

## TERMS OF REFERENCE

### SUMMARY

<b>Type of Contract (tick the appropriate box)</b>	Institutional Contractor	<b>Individual Contractor (deliverable-based)</b> √	Technical Assistance to IP (individual)
<b>Title</b>	Consultant - Mid Term Review of UNJPSP-II		
<b>Purpose</b>	To conduct a mid-term review and assessment of the UNJPSP-II (2019-2022)		
<b>Location</b>	Lusaka, Zambia and homebased		
<b>Duration</b>	40 days between April 26 and June 30		
<b>Start Date</b>	April 26, 2021		
<b>Reporting to</b>	Chief Social Policy and Research – UNICEF		

### BACKGROUND

The social protection sector in Zambia has grown significantly over the past 3 years, on the back of a comprehensive National Social Protection Policy Framework. Implementation of the Framework was supported by the UN Joint Programme for Social Protection 2016-2018, which was extended to March 2019. Rapid growth in the sector, especially in social cash transfers, exposed major weaknesses in the structures and systems of programme administration, thus posing a major risk factor impeding the continued growth, stabilization and impact of social protection programmes. There have been lessons learned, especially with respect to the rapidity of scaling-up programmes to national scale and the readiness of systems, procedures and structures to effectively underpin such scaling-up – in addition to the other numerous challenges that befell the Social Cash Transfer (SCT) programme specifically in 2018. Overall, inclusion in social protection programmes requires specific attention, and on this basis, a second phase of the UN Joint Programme on Social Protection was constructed for the period of 2019-2022 building on the success and lessons learnt from the first phase.

Partners in the UNJPSP-II include:

- Government of the Republic of Zambia (GRZ)
  - Ministry of Community Development and Social Services (MCDSS)
  - Ministry of Health (MOH) and the National Food and Nutrition Council
- United Nations Country Programme Zambia
  - International Labour Organisation (ILO)
  - United Nations Development Fund
  - United Nations Children's Fund (UNICEF)
  - World Food Programme (WFP)
- Cooperating Partners
  - The European Union Commission
  - The Government of Germany
  - The Government of Ireland
  - The Government of the Kingdom of Sweden

- The Government of the United Kingdom

The total budget of the 4-year UNJPSP-II is USD 21.6 million including an Emergency Cash Transfer (ECT) programme addressing emergencies following a drought in 2019 and the COVID-19 Pandemic in 2020. For the COVID-19 response, two additional grants were mobilised from the European Union Commission and from the German Development Cooperation through the KfW, adding an additional 19m USD to the implementation of the ECT. The ECT is implemented through the UNJPSP-II employing multiple shock-responsive social protection strategies, operating in the humanitarian-development nexus. This is to say, that the ECT leverages the existing systems and programmes (including those to whom the UNJPSP is providing technical assistance to, especially the Social Cash Transfer (SCT) programme) and furthermore intends to feed the technical work going into the humanitarian ECT back to the work on future, shock-responsive systems in the SCT.

The purpose of this assignment is to review progress in the UNJPSP-II towards planned results, while reflecting the dynamic programming environment, so as to refine planning for the remaining time and beyond. The results of this review are expected to be shared at a partners meeting scheduled for June 2021.

## **JUSTIFICATION**

To provide for independent review, an external consultant is required.

## **OBJECTIVES / TARGET**

The MTR is a requirement under the UNJPSP-II programme document. It is a necessary process to assess and monitor progress achieved to-date towards the expected results.

The overall purpose of the assignment is

To assess the relevance, efficiency, effectiveness, appropriateness and sustainability of the UNJPSP-II.

The specific objectives of this assignment are:

1. Review performance of UN and GRZ in programme implementation with a particular view to provide key lessons learnt for incorporation in the planning of the remaining period of the UNJPSP-II and beyond;
2. To take stock of changes in the programming context, especially considering the COVID-19 pandemic

## **DESCRIPTION OF THE ASSIGNMENT (SCOPE OF WORK) / SPECIFIC TASKS**

The MTR will comprise the following key tasks for the Consultant:

The Consultant will be required to rigorously appraise the UNJPSP from multiple perspectives:

1. Performance of the UNJPSP Implementation against the Log-frame and Programme Document;
2. Review of the performance and integration of the programme pillars towards achievement of the overall UNJPSP objectives through joint programming;
3. Efficiency of the joint programme administration, governance and coordination including reporting; disbursement schedules; coordination meetings between

participating UN agencies, coordination with donors and with government; planning; budgeting;

4. Relevance of the programme in terms of the dynamic environment and the crosscutting/mainstreaming of Gender, Disability, Climate Change and Nutrition;
5. Analysis of expenditure/cost effectiveness and sustainability of the programme;
6. Analysis of the UNJPSP-II in the humanitarian-development nexus, i.e. the leveraging of the leveraging of developmental systems and programmes for humanitarian responses and opportunities to leverage them back to the developmental work on shock-responsive systems;

### **Document Review (15 days)**

The Consultant will review relevant documents, and undertake key informant interviews with a wide range of stakeholders in Lusaka for reporting to the MTR Meeting.

