



INCEPTION REPORT FOR THE ZAMBIA UNSDCF 2023-2027

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1 INTRODUCTION

The Government of the Republic of Zambia (GRZ) and the United Nations Country Team (UNCT) in Zambia launched the process of drafting a new United Nations Sustainable Development Cooperation Framework (UNSDCF) for 2023-2027. The UNSDCF serves as the partnership framework between Zambia and the UN System to achieve the 2030 Agenda for Sustainable Development. The UNSDCF is prepared in close partnership with the state authorities of Zambia, international partners, private sector, civil society organisations and other relevant stakeholders.

In October 2021, the UNDS engaged a consultancy team to support the development of the UNSDCF. The Terms of Reference (ToRs) presented in Annex A outline the role of the consultants. This document, the Inception Report (IR), is the first deliverable of the consultancy.

The IR presents the consultants' understanding of the ToRs, Process Requirements, Milestones and Indicative Workplan.

2 OBJECTIVES OF THE ASSIGNMENT

The overall objective of the assignment is to define, against the national priorities and Agenda 2030, the scope of the Cooperation Framework (CF) between the UN and GRZ for the period 2023-2027.

To that end, the consultants are to:

- i) analyse the overall country context against the 2030 Agenda and the SDGs using the existing UN and non-UN analytical secondary sources (this will primarily draw on evaluation of the current UNSDCF (2017-2021), Common Country Analysis, and several other key UN and non-UN documents;
- ii) under the overarching principle of 'Leave No One Behind' and in consideration of the concrete programming principles and requirements as stipulated in the CF's guidelines, the consultancy team will:
 - a. facilitate the overall consultation and prioritisation process, including foresight exercise, and
 - b. under the UNCT guidance and leadership, develop the 2023-2027 CF for Zambia, including Theory of Change (in close consultation with the Task Team), the narrative part, and the supporting matrices.

3 THE CONTEXT AND APPROACH TO THE ASSIGNMENT

The development of the Cooperation Framework 2023-2027 will follow the UNSDCF Internal Guidance (3rd June 2019) and its Consolidated Annexes (24th May 2019), the complementary Cooperation Framework Companion Package (May 2020) and the UNCT Zambia Roadmap, which outlines all the components of the process as well as the timetable for their implementation.

3.1 CONTEXT

To date, a Common Country Assessment (CCA) has been prepared. In addition, the mid-term review (MTR) of the UNSDCF 2017-2021 was undertaken in 2018, while the final evaluation is underway. GRZ has conducted a review of the implementation of NDP7 and is in the process of finalising NDP8. The NDPs are implementation frameworks for Zambia's Vision 2030.

The formulation of the UNSDCF will require additional information that the consultants will gather during the early phase of the assignment. Key areas will include:

- Key trends affecting Zambia's future trajectory (local, regional and global)
- Zambia's response to significant transitions (population, technology, energy, mobility, etc).

The additional information gathered will ensure that the UNSDCF focuses on addressing problems as understood at present and support the country to look ahead and prepare for a changing future.

3.2 THE APPROACH

The Cooperation Framework shall be reflective of the country context and its specific needs and priorities within the implementation of the 2030 Agenda and the SDGs. The development of the CF will be through consultative engagements with a broad range of stakeholders to create ownership with UNDS and a wide range of national stakeholders. The stakeholders include the Government, Cooperating Partners, international financial institutions, private sector, civil society, academia, international and local NGOs, trade unions, and rights holders such as youth, women, children, people with disabilities, key population and other vulnerable groups of persons at risk of or already being left behind.

3.2.1 Integrated programming approach

Adopting the integrated programming approach will holistically address core programming principles and integrate the fundamental UN programming principles throughout all stages. Adopting an integrated and multidimensional programming approach—in line with the “five P’s” of the 2030 Agenda (people, prosperity, planet, peace and partnerships)—the Cooperation Framework will identify how working on and advancing one SDG can maximise synergies and positive impacts and manages potential trade-offs. As the central transformative promise of the 2030 Agenda, leaving no one behind (LNOB) will be used as the rights-based framework that represents the unequivocal commitment of all United Nations Member States.

