

TERMS OF REFERENCE FOR INDIVIDUAL CONSULTANTS AND CONTRACTORS

Title Single Window Review Consultant	Funding Code: SC 190523 WBS: 4980/A0/06/600/002/011	Type of engagement Consultancy	Duty station Lusaka, Zambia With field travel
Purpose of Activity/Assignment: Review of the Single Window Service Delivery system in Zambia			
Background <p>Globally social protection interventions have played a critical role in contributing to poverty reduction. In Zambia social protection has over the years seen an expansion in the number of programmes as well as coverage in terms of the population reach in responding to the needs of vulnerable households and individuals. While the policy framework exists to support the implementation of social protection interventions, access to these programmes within the people's reach remains a challenge. To enhance coordination and access to social protection services, government through the recommendation made in the 7th National Development Plan developed the Integrated Framework of Basic Social Protection Programmes (IFBSPP) as a key strategy to strengthen coordination across social protection systems and programmes. The 8th National Development Plan (8NDP) calls for enhanced coordination of social protection programmes through a strengthened single window system. With technical support from the United Nations through Joint Programme on Social Protection, the Ministry of Community Development and Social Services (MCDSS) has since 2018 been implementing the Single Window Initiative (SWI) starting with six pilot champion districts and scaled up to a total of 47 districts by end of 2023.</p> <p>The six champion districts used an "action research" approach, which uses a methodology drawing from the Problem Driven Iterative Approach (PDIA) whereby a workplan is implemented, results are evaluated, problems identified, and action is taken. To enhance documentation of lessons, the process was repeated constituting learning iterations which informed the scale to other districts. The objectives of the SWI pilot were:</p> <ol style="list-style-type: none"> 1. To facilitate identification of coordination challenges and discussion of possible steps to promote social protection coordination at district and community level. 2. To facilitate exchange of best practice, and practical learning from experiences by different districts. 3. To develop a roadmap for concrete support to be provided by the project in contributing to enhancing and strengthening coordination in social protection service delivery in selected districts. <p>Following inception of the SWI in 2018, three learning iterations were conducted and lessons and best practices shared and replicated in other districts. The Ministry of Community Development and Social Services in 2022 developed and launched guidelines for implementation of the SWI. While best practices were documented and shared with replication districts, no assessment of implementation has been conducted to review the implementation modalities and progress across the districts.</p>			

Objective of the assignment

The objective of this assignment is to review implementation modalities and progress of the Single Window Initiative across the different single window districts.

Scope of the assignment

For this assignment, the consultant is expected to work together with the Ministry of Community Development and Social Services, and UNICEF. The consultancy will be undertaken consultatively by engaging key stakeholders involved in the implementation of the SWI from national, provincial district and sub district level.

For the purpose of this assignment, the emphasis will be on district level implementation of the SWI, to gather insights on but not limited to the following:

- Progress including referrals and linkages (the numbers and trends by districts) during the period of implementation (inception to 2024)
- Stakeholders mapping and coordination practices and challenges at district level.
- SWI governance and management structures, approaches and practices at districts.
- Types of tools used at districts level in SWI implementation.
- SWI budget and budget trends since inception of the SWI at district level
- SWI data collection, recording and overall data management of referrals and linkages.
- Bottlenecks and challenges experienced in the implementation of the SWI from inception to date.

Deliverables:

The key expected deliverable for this assignment is an update on status of implementation of the SWI, modalities of implementation, good practices, implementation gaps and recommendations.

- Inception report with initial discussions with MCDSS and UNICEF
- Stakeholder consultations at different levels including development of data collection tools and data collection.
- Draft report and presentation of findings for validation to key stakeholders.
- Final report and presentation with key recommendations of the SWI review.

The consultant will report to the Social Policy Specialist in the Social Policy Section of UNICEF Zambia Country Office who will carry out contract management and provide quality assurance and oversight to the entire process.

