

**TERMS OF REFERENCE FOR INDIVIDUAL CONSULTANTS AND CONTRACTORS**

<p><b>(Title)</b> Consultancy to support the Ministry of Education (MoE) to finalize the development of a robust Monitoring and Evaluation Framework that guides the monitoring and evaluation process of all Education Sector indicators.</p>	<p><b>Type of engagement</b>  <input checked="" type="checkbox"/> Consultant  <input type="checkbox"/> Individual Contractor                  Part-Time  <input type="checkbox"/> Individual Contractor Full-Time</p>	<p><b>Duty Station:</b> Lusaka, Zambia</p>
<p><b>Purpose of the Assignment:</b></p> <p>Consultancy to support the Ministry of Education (MoE) to finalize the development of a robust Monitoring and Evaluation Framework that guides the monitoring and evaluation process of all Ministry of Education Sector indicators.</p> <p><b>Background</b></p> <p>The Government of the Republic of Zambia is committed to provide accessible, equitable, quality, and inclusive education to all learners. Zambia has achieved near universal primary school completion levels with national statistics indicating a completion rate of 91.8 per cent at Grade 7.</p> <p>The Ministry of Education recently established an M&amp;E unit under the Directorate of Planning and one of its mandates is to develop an M&amp;E framework with clear indicators that will guide monitoring and evaluation in MoE. The framework will explain how MoE programmes or interventions will work by laying out the components of the initiatives and the order or the steps needed to achieve the desired results. The MoE last developed the Monitoring and Evaluation system in 2010, and since then, several changes have taken place in the Ministry of Education whose indicators need to be incorporated and/or reviewed. Suffice to mention that the current M&amp;E system in the Ministry of Education has been in existence for more than 13 years and therefore the need to have it reviewed and aligned to current mandates of MoE.</p> <p>It is important to note that the MoE currently has fragmented documents from which it derives its indicators. Among the documents that the consultant will need to review include the 2017-2022 Education Sector Strategic Plan and its Implementation Plan, The Eighth National Development Plan and its Implementation Plan, the 2010 Monitoring and Evaluation System, the draft Monitoring and Evaluation framework among others.</p>		

## Objectives of the Assignment

The objective of this assignment is to support the Ministry of Education to:

- Conduct a thorough review of existing M&E practices and systems within the Ministry of Education. Identify strengths, weaknesses, and gaps in the current M&E processes and tools.
- Engage with key stakeholders, including ministry officials, education sector partners and teachers, to gather input and ensure their needs and expectations are considered in the finalized M&E framework.
- Collaborate with the Ministry of Education to establish clear, measurable objectives for educational programs and initiatives, and develop relevant indicators to effectively monitor and evaluate progress and outcomes.
- Create effective data collection methodologies and tools, and establish robust data management systems that ensure accurate, timely, and reliable data collection, storage, analysis, and reporting ensuring that the data is reliable, relevant, and easily interpretable for decision-making purposes.
- Provide recommendations for the structural makeup of the M&E framework, including roles and responsibilities, as well as the required academic and professional backgrounds to support the effective implementation and sustainability of the framework.
- Assess and identify capacity building and institutional development needs within the Ministry of Education for Monitoring and Evaluation and propose targeted training programs and institutional strengthening initiatives to address these gaps and enhance overall M&E capabilities.

## Description of the Assignment

The assignment requires the Consultant to work with key Ministry of Education staff at national, provincial, district, and school levels. This will involve holding consultative meetings with all Ministry of Education Directorates and engaging various stakeholders, including partners supporting the MoE.

The consultancy will be undertaken in a phased manner as follows:

### Phase 1 - Review and Tool Development

#### *i. Document Review:*

- Conduct a thorough literature review of existing MoE policy documents, including the 2010 Monitoring and Evaluation system, to support the development of a robust M&E framework. This will also involve reviewing related documents from other countries to gather best practices and lessons learned.

#### *ii. Development of Data Collection Tools:*

- Collaborate with relevant MoE units to develop tools that will be used during consultative meetings, ensuring they are tailored to capture comprehensive and relevant data for the M&E framework.

### Phase 2 - Consultative Meetings and Framework Finalization

#### *i. Conduct Consultative Meetings:*

- Undertake consultative meetings with all Ministry of Education Directorates to document current monitoring and evaluation practices. This will include gathering all key performance indicators.
- Conduct in-depth interviews with Directorates, Provincial and District officials, and school administration to gain a comprehensive understanding of M&E practices and challenges at all levels.

#### *ii. Framework Development:*

- Assist the MoE in finalizing the development of a robust Monitoring and Evaluation Framework with clear sector indicators. This framework should be comprehensive and align with national education goals.