Use will be made of the structure of the 2030 Agenda²⁰³⁰ (normative framework and “five P’s”) as both an organising and analytical framework for summarising key issues that the UNSDCF responds to. The normative framework will be treated as reflective of values and commitments, including policies. The five Ps will be treated as clusters for organising the SDGs. Each group will be summarised/analysed through a matrix reflecting eight aspects (situation, policies, plans & programmes, resources & implementation capacity, implementation performance, monitoring data, implementation outcomes, lessons learnt, and scope for innovation/partnerships)¹. The application of this approach will

¹ The structure outlined here is presented as an initial analytical framework which can be amended in line with UNDS recommendations.

facilitate engagement with identified CCA issues that lends itself to comprehensive analysis and a participatory prioritisation process. LNOB will be operationalised using an expanded set of issues² as a checklist applied firstly to the situation analysis to identify groups/categories that are marginalised or suffer disadvantage. Once identified, questions will be asked about the particular groups through the remaining seven areas of the summary matrix.

A strength of the approach proposed here is that it will allow for the pooling of knowledge beyond what is included in the CCA to draw in participants' knowledge, programmes with potential for scale-up, and experiences from other countries.

3.2.2 National priorities and experiences

The UNSDCF 2023-2027 will be the UN support to GRZ in the implementation of the 8th National Development Plan (currently under development) and the National Vision 2030. The UNSDCF will consider the country challenges (issues and experiences as reflected in reviews of the 7NDP and the UNSDCF 2017-2021). The integrated programming approach will facilitate the placement of the priorities within the context of the SDGs.

3.2.3 Use of UNSDCF Guidelines

The approach to the development of the UNSDCF will be participatory. The UNSDCF Guidelines provide not only the technical process steps but also encourage consultation throughout the process. Consultants will ensure that the UNSDCF principles of Gender Equality and Women Empowerment, Human Rights and LNOB are incorporated in the development of the CF. Operationally, the programming principles will be translated into sets of questions/checklists against which both the analysis summaries and proposed programmatic responses will be subjected. For example, the Human Rights-Based Approach will be operationalised by examining the extent to which a) the state as duty-bearer acknowledges and performs its role, b) the citizens as rights-holders are aware and capable of claiming their rights, c) the existence, accessibility and effectiveness of accountability mechanisms; and d) the roles civil society in supporting system effectiveness.

Similarly, a generic approach will be applied to different forms of harm. The approach will consist of three elements drawn from the HRBA: respect (prevent), protect, and facilitate (remedy/include). The use of checklists will allow for structured analysis that easily lends itself to identifying areas for improvement³.

3.2.4 Agency Strategic Plans and Evaluability Assessment

Cognisant of the UNSDCF role in agency-specific programming in-country, the consultants will treat agencies as resources available to serve country priorities. Agency strategic plans determine the scope and range of agency interventions of both resident and non-resident agencies. To this end, the development of the CF will take into account agency strategic plans and other programming instruments covering the period of the CF. Several agencies have strategic plans for 2022- 2025 (UNDP, UNICEF, UNFPA, and UN-Women). Others have different approaches (ILO's Programme and Budget Proposals (PBP) 2022-2023,

² Use will be made of intersecting factors that reinforce and compound disadvantage and deprivation (geography, discrimination, shocks and fragility, socio-economic status, and governance).

³ Consideration will be given to having specific 'Issue Champions' for HRBA, GEWE, LNOB, DRR and CCA. The role of the champions will be to examine the analysis, outcomes, outputs, the full draft and matrices from the perspective of the particular issue of focus.

FAO's Medium-Term Plan 2022-2025). Considering all agencies active in Zambia, the consultants will review the broad options offered by agency strategic plans in relation to country priorities. This review will contribute to the development of the configuration agreement.

Further to this, the UNSDCF Evaluability Assessment Tool (2020) will be used to assess and ensure the robustness of the UNSDCF monitoring and reporting on results. The UNSDCF Evaluability Assessment Tool consists of two components - the UNSDCF Macro Requirements and the Agency-specific Requirements. An Evaluability Assessment (EA) done at the design stage aids in ensuring integrated/'nested' theories of change supported by appropriate performance indicators.

3.2.5 Disaster Risk Reduction and Climate Change Adaptation

The United Nations Disaster Risk Reduction (UNDRR) Guidance Note on Using Climate and Disaster Risk Management to Help Build Resilient Societies (July 2020 edition) will inform the approach to the integration of DRR and Climate Change Adaptation (CCA) into the CF.

3.2.6 COVID 19 Response

Integration of COVID-19 in the CF will follow the UN Framework for the Immediate Response to COVID-19 (April 2020) and the United Nations Comprehensive Response to COVID-19: Saving Lives, Protecting Societies, Recovering Better (June 2020).

3.2.7 Foresight

The world is changing in ways that create both opportunities and challenges for societies and their institutions. These changes, occurring at different levels, require readiness for societies to make the most of them or minimise the attendant risks. Prudent planning does not view the future in terms of the present but instead anticipates a different future and plans for likely future scenarios. The development of the UNSDCF will engage stakeholders in reflection on significant trends, their implications for Zambia and how best the country may be supported within the context of the trends.

