

TERMS OF REFERENCE

SUMMARY

Type of Contract (tick the appropriate box)	Institutional Contractor	Individual Consultant (time-based)	Technical Assistance to IP (individual)
Title	Single Window Initiative - National Coordinator		
Purpose	To coordinate the Single Window Social Protection Service Delivery pilot phase.		
Location	Lusaka, Zambia based in HQ Ministry of Community Development and Social Services		
Duration	11 months		
Start Date	07 December, 2020		
Reporting to	Chief Social Policy and Research (UNICEF);		

BACKGROUND

The National Social Protection Policy (NSPP) is a comprehensive policy framework that links different pillars and interventions across the life-cycle. However, these linkages are not effectively coordinated. Referral of clients relies on individual officers as opposed to systematic mechanisms and integrated databases. The foregoing implies significant lack of coordination in implementation across different programmes as many of these programmes use liaison officers at the community level that focus only on their target groups and interventions and do not try to link with the liaison officers from other programmes.

In furtherance of the recommendation by the Seventh National Development Plan (7NDP) on implementation of an Integrated Basic Social Protection Framework as a key strategy to strengthen coordination of social protection systems, Government in collaboration with the United Nations is supporting the design, development, piloting and evaluation of measures to enhance coordination of social protection programmes at district and community level in selected districts of Lunga, Mambwe, Mpulungu, Mongu, Kafue & Samfya through establishment of referral systems, which systems will then feed into the higher- level coordination mechanisms at district, provincial and subnational levels.

The objectives of the Laboratories were essentially:

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.

The single referral system is a one-stop shop hosted in decentralized government structures that aims to distribute social services and transfers close to the people, empower local communities and subnational

administration in the delivery of social services and transfers, and increase access to information, transparency, and traceability through efficient management information systems and appeals mechanisms. Essentially, the System interlinks the “back-office” integration/coordination functions (within programme managers, across district administration units) and front-office coordination/integration functions. This initiative remains critical in enhancing and strengthening social protection service delivery and potential for higher poverty alleviation impact by building a harmonized and coordinated system.

As a key step in the establishment of district level coordination structures and systems, the Ministry of Community Development and Social Services (MCDSS) convened a pre-pilot workshop with the objective of identifying coordination challenges and exploring possible steps to promote social protection coordination at district and community levels. The workshop also facilitated exchange of existing coordination practices as well as practical learning from experiences by different districts.

Implementation of the First and Second Phase involved the following steps:

- Identification of “champion” districts to become pilot districts.
- Pilot districts identify solutions to enhance social protection coordination that would work better in their respective context
- Pilot districts test solutions and learn from each other throughout implementation
- Through a structured, iterative learning process the national team and pilot districts refine the solutions for operational modelling by determining what approaches works better
- Consolidation of lessons from the pilot districts and the development of a national model for harmonized and integrated social protection service delivery on district and eventually ward level.

The Single Window laboratories which employ an “action research” methodology drawing from the Problem Driven Iterative Approach (PDIA¹) have concluded phase one activities which commenced in June 2018, preceded by a kick-off workshop and district team trainings using the TRANSFORM capacity building package. The laboratories in all six champion districts have concluded the phase one implementation and are set to report progress attained, challenges encountered, and lessons learnt during this first phase of implementation. All champion districts plan to continue the initiative in a third learning iteration, starting after the conclusion of the lessons learning from the first and second iteration. Concurrently, successful elements/best practices identified during the first and second learning iteration will be replicated to other districts in the country, including rapid scale-up to the districts implementing the emergency cash transfer, where the Single Window practices will facilitate the alignment of the Emergency Cash Transfer to other parts of the emergency response..

As the initiative nears conclusion and prepares the finalization of blueprints for scale-up across the country, the project requires a full-time coordinator to manage the consolidation and beginning scale-up. It is anticipated that the role of the coordinator will be required for the remainder of the GRZ-UN Joint Programme on Social Protection, that is until end of 2022 (subject to possible extensions).

¹ Andrews, M. Prichett, L., Salimah, S., Woolcock, M. (2015): Building capability by delivering results: Putting Problem-Driven Iterative Adaptation (PDIA) principles into practice. Organization for Economic Development Cooperation.

