, progress and financial reports, governance records, completed products under the UNJPSP Round 4 and the 2023 Situation Analysis.

An **Inception Report** will be submitted outlining the refined evaluation questions, evaluation matrix, methodology, stakeholder mapping, data collection tools, workplan, and identified limitations. Approval of the inception report will be required before proceeding.

Phase 2: Key Informant Interviews

The Consultant will conduct Key Informant Interviews (KIIs) with representatives from relevant Government ministries, ZAPD, participating UN agencies, OPDs, cooperating partners, and selected subnational stakeholders during the **participatory review workshop**. Findings will be systematically documented and triangulated with documentary evidence.

Phase 3: Analysis and Draft Report

The Consultant will analyze the collected data and prepare a **Draft Evaluation Report**, structured around the agreed evaluation criteria and questions. The draft will include findings, conclusions, and prioritized recommendations and must comply with UNICEF Evaluation Report Standards.

Phase 4: Validation and Finalization

Key findings will be presented at a validation meeting. The Consultant will incorporate feedback and submit the **Final Evaluation Report**, suitable for submission to the Global Evaluation Reports Oversight System (GEROS).

REPORTING REQUIREMENTS FOR THE FINAL REPORT (not more than 50 pages excluding annexes)

1. Cover Page

2. Executive Summary

3. Acronyms

4. Programme Description

- Overview of GDF Round 4 in Zambia
- Context: CRPD implementation and decentralization reforms
- Programme objectives, outcomes and results framework
- Governance and coordination arrangements

5. Purpose, Scope and Objectives of the Evaluation

6. Methodology

- Evaluation approach and analytical framework
- Stakeholder selection and data collection methods
- Limitations and mitigation measures

- Human rights and equity considerations

7. Findings (Structured by Evaluation Criteria)

- **Relevance:** Alignment with CRPD obligations, national disability priorities, and decentralization context
- **Effectiveness:** Achievement of outputs and contribution to systems-level changes
- **Efficiency and Value for Money:** Expenditure against workplans, cost drivers, timeliness
- **Coherence and Joint Modality:** Coordination, complementarity, and division of labour among UN agencies and partners
- **Sustainability:** Institutionalization of strengthened systems, tools, capacities and coordination mechanisms

8. Conclusions

9. Recommendations

- Strategic recommendations for future UN joint programming on disability inclusion (including a potential successor phase)
- Recommendations on governance, coordination and joint implementation
- Recommendations on strengthening systems sustainability and institutionalization

10. Appendices:

- Terms of Reference
- Data collection instruments
- List of documents reviewed
- List of meetings/consultations/field visits attended
- List of persons/organizations interviewed

All draft and final outputs, including supporting documents, analytical reports, and raw data, should be provided in electronic format compatible with Word for Windows. The consultant will collaborate with relevant government ministries, UN agencies, cooperating partners, and other stakeholders.

Management and Quality Assurance Arrangements

The Consultancy firm's final accountability will be with UNICEF Zambia Country Office (Monitoring and Evaluation Officer), with close managerial oversight from the Chief of Planning, Monitoring and Evaluation (PME), in consultation with the Social Policy section Chief and the Disability Specialist. The PME Section will carry out contract management and provide financial and technical support for this process.

The evaluation reference group composed of internal and external members will be consulted during key phases of the evaluation to provide objective feedback and quality assurance. The performance evaluation of the consultancy will be conducted by the M&E Officer and the PME Section Chief. The performance indicators for evaluating the performance of consultancy firm will focus on quality, innovativeness and timeliness of deliverables.

Guiding Principles and Ethical Considerations

The evaluation consulting firm should adhere to the following UN and UNICEF norms and standards and is expected to clearly identify any potential ethical issues and approaches, as well as the processes for ethical review and oversight of the evaluation process in their proposal. Some copies of these documents are only accessible to UNICEF staff and will be provided upon request:

- [United Nations Evaluation Group \(UNEG\) Norms and Standards for Evaluation in the UN System](#)
- [UNEG Ethical Guidelines for Evaluations](#)
- [UNICEF procedure for ethical standards in research, evaluation, data collection and analysis](#)
- [UNICEF-Adapted UNEG Evaluation Reports Standards](#)

- [GEROS Quality Assessment System](#)
- [UNICEF guidance on external academic publishing](#)

Additional Terms: Procedure and logistics

1. No lodging or meals will be provided to the consultant.
2. The consultant will not work from UNICEF office. They must use their own office facilities.
3. DSA will not be paid to the consultant by UNICEF. All such costs should be included in the price quotations.
4. The consultant should use their own materials such as computers and printers, etc.
5. The consultant is not authorized to use UNICEF's vehicles. Local transport costs should therefore be part of the price quotation.
6. Payment will be made upon delivery of the deliverables listed above that meet UNICEF quality standards.
7. Flight costs will not be covered by UNICEF. Such costs must be included in price quotations for the bid.
8. Provision of services will not commence unless a contract is signed by both UNICEF and the awarded individual.
9. The resulting contract will be supervised by UNICEF.
10. The cost of fieldwork (including unexpected activities) will be included in the financial proposal provided by the consultant.
11. The consultant will provide a bi-weekly progress update to UNICEF on the assignment.

Work Assignments Overview	Deliverables/Outputs	Delivery deadline to complete the deliverable
Document Review	Inception draft and final Report detailing the work plan, timeframe, methodology, and data collection tools	22 May 2026
Stakeholder/Key Informant Interviews and facilitation of participatory consultation and review workshop	Draft Report	21 June 2026
Presentation of Draft Desk Review Report	Presentation of the draft report at GDF validation meeting-virtual	07 July 2026
Final Desk Review Report, 3-page evaluation brief and PowerPoint presentation	Finalize the report incorporating feedback from the evaluation meeting and updated presentation and 3-page evaluation brief	22 July 2026
Travel	1 trip of 5 days to attend a 3-day-workshop in Lusaka	

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.
- The selected candidate is solely responsible for ensuring that the health insurance (and visa if applicable) 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 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

- Advanced university degree (Master’s level or higher) in Social Sciences, Public Policy, Development Studies, Law, Economics, Governance, Disability Studies, or a related field.
- At least 8 years of progressively responsible professional experience in programme evaluation, governance, social policy, disability inclusion, or related areas, with demonstrated experience in conducting independent evaluations of development programmes.
- Proven expertise in assessing institutional strengthening, governance systems, policy implementation, and coordination mechanisms, preferably within public sector or UN-supported programmes.
- Demonstrated experience in applying results-based management frameworks, log frame analysis, and qualitative and quantitative evaluation methodologies.
- Strong understanding of human rights-based approaches, CRPD principles, and disability-inclusive programming.
- Experience evaluating joint or multi-agency programmes is highly desirable.
- Familiarity with Zambia’s governance and decentralization context will be an advantage.
- Excellent analytical, interviewing, and stakeholder engagement skills, including facilitation of consultative workshops and qualitative group data collection (i.e. FGDs, etc.).
- Strong report writing skills, with demonstrated ability to produce high-quality analytical reports in English.
- Proven ability to deliver quality outputs within agreed timelines.