3.2.8 Bringing together Planning and Implementation

Results-based planning begins with the ends and works backwards to the means. Implementation, on the other hand, starts with the means and using these to deliver results. Cognisant of this reality, the preparation of the UNSDCF will incorporate consideration of the structures and mechanisms for the implementation of identified priorities. The consultants propose to include within the UNSDCF a component for the alignment and strengthening of implementation coordination mechanisms across stakeholder groups.

3.2.9 Process Flow

The consultants envisage a process that will entail the development of tools and summaries that will be shared with participants at various stages. The CCA represents an entry document for programming. Agenda 2030 presents a framework for organising the analysis and planning interventions. The consultants will create a generic tool that follows programming logic (eight steps from situation analysis to learning lessons and innovating). The programming principles present frames that must be reflected across all programming steps. Following the process described in this section, participants will arrive at a common understanding of the situation, current actions and performance

constraints, and the scope for improved performance through innovation and application of lessons learnt. The elements considered during the foresighting exercise act as enablers or disrupters, affecting both what needs to be addressed and how it can be addressed. The last piece, bringing together planning and implementation, provides a basis for analysing institutional requirements for delivering what emerges as critical interventions to have desired outcomes. Thus, this last element will consider institutional roles, capacities and performance necessary for an effective response. With this approach, development financing and UN configuration as the final aspects are based on strategic considerations.

4 METHODS

The preparation of the UNSDCF 2023-2027 will be undertaken through a combination of literature review, virtual consultations, strategic planning workshop and in-person and stakeholder validation processes that lend themselves to consensus building.

4.1 THE LITERATURE REVIEW

The literature review will inform the preparation of a Strategic Issues & Opportunities Summary Paper (SIOSP) and the development of UNSDCF Content Checklists. The SIOSP will be a critical consensus-building tool on the analysis section of the CF and support the prioritisation process and the development of outcomes and outputs. The SIOSP will, among other issues:

- identify gaps in policy, programming, implementation, monitoring, accountability and coordination,
- summarise Zambia's development financing landscape, processes and opportunities for Zambia, and
- summarise information on Zambia's response to COVID-19 and the SDGs

The UNSDCF Content Checklists will be used to ensure adequate coverage of critical issues in both the narrative and matrices components of the UNSDCF. The envisaged checklists include:

- Compliance with UNSDCF Guidance
- GEWE
- Human Rights
- LNOB
- Evaluability
- Climate and Disaster Risk Management
- COVID-19 Response
- Green Resilient and Inclusive Development

A preliminary list of documents to be reviewed is presented based on five categories (Government of Zambia, UN SDCF & Thematic Guidance, Agency Strategic Plans, UN

Programming in Zambia, and Other Documents)⁴. See Table 1 below. Additional documentation will be reviewed with particular attention to performance reviews, emerging promising practices, and effective implementation strategies. The purpose of the list and the categorisation is to ensure all stakeholders are aware of the reference documents and can comment on and suggest additional documents.

⁴ The idea is not to list documents that have been used in the CCA and Evaluation or limit the range of references. Rather, it is to develop a shared list of references to improve the strategic planning process and the prospects of successful implementation.

Table 1: Categorisation and List of Literature Review Documents

	Key Programming Documents Category				
	Government of Zambia	UN SDCF & UN Thematic Guides	Agency Strategic Plans	UN Programming in Zambia	Other
	Zambia Vision 2030	UNSDCF Internal Guidance (3 June 2019)		CCA	Sachs, Jeffrey, G. Schmidt-Traub, M. Mazzucato, D. Messner, N. Nakicenovic, and J. Rockstrom (2019). "Six Transformations to achieve the Sustainable Development Goals
	8NDP Draft	Consolidated Annexes (24 May 2019)		UNSDCF MTR (2018)	World Bank. 2021. Green, Resilient, and Inclusive Development. World Bank, Washington, DC. © World Bank. https://openknowledge.worldbank.org/handle/10986/36322 License: CC BY 3.0 IGO."
	SDGs Voluntary National Review (2020)	Cooperation Framework Companion Package (May 2020)		UNSDCF Final Evaluation (2021)	Global Outlook on Financing for Sustainable Development 2021, OECD
	7NDP	UNSDCF Evaluability Assessment Tool (2020)		UNSDCF Annual Reports	COVID-19 Crisis Through a Migration Lens. Migration and Development Brief no. 32. World Bank, Washington, DC.
		UNDRR Guidance Note on Using Climate and Disaster Risk Management to Help Build Resilient Societies (July 2020 edition)		Agency Reviews/Evaluations	Centre for Strategic and International Studies – Seven Revolutions
		UN Framework for the Immediate Response to COVID-19 (April 2020)		UNV Strategic Documents	Financing for Sustainable Development Report 2021, Inter-agency Task Force on Financing for Development
		United Nations Comprehensive Response to COVID-19: Saving Lives, Protecting Societies, Recovering Better (June 2020).			

