

TERMS OF REFERENCE FOR INDIVIDUAL CONSULTANT/CONTRACTOR

SECTION	WASH
CONSULTANCY TITLE	Prepare for and facilitate the 2021 National WASH Joint Sector Review for Zimbabwe
TYPE OF ENGAGEMENT	<input checked="" type="checkbox"/> Individual Consultant <input type="checkbox"/> Individual Contractor
PURPOSE OF THE ASSIGNMENT	
<p>Zimbabwe’s last WASH Joint Sector Review (JSR) was conducted in 2019 and took a comprehensive stock of sector as well as address emerging issues over the past years. The purpose of the proposed 2021 JSR is to review performance of the sector over the previous financial year, including progress in implementation of the undertakings developed during 2019 JSR. The timing of the JSR 2021 is linked to the preparations for the budgeting process for the 2022 financial year. The JSR outcomes shall inform prioritization of key interventions/activities to be included in the forthcoming financial budget. Actions from the review will be incorporated in the work plans and budgets of the line ministries for the next financial year as well as work plans of other implementing organizations (development partners, CSOs and private sector). The JSR also therefore serves as a platform to hold each other accountable on commitments and get consensus on priorities for the next period of implementation, for the next financial year.</p>	
BACKGROUND	
<p>Zimbabwe has experienced a decline in the delivery and quality of water, sanitation and hygiene (WASH) services. The country missed targets under the Millennium Development Goals. Given regression in public sector investment in WASH and if the status quo is maintained, then Zimbabwe is set to miss the Sustainable Development Goals (SDG’s) related to WASH services. Reliance on development partners in a context of strained sector coordination has failed to address inequalities associated with weak to highly fragile WASH service delivery. Weak and uneven access and coverage have had a negative bearing on the country’s WASH-dependent development outcomes.</p> <p>Water-borne diseases have recurred overtime. This has been a result of the declining socio-economic conditions. Despite clear macro-economic and sector-specific regression Zimbabwe’s 2030 vision is of an upper middle-income society. The 2021-25 National Development Strategy (NDS1) and the National Budget Statements anchor the vision and set pathways that address general issues and WASH-sector constraints. Zimbabwe’s 2030 vision coincides with Agenda 2030, which has SDG 6 that advocates for universal access to WASH focused on availability and sustainable management of water and sanitation for all. Zimbabwe’s most recent macro-economic policy (the Agenda for Sustainable Social and Economic Transformation, ZIMASSET 2013-18 and Transitional Stabilisation Programme) espoused clear sector commitments. Unfortunately, these were not delivered adequately. As such, there is a real danger that the 2030 vision may be unattainable without serious sector-specific and macro-economic reforms.</p> <p>Enhanced evidence-driven and action-oriented sector dialogue is needed. This will aid development and full implementation (including funding) of appropriate WASH policies, organizational arrangements and programme interventions aligned to relevant national and international goals. Properly framed responsibilities and accountability mechanisms binding on individual citizens as well as relevant state and non-state actors involved in the various aspects of the three WASH sub-sectors¹ are needed. This is important given the relative complexity of the sector. Zimbabwe’s WASH sector is comprised of more than six line Ministries, Departments and Parastatals currently coordinated by the Ministry of Lands, Agriculture, Fisheries, Water, and Rural Resettlement (MLAFWRR). There is need to comprehensively address sector bottlenecks that have held back sector progress since the mid 1990s. The holdbacks include inadequate capital and operational expenditures on WASH service delivery, low national to local budget allocations towards WASH and a weak policy, planning and regulatory environment. Institutions (policies, laws and organizational structures) are highly fragmented with some agency roles overlapping resulting in accountability challenges.</p>	

¹ Water Resources Management (WRM), the Rural WASH and the Urban WASH Sub-Sectors.

ASSIGNMENTS:

The Consultant will work with a Technical Committee set up by the Sector to facilitate sub-sector and sector-wide reflections which will be pursuant to the following specific objectives:

1. To assess progress and performance of the sector in relation to the agreed key sector performance indicators and the 2019 JSR undertakings;
2. To identify key sector emerging issues and provide policy and strategic guidance;
3. Enhanced alignment within and across levels of government and development (and implementing) partners including the private sector, academia and research institutions;
4. Benchmarking Zimbabwe’s WASH sector against regional and international commitments.
5. Develop undertakings and list of priority actions across identified strategic areas for the forthcoming period (from now to end of 2022); and
6. To provide a forum for sharing experiences, lessons learnt and innovations across the sector.

The proposed JSR comes at a time the Government of Zimbabwe is implementing constitutional provisions on devolution. It is therefore expected to aid clarity of roles within the sector in the context of enhanced devolution of governance. Discussions to be steered by the Consultant and the Technical Committee will take account of previously agreed sector commitments and indicators in relation to identified bottlenecks and collaborative efforts.

