



Ministry of Health

ZAMBIA COVID-19 EMERGENCY RESPONSE AND HEALTH SYSTEMS PREPAREDNESS PROJECT (P174185)

TERMS OF REFERENCE FOR POSITION OF MONITORING AND EVALUATION SPECIALIST

Country : ZAMBIA

Project ID : P174185

Name of Project : Zambia COVID-19 Emergency Response and Health
Systems Preparedness Project (P174185)

Assignment Title : Monitoring and Evaluation Specialist

Reference Number : [ZM-MOH-235208-CS-INDV](#)

1. PROJECT BACKGROUND

The Zambia National Public Health Institute (ZNPPI) was established with a legal mandate to prevent disease transmission, implement surveillance, and prepare to effectively respond to health threats and outbreaks. The World Bank has provided US\$25 million to the Government of Zambia for the COVID-19 Emergency Response and Health Systems Preparedness Project. The project will be implemented through the Project Implementation Unit (PIU) housed in the ZNPPI.

The Project Development Objective (PDO) is to prevent, detect and respond to the threat posed by COVID-19 in Zambia and strengthen national public health systems for preparedness.

The Project has three strategic components: (i) Emergency Public Health Response to COVID-19; (ii) Resilient Health Service Delivery; and, (iii) Project Management, Operational Research, and Governance and Accountability. Each component has complementary actions defined under sub-components for each implementing entity.

The ZNPHI now wishes to engage the services of a suitably qualified candidate to fill the vacant post of Monitoring and Evaluation Specialist under the COVID-19 Emergency Response and Health Systems Preparedness Project (ZCERHSP):

- a. **Duty Station:** ZNPHI, Lusaka
- b. **Reports to:** ZCERHSP Project Manager
- c. **Title:** Monitoring and Evaluation Specialist (1 Post)

2. OBJECTIVES OF THE ASSIGNMENT

The M&E Specialist will be responsible for planning, coordination and implementation of all project monitoring and evaluation activities as defined in the project monitoring and evaluation framework and plan under the Zambia COVID-19 Emergency Response and Health Systems Preparedness Project (P174185) and the Additional Financing for the Zambia COVID-19 Emergency Response and Health Systems Preparedness Project (P176400), monitoring and evaluating the COVID-19 emergency activities, COVID-19 vaccine deployment and maintenance of essential health services. S/he will provide support to Project Implementation Unit and coordinate the technical teams and stakeholders assigned to implement the project sub-components of the overall implementation of the M&E related activities and avail timely and relevant information to the ZNPHI and the World Bank. The M&E Specialist working closely with the Project Manager will ensure timely planning of annual work plan and budget (AWPB), implementation and monitoring and evaluation of the project activities and regularly assess the project performance against the PDO and support the follow-through of the results framework.

3. SCOPE OF WORK, DUTIES AND ACCOUNTABILITIES

(a) Development of the Project Monitoring and Evaluation Framework and Plan

- Support the development of a project specific monitoring and evaluation framework in consultation relevant implementing departments in MOH and ZNPHI, and other relevant public sector departments including subnational levels and implementing agencies under the project, and relevant stakeholders.
- Based on the M&E framework develop simple and user category wise monitoring format and its guidelines to be used in monitoring process.
- Support implementation the M&E framework, guidelines, and other tools
- Develop process, output, outcome, and impact level indicators for project progress monitoring.
- Identify sources of data, collection methods, and who collects data, how often, cost of collection and who analyses it
- Develop and implement M&E plan effectively and efficiently to ensure regular generation of information related to progress of the project.
- Develop M&E guidelines and provide technical support to project staff on implementing M&E plan and theory of change.
- Prepare annual monitoring and evaluation plan in consistent with M&E Framework
- Promote a results-based approach to monitoring and evaluation, emphasizing results and impacts.
- Provide inputs to the technical team by developing database(s) and providing monitoring data to inform the decisions on performance of activities and future direction to the activities.
- Guide and coordinate the review of the Project results framework including, provide technical advice for the revision of performance indicators, ensure realistic intermediate and end-of-Project targets are defined.

(b) Design and set up a robust project M&E system for tracking regular progress updates and inform to management and the World Bank through formal and informal, quality and adequate project reporting towards achieving the PDO.

The Project M&E system will cover all the work carried out during the life of the project to define, collect, process, analyze, use, and manage data and information as appropriate from various sources including the health management information system, official documents, and health care facilities. Ensure all aspects of the M&E are brought together from the PDO, review of progress of indicators in the Results framework, Baseline assessments to determine baseline indicators not available, Midterm review, and through to the final evaluation of a project. It will be important that from the beginning a theory of change based on the design of the project is developed. The M&E specialist should therefore ensure that:

- Develop an M&E system in close collaboration and communication with the M&E Departments at the Zambia National Public Health Institute, Ministry of Health, project implementation agencies, field staff and other stakeholders.
- Coordinate the planning function of the Project to ensure that planned activities correspond to the desired deliverables in the results framework, are aligned with project M&E framework, there is agreement on annual targets and M&E activities are included and costed
- Based on the AWPB, design the framework for the physical and process monitoring of Project activities
- IT and databases filing systems for data storage and processing.
- Develop learning mechanisms so that project staff and/or beneficiaries can generate, share, and apply lessons from within the project- these can range from simple meetings to more structured review and sensemaking sessions, where different stakeholders come together to make sense of existing information and agree appropriate action.
- Lead the: (i) Baseline survey carried out at (or near) the start of a project to establish a starting point so change can be assessed at a later stage and identify the requirements for collecting baseline data; (ii) Mid-Term Review; and (iii) End Term evaluations including quality assurance processes for data collection to ensure robust data for the project and prepare terms-of-reference for the above three consultancy assignments.
- Support performance reviews in line with the project implementation manual.

(c) Develop Recording and Reporting Forms and Formats for the project

- Develop recording and reporting templates and formats that meet the reporting requirement of project based on the project description and Results Framework and generate these reports based on the agreed reporting schedule needed throughout the course of the project life as approved by the World Bank.
- Tools and methodologies for collecting data - these range from simple tools such as interviews, observation, and photography through to more complex methodologies of data collection and analysis
- Develop a mechanism of how, and to whom, the project will communicate or share information with including formal mechanisms through which M&E findings can be used to influence decision-making.
- Provide support to the routine data collection, analysis, and aggregation of data from district to national level as may be required.
- Liaise with project management to collect and analyze data and to determine progress achieved.

(d) Capacity Building of Project Staff and Sub-national Level staff

- Conduct M&E need identification survey among staff (including that of district level) and identify M&E capacity gaps

- Put in place a M&E capacity building training, peer support and mentorship for Project and subnational level staff and train staff working under the project at central, provincial and district levels in M&E concepts, skills and tools.
- Clarify M&E responsibilities of different project personnel, implementing partners and stakeholders.
- Provide technical support to staff members for all M&E related activities.
- Work closely with PIU to enhance their capacity for proper data collection and reporting.
- Provide M&E technical support to staff at central, provincial and district for all M&E related activities as may be required
- Prepare the M&E Module as an attachment to the PIM.

(e) Prepare Periodic Progress Reports and Documentation based on agreed

- Develop and compile periodic progress data (i.e. monthly, quarterly, bi-Annual and Annual progress reports) using simple templates or forms, to record formal and informal statistical data and information on an ongoing basis including templates to recording qualitative information such as perceptions, opinions, and observations over the course of a project.
- Work out for possible M&E reporting formats to incorporate the probable needs of provincial and district levels.
- Prepare the M&E six monthly progress report and submit to supervisor.
- Assist project team to prepare period reports of project through providing M&E related information.
- Lead preparation of documentation of best practices and lessons learnt under the project. Collaborate with the technical and management teams to identify essential activities, processes, and outcomes to document case study stories, update and manage this information in project's reports and other knowledge products.
- Work closely with the project to ensure that lessons learned from project evaluations are documented properly.
- Ensuring timely compilation of summary and thematic reports in line with the project requirements. Priority reports include; semi-annual reports and Zambia's annual contribution to the regional report
- Contribute for developing and managing knowledge products (knowledge management) of project.

(f) Field Monitoring and Reporting

- Organize on the job monitoring field visit M&E staff under the project at central, provincial and district levels, and support them on the use of monitoring techniques
- Provide guidance to M&E staff to prepare field monitoring report and help them to disseminate for feedbacks
- Undertake regular monitoring visits to key health facilities, including their catchment areas, to obtain first-hand beneficiary feedback and to cross validate data reporting and field observations.
- Regularly initiate the write-up and timely submission of progress reports by implementers for consolidation and assessment of monthly, mid-term and interim performance in accordance with the results framework.
- Undertake periodic reviews based on the results framework and recommend appropriate modifications of project activities as appropriate.
- Submit these field reports to Policy and Monitoring Section.

(g) Perform other Works Assigned by Project Manager

- Provide support to ZNPHI/MOH in the revision of the COVID-19 Multisectoral Response Plan (MSRP) and support regular monitoring and reporting on the socio-economic response to COVID 19.
- Identify the need and draw up the TORs for specific Project studies, recruit, guide and supervise consultants or organisations that are contracted to implement special surveys and studies required for evaluating Project outcomes and impacts

(h) Quality Assurance

- Review field level assessment reports, baseline studies and evaluation reports.
- Ensure that reports from partners/consultants are complete and meet the quality requirements.
- Undertake the quality control of project's implementing strategies and approaches.
- Establish a reliable and consistent database of indicators in line with the results framework for all program activities and ensuring that the M&E standard operating procedures (SOPs) and guidelines are developed and updated routinely and systematically.
- Contribute to efforts for building the capacity and improvements on activities related to M&E, which may include data collection, utilization, and dissemination in collaboration with partners and other stakeholders
- Regularly produce high-quality reports on the results of the activities against the Project's objectives to the Government, the World Bank and other stakeholders, as needed;

4. DELIVERABLES

- a. M&E Framework including timely updates
- b. Project M&E Information system and database
- c. Monitoring field visit plan and Field monitoring reports
- d. Six monthly and Annual M&E progress reports
- e. Training completion reports
- f. Baseline Survey, Mid-Term, and End of Project Evaluation Reports

5. CAPACITY BUILDING PROGRAM

- a. Assist in providing guidance to, and train officers involved in the implementation of activities regarding the specific monitoring and evaluation procedures in accordance with the World Bank Regulations and Country laws governing project monitoring and evaluation.
- b. Guide staff and executing partners in preparing their progress reports in accordance with approved reporting formats and ensure their timely submission.