4.2 ONLINE CONSULTATIONS

The consultants will prepare data gathering and analytical tools to inform the Strategic Planning Workshop. The purpose of the online consultations is to develop a shared understanding of the resources available to guide and inform the preparation of the UNSDCF. This process, starting with the sharing of the IR, will contribute to:

- a) Convergence on available resource materials
- b) Agreement on Strategic Planning Workshop participants, agenda, and process;
- c) Inform the preparation of background materials for sessions;
- d) Build consensus around the issues and tools to be used in the Strategic Planning and Validation Workshops; and
- e) Continue engagement beyond the workshops as necessary to arrive at final products that meet requirements.

4.3 THE STRATEGIC PLANNING WORKSHOP

The strategic planning workshop will form an important design and consultative process of the UNSDCF 2023-2027. The consultants propose that the strategic planning workshop be undertaken for four and half days from 1st to 3rd and 6th to 7th December at a venue outside Lusaka to avoid distractions from the office. Availability of senior UN staff after is optional after the first day but will be required on the last day on which the overall work done will be presented. However, the Theme and Results Groups will be required for the duration of the workshop. The strategic planning workshop will focus on the following:

- Visioning
- Theory of Change development
- Prioritisation
- Outcomes and Outputs development
- Results Matrix development
- UN Comparative Advantage analysis
- Etc.

It is expected that government stakeholders will be invited on the third or fourth day of the strategic planning workshop. These will mainly include coordinators of NDP pillars and planners from the Ministry of Finance and National Planning. The government stakeholders will be invited to get feedback on the priorities that the UNCT will come up with to support GRZ in implementing the 8NDP before proceeding to the development of outcomes and outputs and the Results Matrix.

A variety of tools will be used to facilitate the strategic planning workshop. The primary output of the strategic planning workshop is the results matrix, which will guide the consultants in drafting the Cooperation Framework narrative.

4.4 PREPARATION OF THE UNSDCF DOCUMENT

The UNSDCF will be prepared in various stages and presented following the structure outlined in Annex 3 of the Consolidated Annexes to the Cooperation Framework Guidance.

Key components comprise of:

- Executive Summary
- Country Progress Towards the 2030 Agenda
- UN Development System Support to the 2030 Agenda (Theory of Change, Strategic Priorities, Intended Development Results, CF Outcomes and Partnerships, Synergies between outcomes, sustainability, UN Comparative Advantage and UNCT Configuration)
- CF Implementation Plan
- Monitoring and Evaluation
- Annex 1: The CF Results Matrix
- Annex 2: The CF Legal Annex

Drafts of the UNSDCF will be circulated for comments.

4.5 THE VALIDATION WORKSHOP

The validation workshop is another significant activity in the development of CF. The second draft of the UNSDCF will be presented, discussed, reviewed, and agreed upon, after which the consultants will finalise the document. Participants to the validation workshop will include Government, cooperating partners, international development partners, private sector, civil society organisations, rights holders, academia, media, and other relevant stakeholders. The feedback expected from the various stakeholders will include how the CF has incorporated their concerns, ensures no one is left behind and focuses on strategic support. The validation workshop will also get feedback from the various stakeholders on the comparative advantage of the UN to support the GRZ in the implementation of the 8NDP.

The consultants will incorporate feedback from stakeholders into the draft UNSDCF to develop the final draft for the last review by the UNCT.

4.6 UNCT CONFIGURATION, SDGs FINANCING STRATEGY, COMMUNICATIONS STRATEGY AND OTHER ANNEXES

After completing the UNSDCF narrative, the consultants will work on the UNCT Configuration, the SDG Financing Strategy and the Communication strategy in conjunction with relevant PMT, Operations Management Team (OMT) and the Humanitarian-Internal UN Coordination. The consultants will also proceed to work on the various annexes, including CF Legal Annex, etc.

