

TERMS OF REFERENCE FOR INDIVIDUAL CONSULTANTS

Title	Funding Code	Type of engagement	Duty Station:
Local Authority Budgeting Manual Consultant	4980/A0/06/600/001/002 GC	<input checked="" type="checkbox"/> Consultant	Lusaka, Zambia
<p>Purpose of Activity/Assignment:</p> <p>Background</p> <p>Over the years, the Government of the Republic of Zambia has undertaken various reforms in the Public Service for improved service delivery. Among them is the Public Service Reform Programme (One of the focus areas of the reform was the Public Expenditure Management and Financial Accountability Reforms (PEMFAR), with the main objective to improve transparency, accountability, and tracking of financial resources from the Ward, District, and Province to the National level.</p> <p>The Ministry of Local Government and Rural Development (MLGRD) appreciates the importance of planning and budgeting in managing financial resources to enhance efficient and effective service delivery by Local Authorities. To this effect, the Ministry facilitated the migration of all local authorities from Activity Based Budgeting (ABB) to Output Based Budgeting (OBB), which emphasizes results as opposed to processes. As of December 2022, all the 116 local authorities successfully migrated from ABB to OBB, premised on the National Planning and Budgeting Policy of 2014 and the National Planning and Budgeting Act No. 1 of 2020.</p> <p>Despite the Local Authorities transitioning to the OBB system, the budgeting process in Local Authorities is informed by the 2009 Budgeting manual, which is not in tandem with the current budgeting policies and laws. The manual was designed to support Activity Based Budgeting (ABB) and does not comprehensively define community engagement mechanisms among other issues.</p> <p>It is against this background that the Government, through MLGRD, has decided to review and update the Budget Manual for Local Authorities. This is a key document that will act as a comprehensive guide in developing Local Authority budgets in a devolved system of governance. The Manual is to be used together with other relevant documents.</p> <p>Issues to be addressed:</p> <ul style="list-style-type: none"> • Strengthen budgeting at the ward and district level. • Strengthen the alignment of Local Authority budgets to outputs and outcomes of district plans, National Development Plans, Integrated Development Plans, and other Local Plans • Enhance the budget stakeholder consultative process by making it a pre-requisite for budget approval (Local Authorities to attach proof of consultation in their budget development) • Enhance approved budget transparency and accountability at ward and district level. • Alignment of Local Authority budgeting process to Central Government budget cycle • Strengthen budgeting for social sector service delivery. • Strengthen local authority budget performance reporting. 			

Scope of Work:

Objective:

To develop a comprehensive Local Authorities' Budgeting Manual.

Specific Tasks

The following are the specific tasks:

- Review existing budget documents and local authorities' processes to understand the current situation and identify gaps.
- Ensure the Manual encompasses reform recommendations in the public finance management sector.
- Clearly outline the Local Authority budgeting process, including the modalities of a consultative bottom-up approach to budgeting.
- Clearly outline how the plans will be incorporated in the budgeting process.
- Clearly outline the incorporation of cross cutting issues in the budgeting process
- Ensure the Manual clearly outlines the different roles various stakeholders play in the budgetary process of the Local Authorities.
- Clearly outline the linkages to the intergovernmental fiscal architecture.
- Clearly reflection of alignment to NDP and IDP
- Review and update existing stakeholder consultation tools and develop simplified stakeholder engagement plan.
- Draft standardized output indicators for the LA budgets as an annex in the Manual.
- Clearly outline a comprehensive budget cycle.
- Facilitate workshop or review meetings with various stakeholders to validate the manual.
- Clearly outline the incorporation of cross cutting issues in the budgeting process (women, youth, disability, climate change) as well as key markers to allow measuring the responsiveness of the budget to these groups.
- Develop training materials such as presentations and handouts to accompany the budgeting manual.
- Typesetting (Design the layout and formatting of the manual to make it visually appealing and user-friendly, incorporating graphics, tables, and other visual aids to enhance understanding).
- Prepare a presentation for orientation purposes.

