

United Nations Children's Fund

### TERMS OF REFERENCE FOR INDIVIDUAL CONSULTANTS AND CONTRACTORS

Title	Funding Code	Type of engagement	Duty Station:
Social Cash Transfer Guidelines consultant		<input type="checkbox"/> Consultant <input checked="" type="checkbox"/> Individual Contractor Part-Time <input type="checkbox"/> Individual Contractor Full-Time	Zambia Country Office
<b>Purpose of Activity/Assignment:</b>			
Revision of existing SCT guidelines into an updated set of guidelines and an operations manual			
<b>Background:</b>			
<p>The Social Cash Transfer (SCT) programme is implemented by the Government of the Republic of Zambia (GRZ), through the Ministry of Community Development and Social Services, and is Zambia's flagship social assistance programme located within the Social Assistance Pillar of the National Social Protection Policy (NSPP). Its objective is to reduce extreme poverty as well as the intergenerational transfer of poverty and provides beneficiary households with an amount of ZMW 150 per month and ZMW 300 per month for households without and with a severely disabled member respectively. To be eligible for the SCT a household must fall into one of the following five categories:</p> <ul style="list-style-type: none"> <li>• have an elderly member aged 65 years and above.</li> <li>• have a certified chronically ill member on palliative care.</li> <li>• have a certified severely disabled member.</li> <li>• be a head 18 years and below.</li> <li>• be a female-headed household with three children or more.</li> </ul> <p>Over the past few years, the SCT programme has been growing rapidly both in size as well as in terms of its systems. Between 2014 and 2018 the programme was scaled-up from 53 districts to a nation-wide programme and from 145,698 to 574,663 beneficiary households. Moreover, financial, data and grievance management systems have been put in place and are still gaining strength, and Prevention of Sexual Exploitation and Abuse (PSEA) and Gender-Based Violence have become integral components of capacity building. The SCT has also been used as the basis for multiple emergency responses, thereby forming the springboard for a shock-responsive social protection system in Zambia.</p> <p>The financial bottlenecks the programme was facing throughout 2019 and 2020 have been addressed through external financing from the World Bank covering all its beneficiaries until June 2024. A further scale-up of the programme is ongoing with a target of 994,000 households by the end of 2021. The SCT must also formulate a clear exit and graduation process, which should then be integrated into the programme's standard operating procedures.</p> <p>An important document for the implementation of the programme is its Social Cash Transfer Guidelines, of which the last version was drafted in 2018. The changes that have happened since then, both within the SCT itself and in the programmatic environment now warrant a new round of revisions for the guidelines to speak to the programme's new features and altered context. Some of these include:</p> <ul style="list-style-type: none"> <li>• Financial management.</li> <li>• Data management.</li> <li>• Grievance management.</li> <li>• PSEA and GBV mainstreaming.</li> <li>• Responding to shocks.</li> <li>• Exit and graduation.</li> </ul> <p>In addition to the above, the current programme document constitutes a merger of programme guidelines and operations, which this consultancy aims to separate into the independent documents to be complementary to each other. While the guidelines should conceptualize the programme, describe its rationale, and define its design, the operations manual should limit itself to clearly laying the various standard operating procedures required for the programme to function effectively, efficiently, transparently, fairly, and equitably.</p>			

**Purpose of the assignment:**

The purpose of this assignment is to separate the existing SCT guidelines into a set of guidelines and an operations manual for the programme and update their content for them to speak to the new programmatic reality of the SCT programme.

**Scope of the assignment:**

In updating the SCT guidelines, the consultant is expected to work together with the Ministry of Community Development and Social Services, Department of Social Welfare, and UNICEF to

- establish two separate documents: a set of Programme Guidelines and an Operations Manual.
- integrate in these the changes that have happened within the programme structure and its systems.
- align the two documents to the current programmatic context including laws.

The above should take place in a participatory manner with the involvement of all relevant stakeholders.