4.6.1 The SDGs Financing Strategy

Discussion of the SDGs Financing Strategy will be integrated within the UNSDCF development process. The development of the SDGs Financing Strategy will commence with the literature review. The consultants will draw on various UN SDGs financing literature and expertise in various UN agencies to analyse the status, possibilities, options, and 'good bets' for Zambia. The SDGs financing strategy will draw of the literature on development financing for Middle-Income Countries (MICs) for challenges and opportunities, review initiatives on SDGs financing, including the UN Secretary General's Roadmap for Financing the 2030 Agenda for Sustainable Development (2019), the

Integrated National Financing Framework (INFF), and trends in donor financing to outline options for Zambia. The SDGs Financing Strategy will not be sufficiently comprehensive to recommend specific actions for the Government of Zambia. Instead, it will focus on how the UNDS can support the Government to develop a comprehensive SDGs Financing Strategy and capitalise on the capabilities of the UNDS.

4.6.2 UN Configuration

The UN Configuration agreement will be developed after developing the core content of the UNSDCF when consensus has been reached on outcomes and outputs. The configuration agreement will reflect the UNDS response and expected contribution of different agencies (resident and non-resident). It will also outline how the UNDS response will be coordinated with national planning and coordination mechanisms. While the actual UN Configuration Agreement is developed later, elements contributing to the agreement will be developed in the consultation stages and validated at the validation workshop.

4.6.3 Other Annexes

Other annexes of the CF will comprise standard CF annexes such as the terms of reference for different results/theme groups and annexes detailing issues considered as requiring the collective efforts of the UNDS in Zambia. At present, an example of the latter is the COVID-19 pandemic. The specific annexes to be developed will be arrived at in discussion with the UNDS. The consultants will prepare draft documents for review and amendment by relevant UNDS experts.

Table 2 below presents an overview of the planned process with inputs and expected outputs.

Zambia UNSDCF Tasks – Rationale, Process and Outputs							
Task Description	1. Literature Review	2. Virtual Consultations	3. Strategic Planning Workshop 1	4. Strategic Planning Workshop 2	5. Drafting	6. Virtual Consultation 2	7. Validation Workshop
Purpose	1. Shared Summary of Issues & Opportunities 2. Shared tools & checklists for content coverage, compliance and reflection of principles	1. Check on & suggest reference materials 2. Familiarise with and improve checklists	1. Shape UN response (vision & outcomes) 2. Develop a menu of UN support (potential output types/areas) 3. Draft outcomes and outputs	1. Present analysis to stakeholders 2. Engage stakeholders in prioritisation 3. Value-add of the UNDS, suggestions on contribution & coordination	1. Compile input into a coherent draft 2. Circulate the draft	1. Get feedback on the draft 2. Incorporate feedback into the draft.	1. Share the draft UNSDCF with high-level stakeholders 2. Validate the document
Inputs	1. Types of Documents 2. Preliminary list (Task teams to suggest additional documents)	1. List of reference documents in the Inception Report 2. Outputs from Literature Review	1. Strategic guidance of HoAs 2. Outputs from Literature Review and Virtual Consultation 1 3. Programming & country knowledge of technical personnel	1. Outputs from Strategic Planning Workshop 1 Participants from Government and CSOs	1. Outputs from 1-4	1. Draft from Expert Opinions	1. Draft from a Wider array of stakeholders
Process	Consultants develop and share electronically for comments/ improvement	Experts review and suggest references/ improvements	Defined via workshop agenda. Consultants to facilitate and summarise.	Value-add of the UN, expectations, emerging priorities and strategies	Consultants prepare draft based on guidance documents	The draft is shared with country and regional experts; comments are compiled and shared with consultants for incorporation	Workshop presentation with reactions by stakeholders

Outputs	1. Issues & Opportunities Summary 2. Agreed checklists for content, quality and compliance tracking 3. Preliminary Analysis on Financing for Development	1. Revised and shared analysis (country & financing) 2. Shared tools for content coverage and quality control in analysis, TOC, Outcomes formulation and adequacy of outputs and indicators	1. Vision 2. Draft Outcomes 3. Indicative Outputs 4. Suggested indicators Work areas and intervention options for the prioritisation process	1. Notes on value-add & expectations 2. Feedback/ suggestions on issues addressed and strategies that build on UN comparative advantage	1. Draft UNSDCF 2023-2027 2. Draft Annexes	1. Revised draft UNSDCF 2023-2027	1. Validated draft or suggestions for finalisation
UNSDCF Contribution/ Placement	1. Chapter 1 2. Analysis preceding TOC for each priority area	1. Chapters 1, 2 & Results Matrix content	1. Chapters 2 & Results Matrix content	Chapters 1 & 2	Full draft with Annexes	Revised complete draft with annexes	Adopted draft ready for DTP

5 TASKS AND INDICATIVE SCHEDULE

Essential tasks in the development of the UNSDCF comprise of the following:

- Cooperation Framework Design Launch
- Literature Review
- Cooperation Framework Outcomes and Outputs agreed and document drafted
- CF document incorporates feedback (including the regional level)
- CF discussed and agreed with the Government
- Development of the SDG financing and communication strategies

Annex B below presents the detailed work plan.