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 <input type="checkbox"/> YES <input checked="" type="checkbox"/> 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 <input type="checkbox"/> YES <input checked="" type="checkbox"/> 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			
Budget Year: 2024-2025	Requesting Section/Issuing Office: Social Policy/Zambia, Lusaka	Reasons why consultancy cannot be done by staff: The required technical expertise and experience are beyond what the current staff at UNICEF ZCO or the Ministry of Community Development and Social Services possess. An independent consultant is needed to provide a review of the Single Window Initiative, ensuring objectivity and impartiality.	
Included in Annual/Rolling Workplan: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No, please justify:			
Consultant sourcing: <input type="checkbox"/> National <input type="checkbox"/> International <input checked="" type="checkbox"/> Both		Request for: <input checked="" type="checkbox"/> New SSA <input type="checkbox"/> Extension/ Amendment	
Consultant selection method: <input type="checkbox"/> Competitive Selection (Roster) <input type="checkbox"/> Competitive Selection (Desk Review/Interview) <input checked="" type="checkbox"/> Advertisement			
If Extension, Justification for extension:			
Supervisor: Social Policy Specialist		Start date: 30 November 2024	End date: Jan 2025
Number of Working Days: 60			
Work Assignment Overview:			
Work Assignments Overview	Deliverables/Outputs	Delivery deadline	Estimated amount (%)
Inception meeting with MCDSS and UNICEF, desk review of single window documents as well as district reports - mapping all key stakeholders to be consulted.	Inception report	13 December 2024	20%
Develop data collection tools - reviewed and feedback provided from MCDSS and UNICEF	Data collection tools developed and finalised	30 th December 2024	20%

Conduct data collection in the selected districts in consultation with UNICEF and MCDSS and draft report	Draft report with findings presented to key stakeholders for validation	24 January 2025	30%
Prepare final report on the findings on the SWI taking into account input from the validation meeting	Final report with clear recommendations prepared	20 February 2025	30%
Estimated Consultancy fee			
Professional Fees		Per day	
Travel International (if applicable)	Dependent on the consultant onboard		
Travel Local (please include travel plan)	15days in the field during data collection	15 days travel (plan to be provided during inception)	
Communication			
DSA (if applicable)	Elsewhere DSA as applicable	Per day	
Total estimated consultancy costsⁱ			
Minimum Qualifications required: Bachelors - Social Sciences, Social/Public Policy Management, Economics or related social Protection graduate and/or evaluation studies qualifications.	Knowledge/Expertise/Skills required: <ol style="list-style-type: none"> 1. Bachelor’s degree in social sciences, Social/Public Policy Management, Economics or related social Protection graduate and/or evaluation studies qualifications. 2. A minimum of 5 years of professional experience in public administration across both central and local governments 3. Demonstrated expertise and capability in collaborating with Government counterparts in relation to social policy development and social protection systems strengthening. 4. Understanding of the development context in Zambia will be an advantage 5. Excellent communication and interview skills. 6. Excellent report writing skills. 7. Demonstrated ability to deliver quality outputs within deadlines, through a proven track record. 		
Evaluation Criteria (This will be used for the Selection Report (for clarification see Guidance))			
A) Technical Evaluation (e.g. maximum 75 Points)			

- Academic qualifications: bachelor’s degree in social sciences, Social/Public Policy Management, Economics or related social Protection graduate and/or evaluation studies qualifications. field **(5)**
- A minimum of 5 years of professional experience in public administration across both central and local governments **(5)**
- Demonstrated expertise and capability in collaborating with Government counterparts in relation to social policy development and social protection systems strengthening **(25)**
- Understanding of the development context in Zambia (20)
- communication and interview skills **(5)**
- Report writing skills (10)
- Demonstrated ability to deliver quality outputs within deadlines. through a proven track record. (5)

B) Financial Proposal (e.g. maximum of 25 Points)

Administrative details: N/A

Visa assistance required:

Transportation arranged by the office:

Home Based Office Based/In Country-Based: 15 days in country if international consultant selected and 60 days working from home.

If office based, seating arrangement identified: N/A

IT and Communication equipment required: N/A

Internet access required: N/A

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