

## TERMS OF REFERENCE FOR INDIVIDUAL CONSULTANTS AND CONTRACTORS

| Title   | Funding Code                   | Type of engagement   | Duty Station:         |
|---|--------------------------------|--|-----------------------|
| National Social Protection Policy Review Consultant   | xxx<br><br>WBS: xxx<br><br>xxx | <input type="checkbox"/> Consultant<br><input checked="" type="checkbox"/> Individual Contractor Part-Time<br><input type="checkbox"/> Individual Contractor Full-Time | Zambia Country Office |
| <b>Purpose of Activity/Assignment:</b><br>Review of Zambia's 2014 National Social Protection Policy   |                                |  |                       |
| <b>Background:</b><br><p>Though having reached lower-middle income status in 2011, Zambia continues to face high levels of poverty, vulnerability and inequality, which have increased since 2015 as a result of declining growth as well as the compounded negative effects of climate change-related adversities, HIV/AIDS, and most recently the implications of the COVID-19 pandemic among others. Even in times of economic expansion, it has become clear that growth alone is not able to deliver significant reduction in poverty levels and that redistributive policies are required to address and eventually alleviate poverty and inequality in Zambia. Social Protection as an instrument to address poverty and vulnerability in Zambia and to work towards a more equal society is crucial.</p> <p>In 2014, the Government of the Republic of Zambia (GRZ) officially recognized its “fundamental responsibility of ensuring the well-being of its citizens [...] through the provision of a policy framework to guide all stakeholders in the delivery of social protection services in order to ensure that the quality of life of many Zambians improved” (National Social Protection Policy, 2014) by putting in place a National Social Protection Policy (NSPP) running from 2014 until 2019. Tied to the Poverty and Vulnerability Reduction Pillar in the 7<sup>th</sup> National Development Plan (7<sup>th</sup>NDP), the NSPP is the blueprint guiding the implementation of social protection programmes through which GRZ aims to ensure a better coordinated, adequately resourced, and effectively evaluated social protection sector. The policy's transformative paradigm centres around protection, prevention, promotion, and transformation which are operationalized under four pillars, namely (1) Social Assistance, (2) Social Security/social insurance, (3) Livelihoods &amp; Empowerment, (4) Protection, and a cross-cutting theme on disability. The Ministry of Community Development and Social Services (MCDSS) functions as the coordinating ministry with its Monitoring and Evaluation (M&amp;E) unit leading on NSPP M&amp;E, while the implementation of the NSPP is overseen by the SP Cluster Advisory Group (SP CAG).</p> <p>One of the proposals made within the NSPP's legal framework was the enactment of the Social Protection legislation. The National Social Protection Bill was then drafted and it proposes to establish a Basic SP Coordination Unit to oversee and coordinate the design and implementation of SP programmes in the future. The NSPP is complemented by an implementation plan equally running from 2014 to 2019 and an Integrated Framework of Basic Social Protection Programmes (IFBSP).</p> <p>Progress within the four pillars and cross-cutting pillar of the NSPP was assessed in 2019 against its 7-NDPP informed monitoring framework and documented in a Progress Report. Key findings of the review include the following.</p> <ul style="list-style-type: none"> <li>Limited fiscal space towards the end of the policy cycle resulting in underfunding or non-release of funds for most social protection programmes. This affected coverage of some programmes and non-remittances of benefits to beneficiaries</li> <li>There was lack of a social protection integrated communication strategy, even though efforts were made to have communication strategies for each programme. For effective awareness raising on social protection it was learnt that development of an integrated communication strategy be considered in the next policy implementation.</li> </ul> |                                |  |                       |

- Although efforts were made to develop and operationalise the SCT and the SWL Grievance mechanisms towards the end of the policy cycle. It was observed that an integrated mechanism was crucial and more cost effective than separate mechanisms.
- Targeting and payment systems were still implemented in silos although there was effort to develop Single Registry of Beneficiaries MIS, which was envisioned to address some of the targeting issues. However, the Single Registry of beneficiaries was not fully implemented, instead another system was developed called the Zambian Integrated Social Protection Information System (ZISPIS).

Since the official expiry of the NSPP and the conduct of the earlier-mentioned progress review, Zambia's social protection sector has continued to develop and adjust, for instance as a result of multiple emergencies leveraging and strengthening a number of key system components to rapidly cater for the most vulnerable, expansion of linkages between various social protection programmes, cash plus initiatives becoming more prominent, additional financing being secured from the World Bank and the Multi Donor Trust Fund (MDTF) for the SCT programme among others.