6 RISKS AND RISK MANAGEMENT

A major risk to the Workplan as proposed by the consultants is COVID-19 and related management interventions preventing adherence to the workplan. To ensure the timely completion of the assignment, the consultants suggest using Results and Theme Groups as entry points for online consultations (these will be expanded for the validation phase to include counterpart stakeholders). Should the regulations change in a manner that does not allow for in-person sessions, the consultants will develop tools, share these with the different groups, facilitate group discussions and prepare summary products that provide content for the draft UNSDCF.

ANNEXES

ANNEX A: TERMS OF REFERENCE

1. BACKGROUND

As the current programming framework of the UN System in Zambia, the Zambia – UN Sustainable Development Partnership Framework will come to an end in 2022, the UN System in Zambia has initiated the process of elaboration of the UN Sustainable Development Cooperation Framework (UNSDCF) covering the period of 2023-2027. The process has started through the establishment of the roadmap followed recently by the commencement of the UN Common Country Analysis (CCA).

The 2030 Agenda for Sustainable Development demands a UN development system that is agile, cohesive and responsive to a country's priorities and people's needs. It requires rights-based programming that is underpinned by robust national analysis, a renewed push for collective action and partnerships, and a laser-like focus on helping countries achieve the Sustainable Development Goals (SDGs), leaving no one behind. That is the spirit to be embedded in the new UN Sustainable Development Cooperation Framework, 2023-2027. The UNSDCF constitutes the next partnership strategy between the Government of the Republic of Zambia and the United Nations Country Team (UNCT) towards the achievement of Zambia's sustainable development. Nationally owned, the Cooperation Framework will be anchored on the national development framework as elaborated in Zambia's Vision 2030 and the 8th National Development Plan (8NDP) which the Government will develop with support from the UN and other partners which will cover the period of 2022-2027. The Cooperation Framework will also outline the UN development system's contributions sought by national stakeholders to reach the SDGs in an integrated manner, with a commitment to leave no one behind, human rights and other international standards and obligations.

Once the CCA is finalised, the new United Nations Sustainable Development Cooperation Framework (UNSDCF) will be developed in close collaboration with the Government, Cooperating Partners, international development partners, private sector, civil society organisations, rights holders, academia, media and other relevant stakeholders. Based on the UN development system's policy expertise and its comparative advantages, its normative agenda, and its ability to leverage, influence and unlock a broad range of resources for development, the Cooperation Framework will reflect the expectations national stakeholders have of the UN development system's contribution to national development and the shared vision and strategic priorities of the United Nations, framed within the broader landscape of partners.

In addition, the Cooperation Framework will reflect the strategic partners with whom the UN system will work in pursuit of development solutions and how the UN system and its partners will contribute to accelerating progress towards the 2030 Agenda, including financial and non-financial commitments of the UN system and partners in the wider context of the financing required to reach the SDGs in the country.

Team of International Consultant and National Consultant

Therefore, the UN Resident Coordinator's Office is recruiting a team of International Consultant and National Consultant to facilitate the process of developing the Cooperation Framework 2023-2027, that will describe the collective response of the UN System to the priorities of the Government of the Republic of Zambia.

2. OBJECTIVES

The overall purpose of engaging the team of consultants is to facilitate the development of the 2023-2027 Cooperation Framework for Zambia.

3. DUTIES AND RESPONSIBILITIES

Under the overall supervision of the Resident Coordinator and the technical guidance of the Programme Management Team (PMT), the team of consultants will be responsible for facilitating the elaboration of the UNSDCF, being the penholder of the process by drafting, reviewing the documents based on recommendations received, finalising the UNSDCF and other related documents as indicated in the present terms of reference. The international consultant is required to serve as the team leader and will be responsible for the outputs' quality and timeliness. The international consultant will report directly to the UN Resident Coordinator who will be technically supported by the PMT Chair, providing weekly progress briefings either verbally and/or by e-mail.