JUSTIFICATION

The district pilots are expected to provide guidance and lessons for the development of a national district level coordination model. To implement the pilots, additional and intensive programme management and lesson learning support is required. A national coordinator is required to ensure the pilots are well coordinated and effectively contribute to learning at national level. This support required at national level entails a highly specialized and full-time position. This support cannot be made available from staffing positions within UNICEF and the Ministry of Community Development and Social Services. Therefore, given the specialized, project-oriented and full-time nature of the proposed work, this support needs to be provided through the contracting of time-based consultancy services with a clear skillset.

OBJECTIVES / TARGET

The major objective of this assignment is to support the coordination and management of the single window pilots at national level. More specifically the objectives of this assignment are to:

1. Coordinate and manage the single window pilot districts (including both champion and replication pilots)
2. Provide technical backstopping and quality assurance services to the Single Window Learning Initiative district teams
3. Facilitate information exchange across districts; thereby supporting the learning and identification of good practices for scale up at national level.
4. Accurately and comprehensively document the district experiences and lessons learnt from piloting of coordination measures.
5. Support the leveraging of the single window best practices for use in the emergency cash transfer districts by identifying the models to be replicated, guiding/quality assuring the peer to peer learning support and providing back-stopping support to the emergency cash transfer districts.

DESCRIPTION OF THE ASSIGNMENT (SCOPE OF WORK) / SPECIFIC TASK

Under the direct supervision of the UNICEF Chief Social Policy and Research and in collaboration with the Director Planning and Information in the Ministry of Community Development and Social Services, the Single Window National Coordinator will:

- Lead the structured learning process so champion districts can sharpen the coordination model and determine what approach works better in the development of the “national model”
- Support planning, implementation and reporting from across the single window pilot districts
- Support development of effective communication tools to enable information exchange and dissemination amongst the pilot districts
- Identify possible linkages and referral systems in line with the Integrated Framework on Basic Social Protection Programmes (IFBSPP);
- Support implementation and reporting from across the single window pilot districts as per approved work plans with a view on quality assuring the specific learning objectives of the districts following the PDIA learning approach
- Support the documentation and communication of best practices, challenges and lessons learned from within the district to MCDSS headquarters in order to facilitate the learning process of national level stakeholders in order to link the bottom-up solutions developed in the districts to the national level planning and coordination processes

- Collect and document creative and innovative ideas that should inform demand oriented service provision within the district coordination systems, thereby providing external feedback to the Government institutions on opportunities for efficiency gains and effectiveness enhancements through the Initiative

EXPECTED DELIVERABLES

Tasks	Deliverables	Timeframe (Tentative)	Payment Schedule
1.	Inception report including draft workplan	06.01.2021	9%
2.	Detailed Work Plan for Replication of Single Windows in SUN-II Districts	06.02.2021	9%
3.	Detailed Work Plan for Third Learning Iteration	06.03.2021	9%
4.	Report on Rapid Leveraging of the Single Window Initiative for Emergency Cash Transfers	06.04.2021	9%
5.	Progress Update Report on Replication in SUN-II Districts	06.05.2021	9%
6.	Work Plan for Third Learning Iteration	06.06.2021	9%
7.	Report on Conclusion of Second Learning Iteration Single Window Learning Initiative	06.07.2021	9%
8.		06.08.2021	9%
9.	Incremental Progress Report on Third Learning Iteration (first 3 Districts)	06.09.2021	9%
10.	Incremental Progress Report on Third Learning Iteration (second 3 Districts)	06.10.2021	9%
11.	Final report on the consultancy, including lessons learned during the consultancy and recommended next steps	06.11.2021	10%

REPORTING REQUIREMENTS

The Consultant will report to the Chief of Social Policy in UNICEF; and will be based at the Ministry of Community Development and Social Services

In terms of deliverables the format of the report for each of the deliverables identified above will be as follows:

1. Executive Summary (1/2 page)
2. Introduction (1/2 page)

3. Report on activities undertaken during the month (3-8 pages). These should include findings, analysis and recommendations arising from the work undertaken.
4. List of stakeholders consulted, missions undertaken, data collection tools used, when appropriate (annexed in full)

PROJECT MANAGEMENT

- The consultancy will be managed by the Social Policy and Research section in collaboration with the Director Planning and Information in the Ministry of Community Development and Social Services (MCDSS).
- The Consultant will be based at MCDSS on a full-time basis, following GRZ working hours. Communication and reporting is required on regular basis with the UNICEF Chief Social Policy and Research.
- The MCDSS will facilitate the integration of the consultant through provision of desk space within the Ministry. The MCDSS will provide guidance on how the consultant will best undertake his/her work through availing information on the working structures and environment at the district level. It is expected that the Consultant will effectively engage the stakeholders and government officials at HQ, Provincial and District level.