In doing so, the following considerations are of importance:

- The SCT programme will aim to reach 994,000 beneficiaries in all districts in Zambia by the end of 2021.
- Financial, data and grievance management procedures have changed and have been strengthened.
- PSEA and GBV mainstreaming has become an integral part of the programme.
- Exit and graduation processes must become part of the programme.
- The guidelines should support the programme’s swift response to shocks.
- The SCT and its processes must take into account the programmatic environment in which it operates, including other programmes and frameworks to which it must relate.

**Deliverables:**

The assignment should result in the following two deliverables, which both should be updated in accordance with the new programme structure and context, and which have been validated by the relevant stakeholders:

- A set of programme guidelines.
- An operational manual.

**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> 2021	<b>Requesting Section/Issuing Office:</b> Social Policy and Research, Zambia Country Office	<b>Reasons why consultancy cannot be done by staff:</b> Neither the technical capacity nor time allocation required to carry out this assignment is available within UNICEF, nor at the Ministry of Community Development and Social Services	
<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>Request for:</b> <input checked="" type="checkbox"/> New SSA – Individual Contract <input type="checkbox"/> Extension/ Amendment	
<b>Consultant selection method:</b> <input type="checkbox"/> Competitive Selection (Roster) <input checked="" type="checkbox"/> Competitive Selection (Advertisement/Desk Review/Interview)			
<b>If Extension, Justification for extension:</b> n/a			
<b>Supervisor:</b>	<b>Start Date:</b> 20 September 2021	<b>End Date:</b> 19 January 2022	<b>Number of Days (working):</b> 64

<b>Work Assignment Overview</b>			
Tasks/Milestone:	Deliverables/Outputs:	Timeline	Est. Budget
Inception meeting with SCT team and UNICEF; desk review of existing guidelines and new documentation	Inception report	3 Oct 2021	
Hold stakeholder consultations	Concept note on required updates	17 Oct 2021	
Draft guidelines	Draft updated guidelines	7 Nov 2021	
Draft operations manual	Draft updated operations manual	7 Nov 2021	
Hold SCT guidelines workshop	Workshop report	21 Nov 2021	
Finalize guidelines	Set of finalized programme guidelines	19 Dec 2021	
Finalize operations manual	Set of finalized operations manual	19 Dec 2021	
Be on standby to accommodate adjustments while Ministry validates guidelines and operations manual	Validated guidelines and operations manual	20 Jan 2022	
<b>Estimated Consultancy fee</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>			

<p><b>Minimum Qualifications required:</b></p> <p><input checked="" type="checkbox"/> Bachelors   <input type="checkbox"/> Masters   <input type="checkbox"/> PhD   <input type="checkbox"/> Other</p> <p>Enter Disciplines: Social Sciences, Social/Public Policy Management, Economics or related social Protection graduate and/or evaluation studies qualifications.</p>	<p><b>Knowledge/Expertise/Skills required:</b></p> <ul style="list-style-type: none"> <li>• Bachelor’s degree in Social Sciences, Social/Public Policy Management, Economics or related social Protection graduate and/or evaluation studies qualifications.</li> <li>• A minimum of 7 years of professional experience in designing, implementing and managing social protection / cash-based interventions or programming, preferably in Africa.</li> <li>• Demonstrated expertise and capability in collaboration with Government counterparts.</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 outputs within strict deadlines, through a proven track record.</li> </ul>
<p><b>Administrative details:</b></p> <p>Visa assistance required:   <input type="checkbox"/></p> <p>Transportation arranged by the office:   <input type="checkbox"/></p>	<p><input checked="" type="checkbox"/> Home Based   <input type="checkbox"/> Office Based:</p> <p>If office based, seating arrangement identified:   <input type="checkbox"/></p> <p>IT and Communication equipment required:   <input type="checkbox"/></p> <p>Internet access required:   <input type="checkbox"/></p>
<p><b>Request Authorised by Section Head</b></p>	<p><b>Request Verified by HR:</b></p>
<p><b>Approval of Representative (OIC)</b></p> <hr/>	

<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

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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.