The team of consultants will be responsible for **facilitating the development of new Cooperation Framework 2023-2027 for Zambia**. As suggested by the UN Sustainable Development Cooperation Framework Internal Guidance and structured by Consolidated Annexes to the Cooperation Framework Guidance (Annex 3), the development of the CF will entail, but not limited to the following in line with the Roadmap (Annex 1) for the process:

- Facilitating the UN internal visioning exercise; UN comparative advantage analysis; and developing the theory of change;
- Facilitating the UN prioritisation process – facilitating the UN, in consultation with national partners (Government, Cooperating Partners, international development partners, private sector, civil society organisations, rights holders, academia, media and other relevant stakeholders), to choose strategic priorities and related development results (outcomes and outputs) in which to invest its collective efforts, capacities and resources;
- Drafting the Cooperation Framework narrative;
- Facilitating the development of and drafting the Cooperation Framework Theory of Change, Strategic Priorities for the UNDS, Intended Development results as well as Cooperation Framework Outcomes and partnerships;
- Facilitating development of and drafting the Cooperation Framework Implementation Plan;
- Facilitating the development of and drafting the Cooperation Framework Results matrix, including indicators (with their definitions) baselines and targets, identification of assumptions and relevant risks, as well as a costed Monitoring and Evaluation Plan;
- Facilitating the UNCT configuration dialogue;
- Facilitating the development of and drafting of the Funding Framework and SDG Financing Strategy.

4. APPROACH AND STRATEGY

The team of consultants will develop a detailed technically sound methodology for completing the assignment with focus on the following:

- Full reference to the results of the UN Common Country Analysis, consideration of the human rights approach to data, international data protection standards and the UN Principles on Personal Data Protection and Privacy;
- a highly participatory process and which will include pursuing engagement and partnerships with a broad range of stakeholders so that it is truly shared and owned by the UNDS and a wide range of national stakeholders specifically the Government, Cooperating Partners, international financial institutions, private sector, civil society, academia, international and local NGOs, trade unions, and rights holders such as youth, women, children, people with disability key population and other vulnerable groups of persons at risk of or already being left behind;
- A feasible and clear work plan, including number of days for each of the deliverable, validation and finalisation of the Cooperation Framework.

5. INSTITUTIONAL ARRANGEMENTS

(i) Government of the Republic of Zambia (GRZ) / UN Joint Steering Committee

As required by the Cooperation Framework guidelines, the GRZ/UN Joint Steering Committee (JSC) will be formalised as a sub-committee within the SDG Technical Working Group (TWG) which is co-chaired by the UN Resident Coordinator (RC) and Permanent Secretary, Ministry of National Development Planning. The JSC will ensure strategic direction and oversight of the Cooperation Framework; alignment with national, regional and international development processes, mechanisms and goals. Working within this TWG which is a structure under the National Development Coordinating Committee (NDCC) will also facilitate the provision of strategic direction and oversight of Cooperation Framework by this highest development coordination forum.

(ii) United Nations Country Team

The UNCT, under the leadership of the UN Resident Coordinator, will provide the overall strategic oversight and guidance for the entire process. The UNCT will be responsible for approving all the deliverables.

(iii) Programme Management Team (PMT)

The PMT under the leadership of the Chairperson, supported by the technical co-chairs, will provide quality assurance, ensuring that all milestones along the Roadmap are met on time, and also ensure effective engagement and participation of relevant stakeholders. Therefore, the PMT which constitutes of deputies of UN agencies and senior programme officers will also provide oversight for the Cooperation Framework and quality assurance in terms of reviews and recommendation on the draft products. The PMT will also secure effective engagement and participation of in-house UN experts and other relevant stakeholders throughout the Cooperation Framework development process.

(iv) Office of the UN Resident Coordinator

The RCO will be responsible for the overall coordination and day to day management of the assignment on behalf of the UNCT. It will provide guidance, data and analytical support as well as quality assurance, in consultation and coordination with the UNCT, PMT, Results Groups, Government entities, development partners and relevant stakeholders, including NGOs, CSOs and the Private Sectors. The responsibility of the RCO includes but is not limited to:

- Provision of lists of contacts in advance and additional support upon request;
- Organisation of group consultative meetings, briefing and debriefing sessions with the RC, UNCT, PMT and the Government counterparts, where needed;
- Provision of office/working space during the assignment, if required, however, consultants will have to use their own office equipment (e.g. computer/laptop, phones);
- Coordinate the inclusive and comprehensive review of the draft Cooperation Framework document;
- Facilitate the provision of necessary inputs (reference document and written inputs, as required) to the process.

(v) UN Results Groups of the current Partnership Framework

The UN Results Groups, composed of technical programme and policy staff from resident and non-resident UN Agencies, will provide support in line with their related themes and areas. They will be responsible for the following:

- Providing technical support and identification of key national stakeholders to be consulted for the Cooperation Framework development purposes;
- Supporting the formulation of the 2023-2027 Cooperation Framework document, including the narrative, and results, outcomes, outputs, indicators, baselines and targets.