The JSR workshop is proposed to be held on 27-28 October, using the blended approach (virtually and face to face). The consultant is expected to facilitate both platforms in person at the face-to-face platform.

METHODOLOGY

Methodology will include but not limited to:

- a. Desk Reviews and Consultative Meetings
- b. Stakeholder engagement
- c. Workshop facilitation
- d. Report writing

It is expected that the tasks under this consultancy will be conducted in 30 days over two months. The specific tasks (to be further elaborated during implementation) are as follows:

1. Prepare for and design a results-based JSR process² demonstrating how events will flow to achieve the expected deliverables. This includes the development of the 2020 Sector Status Performance Report and conducting the 2021 National Joint Sector Review workshop. The basic structure of the JSR workshop should allow the following:
 - a. Assessment of sector progress in relation to national, regional and international agreements, should be comprehended in the Sector Status Performance Report
 - b. Identification of challenges or bottlenecks; and
 - c. Agreeing solutions (commitments) with agreed timeframes and agency roles.
2. Facilitate stakeholder engagement processes to systematically achieve the specific objectives of the JSR (above), organize the event to allow for substantive discussions and not just a series of presentations; and agenda focuses on strategic level not individual projects;
3. Ensure that outcomes of discussions (particularly issues for post-JSR attention) are captured within their appropriate context and response proposals are agreed. Arrangements for rapporteuring will also need to be considered;
4. Facilitate clear identification of necessary reform priorities separating them into policy and regulatory, funding or financial investments, organizational roles, operational structures and relations;
5. Distil commitments made by different arms and levels of the state, development partners (see also footnote 4); and

² Due to the COVID pandemic all proposed processes shall comply to the National COVID-19 and WHO COVID-19 protocols. Depending more on use of virtual platforms and limited physical presence.

6. Produce comprehensive 2021 National JSR report, which will act as a point of reference for progress in future and contain actionable recommendations.

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](#)

Tasks/Milestone:	Deliverables/Outputs:	Timeline (Person-days)
A. PREPARATORY WORKS		
<ul style="list-style-type: none"> Entry meetings, first with UNICEF and later with the JSR Technical Committee to clarify expectations and get a common understanding of the scope of the consultancy Develop the JSR operational plan indicating activities, implementing timelines, responsibilities, results indicators and all requirements to do the JSR process 	Draft JSR Process Operational Plan	2
B. PRODUCTION OF THE SECTOR STATUS PERFORMANCE REPORT		
<ul style="list-style-type: none"> Review progress on the sector indicators including actioning 2019 JSR Undertakings and other commitments Document findings of the analytical review of sector performance over the past year One day workshop sharing findings and getting input from NAC sub-committee members Incorporating inputs in the report 	Draft Sector Status Performance Report	8
C. FACILITATING THE NATIONAL JOINT SECTOR REVIEW WORKSHOP		
<ul style="list-style-type: none"> Develop Session Flow outline for JSR Workshop in accordance to agreed Thematic Areas; Identify key presenters and approaches/methodologies to be used, indicating domains of critique, ensuring national speakers are identified and are invited to present at the JSR workshop; Provide guidance on development of materials for presentation Attend and facilitate the JSR workshop, ensuring smooth flow and ensuring active participation, allowing time for voices to be heard, even disagreement and drawing consensus, prioritising and committing to responsibilities on issues/solutions and undertakings. 	JSR Workshop agenda to guide the implementation of the JSR process drafted and JSR Workshop facilitated	10