At this point in time, MCDSS under the leadership of the Department of Planning, plans to review the NSPP and use the findings of the review as a basis for the revision of the policy. To provide technical assistance to this stream of work, a consultant will be hired. The review will be complemented by an assessment of cross-cutting themes, such as disability, gender, HIV, nutrition, protection, etc., conducted in parallel by another consultant, with the aim of identifying which cross-cutting areas should (more) prominently be featured in the new policy as well as to inform how they should be optimally embedded.

#### Scope of work:

The consultant is expected to conduct a review of Zambia's 2014 National Social Protection Policy (NSPP). The **purpose** of the 2014 NSPP review is to assess how the policy performed relative to its design as well as the changing context in which it operates and what areas need to be adjusted considering the current national socio-economic context. Throughout this work, the consultant is expected to ensure a balanced representation of rural and urban provinces and districts across Zambia.

The **objectives** of the review are to assess the following across the life cycle of the policy as well as in 2020 and 2021:

1. To what extent the NSPP has been able to adhere to its **principles** and to identify catalysts and bottlenecks.
2. To what extent the NSPP has been able to deliver on its **objectives** and supporting **measures** and to identify catalysts and bottlenecks.
3. To what extent the NSPP has relied on and benefitted from its **implementation framework** and to identify catalysts and bottlenecks.
4. To what extent the NSPP has relied on and benefitted from its **legal framework** and to identify catalysts and bottlenecks.
5. To what extent the NSPP has been able to **respond to the national socio-economic context and the changes therein**.
6. To collate **evidence and good practices** as well as **challenges and bottlenecks** identified during the period of review.
7. Other areas of the policy, as identified by the consultant.

Based on the above it is expected that the consultant identifies lessons learned and develops a set of recommendations for the formulation of the revised National Social Protection Policy.

To achieve the above, the consultant will embark on the following:

1. Conduct a desk review of relevant documentation and literature (see Annex for suggested titles).
2. Design a conceptual and methodological framework for the review of the policy.
3. Draft an inception report which will present:
  - (a) the conceptual and methodological framework for review of the policy,
  - (b) a proposed selection of stakeholder consultations at national, provincial and district level ,
  - (c) an outline for the report, and
  - (d) timelines for the review of the policy, drafting, finalization and validation of the report.
4. Present the inception report during the inception meeting.

5. Finalize the inception report based on comments/feedback received and circulate.
6. Undertake the review of the NSPP both by desk review and 10 days field work on site in Zambia and draft the report.
7. Circulate and present the draft review report during a workshop for relevant technical partners.
8. Incorporate comments submitted and finalize the final review report.
9. Present the finalized report including findings and recommendations of the revised policy to relevant stakeholders for validation.
10. Submit the workshop report based on outcome/discussions of the stakeholder validation workshop.
11. Conduct quality assurance review of the revised NSPP draft once received from the Ministry

The international consultant is expected to **work in tandem** with a national consultant who is responsible for:

- Conducting a study of cross-cutting themes in Zambia's social protection arena, such as disability, gender, HIV-AIDS, nutrition and potentially themes in addition to the ones outlined here.
- Provide insights and understanding of cross-cutting themes based on the study with a view of mainstreaming them in the revised NSPP and Guide on the areas where these could best fit; and
- Facilitation of the drafting of the revised NSPP.

The consultancy requires 10 days of field travel in Zambia (both in Lusaka and in one or two implementation districts to be selected in consultation with the MCDSS and UNICEF). Therefore, applicants for the consultancy should provide all inclusive budget proposals, which include the costs of travelling to Zambia and spending 10 days in the field with applicable DSA rates following the ICSC entitlement tables. Risks related to travel restrictions due to CORONA shall be borne by the consultant, who is expected to work with UNICEF on finding flexible ways to navigate any travel restrictions in a way that protects the outcomes of the consultancy.