#### Population:

- The consultancy will cover all MoE Directorates, including the Examination Council of Zambia (ECZ) and the Teaching Council of Zambia (TCZ).
- Consultative meetings will be conducted in two provinces (Lusaka and Central), two districts (Lusaka and Kabwe), and four schools. Stratified sampling will be used to select schools, taking into account urban and peri-urban/rural characteristics.

#### Synthesis and Reporting:

- The Consultant will synthesize information through close consultation with UNICEF and MoE, ensuring regular progress meetings are held.
- Key findings from the consultative meetings and practical recommendations will be documented and shared in a reader-friendly manner with stakeholders.

Applicants for this consultancy should provide all-inclusive budget proposals, including the estimated costs of traveling to two provinces. Any risks related to travel restrictions due to epidemics shall be borne by the consultant, who will work with UNICEF to find flexible ways to navigate travel restrictions and adhere to safety measures. **Note that UNICEF will not provide logistical support for field missions.**

#### Ethical Considerations

The consultant will be required to consider all ethical considerations related to this consultancy, including the practice of obtaining the consent of all participants that will be engaged. The consultant must respect the principles below:

- Anonymity and confidentiality. The survey must respect the rights of those providing information, guaranteeing their anonymity and confidentiality.
- Responsibility. The report must state any conflicts or differences of opinion that may have arisen between the consultants and the heads of the departments concerning the conclusions and/or recommendations of the study. The whole team must confirm the results presented, and any disagreements must be indicated.
- Integrity. The consultant should highlight the questions that are not expressly mentioned in the TOR to obtain a more complete analysis of the information requested.
- Independence. The consultant must ensure s/he remains independent of the program under review and must not be associated with its management or any element thereof.
- Incidents. If any problems arise during fieldwork, or at any other time during the survey, they should be reported immediately to the direct supervisors and the primary study consultant. If this is not done, the existence of such problems can in no way be used to justify the impossibility of obtaining the results envisaged by UNICEF in these terms of reference.
- Validation of information. The consultant must guarantee the accuracy of the information collected.
- Intellectual property. In using the various sources of information, the consultant must respect the intellectual property rights of the institutions and communities examined.

UNICEF has a Zero Tolerance policy against sexual exploitation and abuse; and prohibits any conduct that undermines the protection and safeguarding of children. It is therefore required that all individuals working under this consultancy should undertake the Online Protection from Sexual Exploitation and Abuse (PSEA) training offered on the UNICEF learning platform AGORA (ref. <https://agora.unicef.org/course/info.php?id=7380>). A certificate of completion issued on the Agora platform will be required as proof. Kindly review attached UNICEF list of prohibited behaviour with regards to child safeguarding.

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### 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

**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> 2024	<b>Requesting Section / Issuing office:</b> Education/Zambia	<b>Reasons why consultancy cannot be done by staff:</b> The consultancy requires specific technical expertise to support the MoE finalize the development of the Ministry of Education Monitoring and Evaluation Framework which is not available within the section.
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**Included in Annual/Rolling Workplan:**  Yes  No. If no, please justify: This was a special request from Ministry of Education to support them with finalizing the M&E framework which had stalled.

<b>Consultant sourcing:</b> <input type="checkbox"/> National <input type="checkbox"/> International <input checked="" type="checkbox"/> Both <b>Consultant selection method:</b> <input type="checkbox"/> Competitive Selection (Roster) <input checked="" type="checkbox"/> Competitive Selection (Advertisement/Desk Review/Interview)	<b>Request for:</b> <input checked="" type="checkbox"/> New SSA – Individual Contract <input type="checkbox"/> Extension/ Amendment
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**If Extension, Justification for extension:**

<b>Supervisor</b> Education Officer	<b>Start Date:</b> 12 <sup>th</sup> July 2024	<b>End Date:</b> 13 <sup>th</sup> December 2024	<b>Number of Days (working)</b> 110 days over a period of 6 months
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**Work Assignment Overview:**

<b>Tasks/Milestone:</b>	<b>Deliverables/Outputs:</b>	<b>Timeline</b>	<b>Budget</b>

