

## TERMS OF REFERENCE

### SUMMARY

<b>Type of Contract (tick the appropriate box)</b>	Institutional Contractor	<b>Individual Consultant (deliverable-based)</b>	Technical Assistance to IP (individual)
<b>Title</b>	Consultant to conduct admin costs analysis for SCT programme		
<b>Purpose</b>	To support the Ministry of Community Development and Social Services (MCDSS) in the analysis cost centers and determine the administration costs for implementing the SCT programme at district and provincial levels in Zambia.		
<b>Type of consultancy:</b> <ul style="list-style-type: none"> <li>Time-based</li> <li>deliverable-based</li> </ul>	Deliverable-Based		
<b>Location</b>	Home-based		
<b>Duration</b>	42 working days over 3 months		
<b>Start Date</b>	1st July 2021		
<b>Reporting to</b>	Chief Social Policy and Research		

### BACKGROUND

Since 2003, the Ministry of Community Development and Social Services (MCDSS) has been implementing the Social Cash Transfer (SCT) Programme, Zambia's flagship social protection programme. Following the launch of the National Social Protection Policy in 2016, the SCT was scaled-up to 109 Districts and subsequently a beneficiary caseload of 632,000 from 242,000. The social protection programme has shown evidence of positive impacts extending from improvements in living conditions, self-esteem/perception, income retention and productivity

The Ministry has continuously improved on the programme management, M&E and decentralisation of the SCT programme. As financial management has been strengthened with additional templates and ongoing capacity building supported by the World Bank, and a new M&E system is being developed with support by UNICEF, the strengthening of the decentralised coordination of the programme through the Single Window Initiative requires further attention to the analysis of cost structures and centers for the programme on subnational levels in order to guide what administration costs are attributable to the implementation of the Social Cash Transfer Programme in Zambia.

Against this background, MCDSS has requested UNICEF to hire a consultant to undertake a desk review of selected countries implementing the similar programme to share their experiences, provide an analysis of cost centers and determine the administration costs for implementing the programme at district and provincial levels in Zambia.

### JUSTIFICATION

Currently, there is insufficient capacity present within MCDSS or UNICEF to conduct an analysis of cost centers and determine the administration costs for implementing the SCT programme at district and

provincial levels in Zambia. As this assignment requires specialized knowledge and expertise, as well as dedicated and focused time, which cannot be made available within existing staffing structures, external capacity must be hired.

### SCOPE AND PURPOSE OF THE ASSIGNMENT

UNICEF and MCDSS are seeking the services of an expert and qualified consultant(s) to undertake an evaluation of cost structures and determine the ratio of administration costs of administering the Social Cash Transfer Programme at District and Provincial levels.

Working under the overall supervision of the Chief SP and Director for Social Welfare, the Consultant will perform the following tasks;

- Conduct review of the administration cost of the programme and determine the cost centers,
- Review administration costs in other countries and what ratio is applied for administration costs at provincial and district levels as well as criteria used to determine the ratios?
- Determining what administration cost ratios are, in implementing the programme at district and provincial levels by environment of implementing districts and provinces?
- Determine the commonest administration cost centers for the programme at district and provincial levels
- Review and determine the administration costs for the for the last five years to ascertain commonest administration cost centers and administration ratios incurred in each year
- Review and determine administration costs during enumeration and without enumeration in the last five years
- Review the Guidelines and determine whether the administration costs at Provincial and district levels are determined and recommendations therein
- Recommend what could be appropriate cost ratio for administration costs for SCT Programme at district and provincial levels respectively.
- Recommend best practices and approaches in implementing the proposed cost ratios?

### EXPECTED DELIVERABLES

The performance of the consultant firm will not only be based on the quality of the output and services, but also critically on the consultant's ability to deliver expected deliverable in accordance with the table and timelines below.

Tasks	Expected Output	Timeframe (Tentative)	Payment Schedule
Write an inception report that provides an outline of the methodology, a desk review of international benchmarks and best practices, and an overview of the assignment to be developed and submitted.	Inception report inclusive of the desk review report.	10 July 2021	1/3
Conduct analysis on site in Lusaka (MCDSS HQ) and	Draft report.	31 July 2021	1/3

Tasks	Expected Output	Timeframe (Tentative)	Payment Schedule
in selected Districts. Draft a report on the assignment on determining the Cost Ratios for implementing the Social Cash Transfer Programme in Zambia.			
Draft final report final report UNICEF and the Ministry of Community Development and Social Services.	Final report.	30 August 2021	1/3

## REPORTING REQUIREMENTS

The Consultant will report to the Chief of Social Policy in UNICEF.

In terms of deliverables the format of the report for each of the deliverables identified above will be as follows:

1. Executive Summary (1/2 page)
2. Introduction (1/2 page)
3. Findings, analysis and recommendations arising from the work undertaken.
4. List of stakeholders consulted, missions undertaken, data collection tools used, when appropriate (annexed in full).

## PROJECT MANAGEMENT

The consultancy will be managed by the Chief Social Policy and Research . Technical collaboration with the Director Social Welfare in the Ministry of Community Development and Social Services (MCDSS) will exist.

## LOCATION AND DURATION

The consultant is required for a period of 42 days over a period of 3 months. Part of the assignment will be home-based, and field travel to selected districts to be determined in consultation with the Ministry will also be required. The consultant should assume 20 Days field travel at applicable DSA rates when submitting the all-inclusive financial proposal.

## PAYMENT SCHEDULE

See “Expected Deliverables” Section above.

In the case of unsatisfactory quality of reports, payments will be withheld until quality has been assured.

## QUALIFICATION/SPECIALIZED KNOWLEDGE AND EXPERIENCE

- University degree in social work, public administration or related field.

- A minimum of 5 years of relevant professional experience working for/with universities, Government or an Inter-Governmental Organization.
- Demonstrated knowledge on the implementation of social sector programmes and their implementation dynamics.
- Demonstrated experience and expertise in identifying and analysing cost centres of subnational administration
- Excellent analytical and English writing skills.

## EVALUATION PROCESS AND METHODS

CVs of suitable candidates will be ranked according to following criteria:

### Scoring criteria

Item	Evaluation Criteria	Points
	<b>Technical Evaluation Criteria</b>	
1	University degree in social work, public administration or related field.	10
4	A minimum of 5 years of relevant professional experience working for/with universities, Government or an Inter-Governmental Organization.	20
3	Demonstrated knowledge on the implementation of social sector programmes and their implementation dynamics	20
	Demonstrated experience and expertise in identifying and analysing cost centres of subnational administration	20
5	Excellent analytical and English writing skills.	5
	<b>Financial Evaluation Criteria</b>	<b>25</b>
	<b>Total</b>	<b>100</b>

## ADMINISTRATIVE ISSUES

- The consultant will not be provided with any further support such as travel costs, office space or IT equipment including software.
- This contract is for a period of 42 days over 3 months.
- Payments will be made following the payment schedule in section “Expected Deliverables”
- Applicants are requested to provide an all-inclusive cost in the financial proposal. Applicants 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).

## 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.*

- *No consultant may travel without a signed contract and authorization to travel prior to the commencement of the journey to the duty station.*
- *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.*