#### 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><br>2021   | <b>Requesting Section/Issuing Office:</b><br>Zambia Country Office | <b>Reasons why consultancy cannot be done by staff:</b><br><i>The review of Zambia's National Social Protection Policy required a dedicated expert to be completed within available time and of the required quality. The capacity for this is currently neither available within the Ministry of Community Development and Social Services, nor within UNICEF.</i> |                                 |
| <b>Included in Annual/Rolling Workplan:</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No, please justify:  |  |   |                                 |
| <b>Consultant sourcing:</b><br><br><input type="checkbox"/> National <input checked="" type="checkbox"/> International <input type="checkbox"/> Both<br><br><b>Consultant selection method:</b><br><br><input type="checkbox"/> Competitive Selection (Roster)<br><input checked="" type="checkbox"/> Competitive Selection (Advertisement/Desk Review/Interview) |  | <b>Request for:</b><br><br><input checked="" type="checkbox"/> New SSA – Individual Contract<br><br><input type="checkbox"/> Extension/ Amendment   |                                 |
| <b>If Extension, Justification for extension:</b>   |  |   |                                 |
| <b>Supervisor:</b>  | <b>Start Date:</b>   | <b>End Date:</b>  | <b>Number of Days (working)</b> |
| Daniel Kumitz   | 25 October 2021  | 31 May 2022   | 80                              |
| <b>Work Assignment Overview</b>   |  |   |                                 |
| Tasks/Milestone:  | Deliverables/Outputs:  | Timeline  | Estimate Budget                 |
| Conduct a desk review of relevant documentation and literature (see Annex for suggested titles); Design a conceptual and methodological framework for the review of the policy; Draft and present an inception report; Address comments from stakeholders.  | Final inception report.  | 15 <sup>th</sup> of November 2021   | 30%                             |
| Undertake the NSPP review and draft a report; this includes relevant field work on site in Zambia for the length of 10 days;  | Draft report of the NSPP review.                                   | 20 <sup>th</sup> of December 2021   | 20%                             |
| Circulate and present the draft report during a workshop for relevant technical partners; Finalize report based on comments provided.   | Final report of the NSPP review.                                   | 20 <sup>th</sup> of January 2022  | 10%                             |
| Hold a stakeholder validation workshop to present final findings and recommendations.   | Workshop report.   | 20 <sup>th</sup> of March 2022  | 20%                             |
| Quality assurance review of the NSPP policy draft once received from the Ministry   | QA review of NSPP draft  | 20 <sup>th</sup> of May 2022  | 20%                             |

|   |   |  |  |
|---|---|--|--|
| <b>Estimated Consultancy fee</b>  | xxx   |  |  |
| Travel International (if applicable)  | xxx   |  |  |
| Travel Local (please include travel plan)   | N/A   |  |  |
| DSA (if applicable)   | xxx   |  |  |
| <b>Total estimated consultancy costs<sup>i</sup></b>  | xxx   |  |  |
| <b>Minimum Qualifications required:</b><br><input type="checkbox"/> Bachelors <input checked="" type="checkbox"/> Masters <input type="checkbox"/> PhD <input type="checkbox"/> Other<br><br>Enter Disciplines: Social Sciences, Social/Public Policy Management, Economics or related social Protection graduate and/or evaluation studies qualifications. | <b>Knowledge/Expertise/Skills required:</b> <ul style="list-style-type: none"> <li>A minimum of 12 years of professional experience in designing, implementing and managing social protection interventions or programming, preferably in Africa, including at least 5 years in the review/evaluation of programmes and policies.</li> <li>Demonstrated expertise and capability in technical evaluation of social protection delivery systems, related national policies and government operational frameworks.</li> <li>Proven experience with logical framework approaches and other strategic planning approaches, M&amp;E methods and approaches (including quantitative, qualitative and participatory), information analysis and report writing.</li> <li>Understanding of the development context in Zambia will be an advantage</li> <li>Excellent communication and interview skills.</li> <li>Excellent report writing skills.</li> <li>Demonstrated ability to deliver quality results within strict deadlines, through a proven track record.</li> </ul> |  |  |
| <b>Administrative details:</b><br>Visa assistance required: <input type="checkbox"/><br>Transportation arranged by the office: <input type="checkbox"/>   | <input checked="" type="checkbox"/> Home Based <input type="checkbox"/> Office Based:<br>If office based, seating arrangement identified: <input type="checkbox"/><br>IT and Communication equipment required: <input type="checkbox"/><br>Internet access required: <input type="checkbox"/>   |  |  |
| <b>Request Authorised by Section Head</b>   | <b>Request Verified by HR:</b>  |  |  |
| <b>Approved by Representative (in case of single sourcing/or if not listed in Annual Workplan/or for Sections reporting to the Rep):</b><br><br><hr/>   |   |  |  |

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<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.