

## TERMS OF REFERENCE FOR INDIVIDUAL CONSULTANTS AND CONTRACTORS

<b>Title</b> Single Window – National Coordinator	<b>Funding Code</b>	<b>Type of engagement</b> <input type="checkbox"/> Consultant <input type="checkbox"/> Individual Contractor Part-Time <input checked="" type="checkbox"/> Individual Contractor Full-Time	<b>Duty Station:</b> Lusaka- Zambia MCDSS-HQ
<b>Purpose of Activity/Assignment:</b> To support coordination of the Single Window Social Protection Service Delivery mechanism in line with the Integrated Framework of Basic Social Protection			
<b>Scope of Work:</b> <p>Following the recommendations by the Seventh National Development Plan (7NDP) on the implementation of an Integrated Framework of Basic Social Protection Programmes (IFBSPP) as a key strategy to strengthen coordination across social protection systems, Government through the Ministry of Community Development and Social Services (MCDSS) 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 through the Single Window Initiative (SWI). The single window system is a one-stop shop hosted in decentralized government structures that aims to distribute social services and transfers close to the people in a well-coordinated manner, 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 for social protection programming. 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.</p> <p>The SWI started in the champion districts of Kafue, Lunga, Mpulungu, Mongu and Mambwe, and Samfya where it was piloted with the following objectives:</p> <ol style="list-style-type: none"> <li>1. To facilitate identification of coordination challenges and discussion of possible steps to promote social protection coordination at district and community level.</li> <li>2. To facilitate exchange of best practice, and practical learning from experiences by different districts.</li> <li>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.</li> </ol> <p>To achieve the above, the districts employed 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. This process is repeated until an optimal mode of implementation has been identified, with each time this process is repeated constituting one learning iteration. To build capacity among implementers, this work was preceded by district-team trainings using the TRANSFORM capacity building package.</p> <p>Since the start of the SWI in June 2018, two out of three learning iterations have been completed known as Phase I and Phase II. Lessons as well as best practices from these two iterations have been documented, and problems addressed on the way to the identification of the best model for replication. Concurrently, successful elements/best practices identified during the first and second learning iteration have been replicated in several other districts, including Senanga and Katete. Districts are currently implementing phase three activities which commenced in March 2021. This third learning iteration constitutes the final step before the completion of a blueprint model to be replicated countrywide.</p> <p>In tandem with the continuation of iterations, the SWI has also been rolled out to several additional districts to strengthen coordination across different programmes including in shock responsive programmes and to strengthen referrals and linkages among different programmes, the initiative has further been rolled out to COVID-19 Emergency Cash Transfer District and Scaling Up Nutrition (SUN-II) implementing districts. Among the SUN-II districts, 4 will lead a nutrition and gender sensitive cash plus initiative with a case management approach in which the SWI will play a key role in ensuring effective delivery of referrals and linkages and showcase multisectoral coordination structure.</p> <p>As the learning iterations of the SWI are nearing conclusion and MCDSS prepares for the finalization of blueprints to inform national scale-up, the SWI requires a full-time coordinator to manage the consolidation and scale-up of the initiative.</p> <p><b>Objective of the assignment</b></p>			

The main objective of this assignment is to support the coordination and management as well as roll-out of the of the Single Window initiative at national level.

**Description of tasks**

For this assignment, the Single Window National Coordinator (SWNC) will:

- i. Provide support to ongoing implementation and continue to review progress made by the SWI implementing districts.
- ii. **Support** ongoing communication to enable information exchange and dissemination related to day-to-day implementation amongst the implementing districts.
- iii. Provide support to lessons learning in old and newly added SWI districts to allow for cross-fertilization across SWI districts and communicate consolidated challenges experienced and best practices identified to MCDSS headquarters .
- iv. Support the coordination and strengthening of referrals to the 1000 days Social Cash Transfer pilot.
- v. Provide technical support to the monitoring and evaluation unit in MCDSS and support the review and development of the monitoring and evaluation framework for the social protection cluster.
- vi. Provide technical support and backstopping to capacity building under Transform Leadership Training.
- vii. Support the review and development of the new National Social Protection Policy (NSPP) to ensure inclusion of SW to strengthen coordination of social protection programmes at district, ward and community level.

The SW-National Coordinator will be under the direct supervision of the UNICEF Chief Social Policy and Research and will work closely with the Director Planning and Information in the Ministry of Community Development and Social Services.

The consultant will be based at the Ministry of Community Development and Social Services on a full-time basis following GRZ working hours. Regular communication with the UNICEF Chief Social Policy and Research is required.

**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:

N/A

**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):

N/A

More information is available in the [Child Safeguarding SharePoint](#) and [Child Safeguarding FAQs and Updates](#)

**Budget Year:**  
2021

**Requesting Section/Issuing Office:**  
Social Policy and Research

**Reasons why consultancy cannot be done by staff:**

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 which 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.