D. PRODUCTION OF THE JOINT SECTOR REPORT			
<ul style="list-style-type: none"> Draft a synthesized JSR report with clear plan of action on undertakings and responsibilities. The report among other issues should include an accountability map Prepare a 10-15 page abridged version of the JSR Report, summarising key issues identified at the JSR meeting and proposed actions for follow up, with an action plan Facilitate the organization and implementation of a one day JSR report JSR report validation workshop Incorporating comments from sector stakeholders and coming up with the final synthesized report and the abridged version report. 		Draft synthesized reports & Abridged JSR Reports including signed aide memoire	
		10	
<p>Minimum Qualification required:</p> <p><input type="checkbox"/> Bachelors <input checked="" type="checkbox"/> Masters <input type="checkbox"/> PhD <input type="checkbox"/> Other</p> <p>Enter Disciplines: Public Policy; Local Governance; Strategic Management; Public Finance or WASH related discipline.</p>		<p>Knowledge/Expertise/Skills required:</p> <p>The Consultant will have proven experience in public policy analysis and development, public sector finance/budgeting, expenditure analysis and investment management, local governance, sector performance monitoring, strategic planning and an appreciation of Zimbabwe's WASH Sector. The Consultant is therefore expected to have diverse skills to meet the expectations of the JSR. Additional attributes include the following:</p> <ul style="list-style-type: none"> An advanced university degree (Masters or higher) in Public Policy; Local Governance; Strategic Management; Public Finance or WASH related discipline; A minimum of 10 years' experience in undertaking similar analytical work e.g. strategy, policy, capacity development and reviews in a relevant discipline or sector; Experience of facilitating high-level multi-stakeholder dialogue focused on government-based (both central and local government) transformations for basic service delivery with or without the assistance/participation of development partners; International or Regional experience; Proven skills in preparing and communicating high quality documents and reports for policy advocacy and lobby; and Excellent report writing and communication skills A strong commitment to delivering timely and high-quality results-i.e. evidence of similar work <p>Highly Desirable: Previous sector analysis and facilitation in Zimbabwe</p> <p>Desirable: Previous experience in facilitating Joint Sector Review, Sector Bottleneck Analysis, or Country Status Overview will be an advantage.</p>	
<p>Supervisor:</p> Chief of WASH		<p>Start Date:</p> 4 October 2021	<p>End date:</p> 30 November 2021
		<p>Total Working Days:</p> 30	
<p>Requesting Section/Issuing Officer:</p>		<p>WASH Section/WASH Specialist</p>	
<p>Included in Annual/Rolling Workplan: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No, please justify:</p>			

Consultant Sourcing: <input type="checkbox"/> National <input type="checkbox"/> International <input checked="" type="checkbox"/> Both	Consultant Selection Method: <input type="checkbox"/> Competitive Selection (Roster) <input checked="" type="checkbox"/> Competitive Selection (Advertisement/ Desk Review/Interview)												
Payment Payment will be based on the deliverables as shown in schedule below ³ Lumpsum or monthly													
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 35%;">Tasks</th> <th style="width: 30%;">Deliverables/Outputs:</th> <th style="width: 10%;">Timeline (days)</th> <th style="width: 25%;">Payment Schedule (%)</th> </tr> </thead> <tbody> <tr> <td>A. Preparatory Works and Production Of The Sector Status Performance Report</td> <td>Draft Sector Status Performance Report and Revised Final Report and PowerPoint</td> <td>12</td> <td>30% fee plus travel & DSA</td> </tr> <tr> <td>B. Facilitating The National Joint Sector Review Workshop & Production of The Joint Sector Report</td> <td> JSR Workshop agenda to guide the implementation of the JSR process drafted and JSR Workshop facilitated Draft synthesized reports & Abridged JSR Reports including signed aide memoire Final JSR report and Abridged Report satisfactorily addressing comments </td> <td>18</td> <td>70%</td> </tr> </tbody> </table>		Tasks	Deliverables/Outputs:	Timeline (days)	Payment Schedule (%)	A. Preparatory Works and Production Of The Sector Status Performance Report	Draft Sector Status Performance Report and Revised Final Report and PowerPoint	12	30% fee plus travel & DSA	B. Facilitating The National Joint Sector Review Workshop & Production of The Joint Sector Report	JSR Workshop agenda to guide the implementation of the JSR process drafted and JSR Workshop facilitated Draft synthesized reports & Abridged JSR Reports including signed aide memoire Final JSR report and Abridged Report satisfactorily addressing comments	18	70%
Tasks	Deliverables/Outputs:	Timeline (days)	Payment Schedule (%)										
A. Preparatory Works and Production Of The Sector Status Performance Report	Draft Sector Status Performance Report and Revised Final Report and PowerPoint	12	30% fee plus travel & DSA										
B. Facilitating The National Joint Sector Review Workshop & Production of The Joint Sector Report	JSR Workshop agenda to guide the implementation of the JSR process drafted and JSR Workshop facilitated Draft synthesized reports & Abridged JSR Reports including signed aide memoire Final JSR report and Abridged Report satisfactorily addressing comments	18	70%										
Travel International (if applicable)	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No												
Travel Local (please include locations)	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Locations: To be determined, but locally in Harare and possibility of holding the JSR Workshop out of Harare												
DSA (if applicable) Approximate number of days: 15 days	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No												
Administrative details: Visa assistance required: <input checked="" type="checkbox"/> Transportation arranged by the office: <input checked="" type="checkbox"/> (for field trips)	<input checked="" type="checkbox"/> Home Based <input checked="" type="checkbox"/> Office Based: If office based, seating arrangement identified: <input type="checkbox"/> IT and Communication equipment required: <input type="checkbox"/> Internet access required: <input type="checkbox"/> <i>Blended: Home based and in-country Zimbabwe (ie quarantine period and facilitation of two-day in person JSR meeting and additional consultations as feasible)</i>												
Application requirement	<input checked="" type="checkbox"/> Technical Proposal <input checked="" type="checkbox"/> Financial Proposal												

Remarks:

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.

³ 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