The Consultant will examine all UNJPSP reports and minutes of meetings and consider evaluations and research conducted by the UNJPSP and other stakeholders.

The Consultant will review the UNJPSP results against Log-frame and provide recommendations on possible alignment and improvement of the UNJPSP Log-frame.

These documents reviews are done remotely from home and culminate in an inception report which will be shared with UNJPSP stakeholders in advance to the interviews and the MTR meeting.

### **Stakeholder/Key Informant Interviews (14 Days)**

The Consultant will interview relevant officers in the institutions part of the UNJPSP (UN, GRZ, Donors) to collect feedback on both specific objectives – assessment of the programme performance and documentation of relevant changes in programming context.

### **Presentation at Mid-Term Review Meeting (1 Day)**

The Consultant will present a draft report which includes the inception report on the document review and the findings from the stakeholder/key informant interviews as a comprehensive Background Paper for the MTR Meeting.

### **Finalisation of Report (10 Days)**

After the meeting, the consultant will finalise the Desk-Review report, incorporating feedback from the validation and other reports/presentations (if any) made to the meeting by other stakeholders.

## **EXPECTED DELIVERABLES**

<b>Tasks</b>	<b>Deliverables</b>	<b>Days</b>	<b>Due Date</b>
1. Document Review	Inception Report	15 Days	May 15
2. Stakeholder/Key Informant Interviews	Draft Desk Review Report	14 Days	June 05

Tasks	Deliverables	Days	Due Date
3. Presentation of the Draft MTR Report to the MTR Meeting	Presentation at MTR Meeting	1 Day	June 10
4. Final MTR report after validation during the MTR Meeting, Meeting discussions	Final Report (details below)	10 Days	June 30
		<b>TOTAL: 40 Days</b>	

## REPORTING REQUIREMENTS

The expected structure of the inception report and the final desk review report is outlined below:

- Cover page
- Executive Summary
- Acronyms
- Description of the UNJPSP-II Programme
- Description of the UNJPSP-II Pillars
- Purpose, scope and objectives of review
- Methodology
- Findings organized by context, governance/coordination and performance by programme pillars
- Specific findings regarding
  - Performance of the UNJPSP-II Implementation against the Log-frame;
  - Review of the performance and integration of the programme pillars towards achievement of the overall UNJPSP-II objectives through joint programming
  - Efficiency of the joint programme administration, governance and coordination
    - Reporting
    - disbursement schedules
    - coordination between participating UN agencies
    - coordination with donors
    - coordination with government
    - planning
    - budgeting
  - Relevance of the programme in terms of the dynamic environment and the crosscutting/ mainstreaming of Gender, Disability, Climate Change and Nutrition;
  - Analysis of expenditure/cost effectiveness and sustainability of the programme
  - Analysis of the UNJPSP-II in the humanitarian-development nexus, i.e. the leveraging of the leveraging of developmental systems and programmes for humanitarian responses and opportunities to leverage them back to the developmental work on shock-responsive systems;

- Conclusions
- Overall Recommendations to improve the performance and relevance of the UNJPSP-II
- Specific Recommendations regarding the UNJPSP-II administration, governance and coordination
- Specific Recommendations regarding the programming context and required alignments
- Specific Recommendations regarding the programme relevance in regard to Gender, Disability, Climate Change and Nutrition
- Specific Recommendations regarding the role of shock-responsive social protection and its systems for the remainder of the programme
- Specific Recommendations for directions of a potential successor programme.

The Consultant is required to append the following items to both reports:

- Terms of Reference
- Data collection instruments
- List of documents/publications reviewed and cited
- Lessons learnt
- Joint Programme best practices

The Consultant is required to further append the following items to the final desk review report reports:

- List of meetings/consultations/field visits attended
- List of persons or organisations interviewed

Any further information the Consultant deems appropriate can also be added.