(v) Theme Groups

The different Themes Groups will provide support in line with their related themes:

- **Data, Monitoring & Evaluation**: This technical team will provide support in the development of the UNSDCF results matrix and will be the main entity leading the development of the Cooperation Framework Monitoring and Evaluation Plan.
- **Gender Theme Group**: the group will review drafts to ensure gender mainstreaming within the UNSDCF and will ensure that the UNSDCF complies with the UNCT SWAP Gender Equality and Empowerment of Women scorecard.
- **LNOB Theme Group**: as per the new guidance and the checklist established by UNSDG the group will provide assistance to ensure that the principle of Leaving No One Behind is adequately taken into account.
- **Humanitarian Development Nexus Theme Group**: The Group will provide input bearing in mind the need for greater coherence and synergy between humanitarian and development interventions in support to the implementation of the SDGs especially with regard to managing transition from immediate term humanitarian support to long-term sustainable development.

(vi) UN Communication Group (UNCG)

The UNCG will be the main entity leading the elaboration of the UNSDCF communication strategy with the support and facilitation of the team of consultants.

5. TIMELINE AND EXPECTED DELIVERABLES

Overall, the process of developing the Cooperation Framework is expected to take 70 working days over a period of four months, covering the period of May to mid-October 2021.

In the financial offer the consultant should indicate the number of working days per deliverable.

No.	Deliverables	Due date
1.	Following the contract signature, tentatively on 25th April: inception report (minimum 6 pages) detailing the Cooperation Framework approach and methodology, including the workplan to complete the assignment	10th May, 2021
2.	Cooperation Framework outcomes and outputs developed and approved by UNCT	28th June, 2021
3.	Narrative section of the Cooperation Framework developed and approved by UNCT	16th July, 2021
4.	workshop to validate the draft Cooperation Framework document takes place	31st July, 2021
5.	UNCT configuration finalised and Cooperation Framework document signed	15th September, 2021
6.	SDG financing strategy and the communication strategy accompanying the Cooperation Framework developed and approved by the UNCT	15th October, 2021

6. REPORTING ARRANGMENTS AND PAYMENT STRUCTURES

The national consultant will contractually report to the Resident Coordinator. All costs directly related to this contract will be covered through the UN Resident Coordinator Office. The assignment will be a combination of field and home-based work. The national consultant is expected to undertake missions to provincial and district levels where necessary.

All installments will be processed subject to UNCT's assessment of the basic requirements of completeness and quality of content in line with the Terms of Reference. The Consultants' payment shall be made in six instalments of:

Deliverables	Percentage of full contract amount
Upon the submission and validation of the inception report followed by the finalisation and approval of the Cooperation Framework outcomes and outputs;	20%
Upon submission and approval of the narrative section of the Cooperation Framework followed by the facilitation and reporting on the Cooperation Framework validation workshop	40%
Upon the finalisation of the UNCT configuration and the signature of the Cooperation Framework	20%
Upon submission of an approved SDG financing strategy and the communication framework accompanying the Cooperation Framework:	20%

ANNEX B: CF DEVELOPMENT WORK PLAN

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ANNEX C - ABOUT THE CONSULTANTS

BRIEF PROFILE OF SIFISO CHIKANDI

Sifiso Chikandi is a development consultant with previous work experience in academia, UN and civil society and consulting experience with UN agencies, civil society, national governments and regional bodies. He has worked as a researcher, policy analyst, strategy consultant, evaluator and trainer. His experience includes working across countries and UN agencies supporting cooperation framework development, country programme development and alignment with UNSDCFs, and providing training in the Human Rights-Based Approach to Programming, Results-Based Management and mainstreaming of cross-cutting issues. He has previously supported work in social policy, social protection, social inclusion, social enterprise development and community-centred capacity development.

BRIEF PROFILE OF KENNEDY MUSONDA

Kennedy Musonda is a senior technical advisor/International consultant with more than 28 years of professional experience in program management, strategy development, organisational development/capacity building, planning, monitoring and evaluation, and social research. He has experience in gender and social inclusion, leaving no one behind principles and Child Protection. Kennedy has experience dealing with human rights approaches to data, international data protection standards, and the UN Principles on Personal Data Protection and Privacy. He has vast experience facilitating strategic planning assignments with various stakeholders using participatory processes, locally and internationally. Until 2020, He was the Country Technical Consultant for the UK Aid Girl's Education Challenge 1 and Transition programs from 2013. In addition to working with many international and local agencies, Kennedy has worked with bilateral and multilateral agencies such as USAID, Irish AID, UNDP, UNICEF, UNAIDS, JAICA, UK AID and others, to provide technical services in national strategic framework development, project evaluation, capacity building, and program management and evaluations.