LOCATION AND DURATION

The consultant is required a period of 11 months and will be based in Lusaka at the Ministry of Community Development and Social Services in the M&E Unit.

PAYMENT SCHEDULE

See “Expected Deliverables” Section above.

In the case of unsatisfactory quality of reports, payments will be withheld until quality has been assured.

QUALIFICATION/SPECIALIZED KNOWLEDGE AND EXPERIENCE

The Single Window National Coordinator will be expected to possess the following core qualifications:

- University degree in social policy, public administration, development, social protection or a related field; a Masters’ qualification will be an added advantage;
- At least 5 years of relevant professional work experience with Government or Non-Governmental Organizations, with a focus on research, capacity building and systems strengthening;
- Experience and knowledge on developing systems, particularly those skewed towards effective delivery of social protection services;
- Demonstrated ability in report writing, facilitation and problem solving in collaboration with multiple stakeholders;
- Knowledge and understanding of the decentralisation process in Zambia;
- Familiarity with the situation of poverty and vulnerability in Zambia and the different roles of different social protection programmes in responding to different forms of vulnerability;

- Excellent communication and interpersonal skills, and fluency in English; knowledge of any main local languages will be added advantage (Nyanja, Bemba, Tonga, Lunda, Luvale, Kaonde, Lozi).

EVALUATION PROCESS AND METHODS

Based on the evaluation criteria below, CVs of suitable candidates will be ranked according to following criteria:

Item	Evaluation Criteria	Points
1.	University degree in social policy, public administration, development, social protection or a related field; a Masters' qualification will be an added advantage.	15
2.	At least 5 years of relevant professional work experience with Government or Non-Governmental Organizations, with a focus on research, capacity building and systems strengthening	30
3.	Experience and knowledge on developing systems, particularly those skewed towards effective delivery of social protection services	15
4.	Demonstrated ability in report writing, facilitation and problem solving in collaboration with multiple stakeholders	15
5.	Knowledge and understanding of the decentralisation process in Zambia	10
6.	Familiarity with the situation of poverty and vulnerability in Zambia and the different roles of different social protection programmes in responding to different forms of vulnerability	10
7.	Excellent communication and interpersonal skills, and fluency in English; knowledge of any main local languages will be added advantage (Nyanja, Bemba, Tonga, Lunda, Luvale, Kaonde, Lozi)	5
	Grand Total	100
Item	Evaluation Criteria	Points

ADMINISTRATIVE ISSUES

- The consultant will be provided with a UNICEF laptop and a UNICEF ID (email address) to facilitate the interaction of the consultant with the UNICEF team and systems.
- This contract is for a fixed period of 11 months, with a possible extension, following a one-month break, of an additional 11 months – subject to satisfactory performance, availability of funding and continued need for additional capacity.
- Payments will be made on a monthly basis.
- Government will provide office space and will make provisions for any expenses not covered by UNICEF including DSA, travel and other expenses that will assist the Consultant perform her/his role. Therefore, DSA will be paid by the Ministry using government DSA rates.

POLICY BOTH PARTIES SHOULD BE AWARE OF

- *Under the consultancy agreements, a month is defined as 21 working days, and fees are prorated accordingly. Consultants are not paid for weekends or public holidays.*

- *Consultants are not entitled to payment of overtime. All remuneration must be within the contract agreement.*
- *No contract may commence unless the contract is signed by both UNICEF and the consultant or Contractor.*
- *No consultant may travel without a signed contract and authorization to travel prior to the commencement of the journey to the duty station.*
- *Consultants will not have supervisory responsibilities or authority on UNICEF budget.*
- *Consultant will be required to sign the Health statement for consultants/Individual contractor prior to taking up the assignment, and to document that they have appropriate health insurance, including Medical Evacuation.*
- *The Form 'Designation, change or revocation of beneficiary' must be completed by the consultant.*