All draft and final outputs, including supporting documents, analytical reports and raw data should be provided in electronic version compatible with Word for Windows.

## **PROJECT MANAGEMENT**

The consultant will report to the UNICEF Zambia Chief Social Policy and Research and will work with the line Government Ministry (MCDSS), participating UN partners and cooperating partners.

## **LOCATION AND DURATION**

- This consultancy is both home based (desk review and write-up of final report) and on-site in Zambia (stakeholder interviews, presentation at the workshop).
- The on-site consultations for the draft desk review report should be carried out immediately before the MTR Workshop between May 15 and June 9.
- The presentation of the draft desk review report should be made to the MTR Workshop in Lusaka on June 10 which will require the Consultant to be a key participant to present and engage in the validation, adding context/findings not included in the presentation as the need may arise.
- The assignment should begin April 15<sup>th</sup> and conclude June 30<sup>th</sup>, 2021.

- It is expected that the consultant will be in country for 15 days (KIIs and field travel over 14 days, 1 day workshop presentation) and will therefore have travel expenses for up to 10 days travel outside of Lusaka.

## PAYMENT SCHEDULE

Payment	Conditions
Inception report based on the document review	50%
Final Desk Review Report, reviewed and accepted by the supervisor	50%

## QUALIFICATION/SPECIALIZED KNOWLEDGE AND EXPERIENCE

The **consultant** should have the following qualifications:

- Master's degree in Social Protection, Public Policy Management, Economics or related social science graduate qualifications
- 5 years of professional experience in designing, implementing and managing social protection programmes, preferably in Africa, including at least 5 years specifically in evaluation of SP programmes
- Demonstrated expertise and capability in technical assessment of social protection delivery systems, related national policies and knowledge of government operational framework.
- Proven experience with logical framework approaches and other strategic planning approaches, M&E methods and approaches (including quantitative, qualitative and participatory), information analysis and report writing.
- Knowledge and experience of the UN System, including with UN Joint Programmes is an asset.
- Experience with the Humanitarian-Development Nexus will be an advantage
- Excellent communication and interview skills.
- Excellent report writing skills.
- Demonstrated ability to deliver quality results within strict deadlines.

## EVALUATION PROCESS AND METHODS

CVs of interested candidates will be short-listed and reviewed by UNICEF and the partners in the MTR (Government, Cooperating Partners) and ranked according to the scoring criteria below. Due to the high significance of the task, only candidates with at least 80 points will be considered.

### Scoring criteria

Item	Evaluation Criteria	Points
	<b>Technical Evaluation Criteria</b>	
1	Master's degree in Social Protection, Public Policy Management, Economics or related social science graduate qualifications	15
2	A minimum of 5 years of professional experience, specifically in evaluating international development initiatives in the area of social protection, preferably in Africa	20

Item	Evaluation Criteria	Points
3	Demonstrated expertise and capability in technical assessment of social protection delivery systems, related national policies and knowledge of government operational framework.	20
4	Proven experience with logical framework approaches and other strategic planning approaches, M&E methods and approaches (including quantitative, qualitative and participatory), information analysis and report writing.	15
5	Understanding of the development context in Zambia	10
6	Experience with the Humanitarian-Development Nexus	10
7	Excellent communication and interview skills. Excellent report writing skills. Demonstrated ability to deliver quality results within strict deadlines	10
	<b>Total</b>	<b>100</b>

## ADMINISTRATIVE ISSUES

The MTR Consultant will be contracted by UNICEF and report directly to the Chief Social Policy and Research.

- Applicants are requested to provide an all-inclusive cost in the financial proposal. Applicant should factor in all cost implications for the required service / assignment including local field travel.
- Applicant are required to include the estimate cost of travel in the financial proposal. Travel cost shall be calculated based on applicable daily subsistence allowance (DSA) rates, as promulgated by the International Civil Service Commission (ICSC). UNICEF expects applicants to be available in country at the time of the assignment regardless of international travel restrictions that may occur at the time. UNICEF will not refund costs for any international travel.

The MTR Consultant will not have access to any other UNICEF resources such as office space or IT equipment.

## 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.
- For international consultants outside the duty station, signed contracts must be sent by fax or email.
- No consultant may travel without a signed contract and authorisation to travel prior to the commencement of the journey to the duty station.
- Unless authorised, UNICEF will buy the tickets of the consultant. In some cases, the consultant may be authorised to buy their travel tickets and shall be reimbursed at the “most economical and direct route” but this must be agreed beforehand.
- 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.