<b>Included in Annual/Rolling Workplan:</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No, please justify:			
<b>Consultant sourcing:</b> <input checked="" type="checkbox"/> National <input type="checkbox"/> International <input 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	
<b>If Extension, Justification for extension: N/A</b>			
<b>Supervisor: Daniel Kumitz</b>	<b>Start Date:</b> 1 <sup>st</sup> November 2021	<b>End Date:</b> 30 <sup>th</sup> September 2022	<b>Number of Days (working) 241</b>
<b>Work Assignment Overview</b>			
<b>Tasks/Milestone:</b>	<b>Deliverables/Outputs:</b>	<b>Timeline</b>	<b>Estimate Budget</b>
1. Develop an inception report with a draft workplan outlining approaches and timelines for the assignment	Inception report	25.11.2021	9%
2. Support planning, implementation and reporting for all the single window pilot districts	Detailed workplan for implementation of the SWI in the pilot districts	24.12.2021	9%
3. Review and report on progress made on the third learning iteration for the first three and second three districts in collaboration with MCDSS in consultation with ILO National Single Window Coordinator	Report on the third learning iteration	24.12.2021	9%
4. Support capacity building in TRANSFORM Leadership training in SUN II Districts	Report on TRANSFORM Leadership training in all SUN II Districts.	25.01.2022	9%
5. Work with the communications team (Government and UN) to document human interest stories to showcase and strengthen advocacy for the single window service delivery	Report on communication activities with human interest stories from beneficiaries in the champion and other districts	25.02.2022	9%
6. Review progress made in implementation of the initiative for all the SWI districts	Progress report on implementation	25.03.2022	9%
7. Support the coordination and referral mechanisms in the 1000 Days SCT pilot districts	Update report on linkages in	25.05.2022	9%
8. Support the implementation and scale-up of the Cash – Plus Policy agenda in targeted Single Window Districts	Report clearly documenting the methods of scale-up of the Cash Plus in line with the recommendations of the Cash Plus simulations outcomes.	24.06.2022	9%
9. Identify effective linkages and referrals and draft an update report on the number of SUN-II households benefiting from social protection programmes	Update report on referral of SUN-II beneficiaries to social protection programmes	25.07.2022	9%
10. Support M&E on implementation of the single window in the pilot districts to ensure in-year	Update report on monitoring and evaluation with key lessons and	25.08.2022	9%

lessons learning to inform further scale-up efforts of the initiative to all the 116 districts.	recommendations for national scale up		
11. Produce a final consultancy report with clear lessons learnt and recommendations for next steps	Final report	23.09.2022	10%
<b>Estimated Consultancy fee</b>	<b>ZMW</b>		
Travel International (if applicable)	N/A		
Travel Local (please include travel plan)	N/A		
DSA (if applicable)	N/A		
<b>Total estimated consultancy costs<sup>i</sup></b>	<b>ZMW</b>		
<p><b>Minimum Qualifications required:</b>  <input checked="" type="checkbox"/> Bachelors   <input type="checkbox"/> Masters   <input type="checkbox"/> PhD   <input type="checkbox"/> Other</p> <p>Enter Disciplines  Social Policy, Public Administration, Development Social Protection or any related field.  A Masters qualification will be an added advantage</p>	<p><b>Knowledge/Expertise/Skills required:</b></p> <ol style="list-style-type: none"> <li>i. At least 5 years of relevant experience working with Government or Non-Governmental Organizations, with a focus on research, capacity building and systems strengthening;</li> <li>ii. Experience and knowledge on developing systems, particularly those skewed towards effective delivery of social protection services;</li> <li>iii. Demonstrated ability in report writing, facilitation and problem solving in collaboration with multiple stakeholders;</li> <li>iv. Knowledge and understanding of the decentralisation process in Zambia;</li> <li>v. 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;</li> <li>vi. Demonstrated experience and knowledge in monitoring and evaluation</li> <li>vii. 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).</li> </ol>		
<p><b>Administrative details:</b>  Visa assistance required:   <input type="checkbox"/>  Transportation arranged by the office:   <input type="checkbox"/></p>	<p><input type="checkbox"/> Home Based   <input checked="" type="checkbox"/> Office Based:  If office based, seating arrangement identified:   <input checked="" type="checkbox"/> within MCDSS HQ– Planning Department  IT and Communication equipment required:   <input checked="" type="checkbox"/>  Internet access required:   <input checked="" type="checkbox"/></p>		
<b>Request Authorised by Section Head:</b>	<b>Request Verified by HR:</b>		
<i>Representative (in case of single sourcing/or if not listed in Annual Workplan/or for Sections reporting to the Rep)</i>			

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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.