Management of the assignment

- The consultant shall report to the Director, Planning and Information at MLGRD on technical issues.
- Contractual issues shall be handled by UNICEF

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](#)

Budget Year: 2024	Requesting Section/Issuing Office: Social Policy	Reasons why consultancy cannot be done by staff: Requires dedicated time and skillset for this exercise which is not available in country office
Included in Annual/Rolling Workplan: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No, please justify:		
Consultant sourcing: <input checked="" type="checkbox"/> National <input type="checkbox"/> International <input type="checkbox"/> Both Competitive Selection: <input checked="" type="checkbox"/> Advertisement <input type="checkbox"/> <input type="checkbox"/> Roster Single Source Selection <input type="checkbox"/> (Emergency - Director's approval)		Request for: <input checked="" type="checkbox"/> New SSA – Individual Contract <input type="checkbox"/> Extension/ Amendment
If Extension, Justification for extension:		
Supervisor: Miselo Bwalya	Start Date: 1 st July 2024	End Date: 15 th September 2024

Work Assignments Overview	Deliverables/Outputs	Delivery deadline (no. of days)	Estimated Budget
Preparation of Inception Report	Inception Report	5	
Stakeholder Engagement	Stakeholder Consultation Report	5	
Develop Zero Draft Manual	Zero Draft Manual	15	
Validation of Zero Draft Manual	Validated Draft Manual	4	
Develop Final Budgeting Manual	Final Budgeting Manual	10	
Training Materials Development	Training Materials	5	
Design and Layout	Designed Budget Manual Document with Visuals and User-friendly layout	10	
Dissemination	Orientation Presentation and Other Dissemination Materials	1	

Estimated Consultancy fee			
Travel International (if applicable)			
Travel Local (please include travel plan)			
DSA (if applicable)			
Total estimated consultancy costsⁱ			
<p>Minimum Qualifications required*:</p> <p><input type="checkbox"/> Bachelors <input checked="" type="checkbox"/> Masters <input type="checkbox"/> PhD <input type="checkbox"/> Other</p> <p>Enter Disciplines</p> <p>Advanced university degree in Economics/Finance or related field</p>	<p>Knowledge/Expertise/Skills required *:</p> <ul style="list-style-type: none"> • A postgraduate degree in fields such as economics, public finance, or related fields • Minimum 10 years experience in local government finance, public finance, or related fields • Extensive knowledge of public finance budgeting processes, and financial management • Knowledge of local governance structures and dynamics in Zambia. • Prior experience in developing budgets or similar initiatives is desirable. • Strong communication skills, both written and verbal, with the ability to simplify complex financial concepts for diverse audiences. 		
<p>Evaluation Criteria (This will be used for the Selection Report (for clarification see Guidance))</p> <p>A) Technical Evaluation (75 Points) B) Financial Proposal (25 Points)</p> <p>-Education Background (30 Points)</p> <p>-Relevant Work Experience (45 Points)</p>			
<p>Administrative details:</p> <p>Visa assistance required: <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>		

¹ 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 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. Consultants 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.

The selected consultant is solely responsible to ensure that the visa (applicable) and health insurance required to perform the duties of the contract are valid for the entire period of the contract. Selected consultant are subject to confirmation of fully-vaccinated status against SARS-CoV-2 (Covid-19) with a World Health Organization (WHO)-endorsed vaccine, which must be met prior to taking up the assignment. The vaccine mandate, does not apply to consultants who will work remotely and are not expected to work on or visit UNICEF premises, programme delivery locations or directly interact with communities UNICEF works with, nor to travel to perform functions for UNICEF for the duration of their consultancy contracts.

UNICEF offers [reasonable accommodation](#) for consultants with disabilities. This may include, for example, accessible software, travel assistance for missions or personal attendants. We encourage you to disclose your disability during your application in case you need reasonable accommodation during the selection process and afterwards in your assignment.