<ul style="list-style-type: none"> <li>•</li> </ul> <p><b>1. Inception Report and Workplan:</b></p> <ul style="list-style-type: none"> <li>• Conduct a review of key documents and draft the Inception Report, including an outline of the proposed M&amp;E framework and detailed Workplan outlining the approach, methodology, and timeline for the consultancy.</li> <li>• Present the Inception Report to MoE and stakeholders for feedback and revisions.</li> </ul> <p><b>2. Revised Inception Report:</b></p> <ul style="list-style-type: none"> <li>• Revise and finalize the Inception Report based on comments and feedback from MoE and other stakeholders.</li> <li>• Ensure the report incorporates all necessary adjustments and aligns with stakeholder expectations.</li> <li>•</li> </ul>	<p>Draft Inception report, presentation, and workplan</p> <p>Approved Inception Report detailing the approach, deliverables, and timelines.</p> <p>Field data collection tools</p>	<p>12<sup>th</sup> July 2024</p> <p>24<sup>th</sup> July 2024</p>	<p>15%</p>
<p><b>3. Development of Data Collection Tools:</b></p> <ul style="list-style-type: none"> <li>• Collaborate with MoE units to develop comprehensive data collection tools tailored to the specific needs of the M&amp;E framework. Ensure the tools are designed to capture relevant, accurate, and comprehensive data.</li> </ul>	<p>Finalized tools for consultative meetings.</p>	<p>16<sup>th</sup> August 2024</p>	<p>35%</p>
<p><b>4. Data Collection and Analysis:</b></p> <ul style="list-style-type: none"> <li>• Implement data collection using the developed tools, ensuring thorough coverage of all relevant areas.</li> <li>• Conduct data cleaning to ensure data integrity and reliability. Analyse and interpret the collected data to inform the development of the M&amp;E framework.</li> </ul> <p><b>5. Draft MoE M&amp;E Framework:</b></p> <ul style="list-style-type: none"> <li>• Produce a draft version of the MoE M&amp;E Framework based on data analysis and stakeholder inputs. Ensure the draft framework includes clear sector indicators, management processes, and structural recommendations.</li> </ul>	<p>Submission of draft MoE M&amp;E Framework</p>	<p>20<sup>th</sup> September</p>	<p>20%</p>

<p><b>6. Validation Workshops:</b></p> <ul style="list-style-type: none"> <li>Conduct a mix of face-to-face and virtual validation workshops with key stakeholders, including provincial teams, to review and validate the draft M&amp;E framework. Facilitate discussions to gather feedback and ensure the framework meets the needs and expectations of all stakeholders.</li> </ul> <p>•</p> <p><b>7. Final MoE M&amp;E Framework:</b></p> <ul style="list-style-type: none"> <li>Revise the draft framework based on feedback from the validation workshops. Submit the final version of the MoE M&amp;E Framework, incorporating all validated inputs and ensuring it is comprehensive and actionable.</li> </ul> <p>•</p> <p><b>8. Final Report:</b></p> <ul style="list-style-type: none"> <li>Produce a final report documenting the entire consultancy process, including methodologies, findings, and recommendations. Ensure the report is presented in a reader-friendly manner and includes practical recommendations for implementation.</li> </ul>	<p>Validation workshop report.</p> <p>Submission of final MoE M&amp;E framework with all products (desk review, data sets, findings, recommendations)</p>	<p>1<sup>st</sup> November 2024</p> <p>13<sup>th</sup> December 2024</p>	<p>35%</p>
<b>Estimated Total Consultancy Fees (All Inclusive)</b>			
Travel International (if applicable)	One economy class return		
Travel Local (please include travel plan)	Yes, consultant is expected to travel to select districts i.e., Kabwe and Lusaka.		
DSA (if applicable)			
<b>Total estimated consultancy costs<sup>1</sup></b>			
<b>Minimum Qualifications required</b>			

<input type="checkbox"/> Bachelors <input checked="" type="checkbox"/> Masters <input type="checkbox"/> PhD <input type="checkbox"/> Other  <b>Enter Disciplines:</b> Enter Disciplines Education, development, or other relevant social sciences	<ul style="list-style-type: none"> <li>• A master's degree in social science, with a minimum of 10 years' experience in in Monitoring and Evaluation. Experience in policy review or development will be an added advantage. In the absence of a master's degree, a university degree Social Science with 15 years of relevant experience will be considered.</li> <li>• Demonstrated experience in development of strategic documents and Monitoring and Evaluation framework a Must.</li> <li>• Familiarity with the Zambia education landscape and its policies.</li> <li>• Excellent verbal, writing and analytical skills, and the ability to synthesize large and diverse sources of information.</li> <li>• Understanding and knowledge of basic computer applications such as MS Words, Excel and data base management; and</li> <li>• Excellent English skills</li> <li>•</li> </ul>				
<b>Administrative details:</b> Visa assistance required: <input type="checkbox"/> <input checked="" type="checkbox"/> No Transportation arranged by the office: <input type="checkbox"/> <input checked="" type="checkbox"/> No	<input checked="" type="checkbox"/> Home Based <input 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"/>				
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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.