6. CONTRACT APPOINTMENT

This will be a fulltime position for a period of two-years.

7. PERFORMANCE ASSESSMENT/COMPENSATION

The Monitoring and Evaluation Specialist will receive a competitive compensation monthly salary. S/He will be appraised for the first six months and thereafter yearly.

8. QUALIFICATIONS AND EXPERIENCE

- Master's degree or equivalent in in social science preferably in development planning, economics, management, epidemiology, project management, or other related field.
- At least five (5) years of experience in monitoring and evaluation and results-based management
- Knowledge and experience in designing M&E systems and conducting evaluations.
- Demonstrable experience in M&E system development and operationalization in a decentralized and community-based set-up.
- Extensive experience in designing and delivering training and capacity building in project/programme M&E systems, including development of training curricula, operational guidelines/manuals, and performance management.
- Ability to plan and conduct structured and supportive field monitoring, including formal partner performance assessments, stakeholder reviews, etc.
- Excellent writing and analytical skill in drafting concept notes including capacity in formulation and production of high-quality written material, including among others research studies, impact assessment reports, stories from the field, research publications including media publications.
- Experience managing Management Information Systems (MIS) is strongly preferred.
- Experience working within the Development agencies or Government system.

9. REQUIRED COMPETENCES

Project management Competencies

- (a) Demonstrates commitment and dedication towards the Project Development Objective
- (b) Proven organizational and inter-personal skills, and ability to work in a multi-cultural team environment including demonstrable capacity to work with private sector, civil society, media and government sectors on evaluation and monitoring projects/programmes at all levels.
- (c) Ability to work under pressure and according to tight deadlines
- (d) Essential computer skills in particular competency in the use of Windows MS Office programs (Word, Excel, Power Point etc.) and database management.
- (e) Proven ability and expertise in working with statistical and data management software and web-based applications for use in M&E management such as STATA, R, Epi data, SPSS, etc.
- (f) Ability to identify data trends and communicate this information for strategic decision-making in program implementation.
- (g) Experience in establishing and managing robust M&E performance reporting across a diverse range and volume of implementing partners.

Operational Effectiveness

- (a) Results-driven and initiative-taking behavior
- (b) Ability to plan and organize work and establish priorities
- (c) Remains calm and in control even under pressure, and consistently approaches work with energy and a positive and constructive attitude
- (d) Informed, sound, and transparent decision-making skills
- (e) Thoroughly and methodically collects, verifies and records data, demonstrating attention to detail and identifying and correcting errors of his/her own initiative
- (f) Knowledge of data collection protocols to ensure accurate data collection and verification
Ability to identify the core information needs.

- (g) Strong capabilities in data collection, including instrument testing, field data collection, data entry, random quality control testing, data compilation and analysis. Data analysis in the health sector would be an asset.

Orientation and Communication

- (a) Good interpersonal and networking skills
- (a) Ability to establish and maintain effective working relations colleagues and seniors
- (b) Supports and encourages open communication in the team and facilitates teamwork
- (c) Ability to work under minimum supervision
- (d) Ability to work with multiple stakeholders from a wide range of disciplines and fields, from the PIU, Centre, provincial and districts, and having diverse and competing views and interests.

Professional competencies

- (a) **Professionalism.** Ability to conduct data analysis using various methods. Ability to apply judgment in the context of assignments given, plan own work and manage conflicting priorities. Shows persistence when faced with difficult problems or challenges, remains calm in stressful situations. Takes responsibility for incorporating gender perspectives and ensuring the equal participation of women and men in all areas of work. Commitment to addressing gender gaps and targeting perspectives.
- (b) **Communication.** Strong verbal and written communication skills; exhibits interest in having two-way communication; demonstrates openness in sharing information and keeping people informed.
- (c) **Teamwork:** Works collaboratively with colleagues to achieve organizational goals; shares credit for team accomplishments and accepts joint responsibility for team shortcomings and overall responsibilities.
- (d) **Planning and Organizing:** Develops clear goals that are consistent with agreed strategies; identifies priority activities and assignments; adjusts priorities as required; allocates appropriate amount of time and resources for completing work; foresees risks and allows for contingencies when planning; monitors and adjusts plans and actions as necessary; uses time efficiently.
- (e) **Accountability:** Takes ownership of all responsibilities and honors commitments; delivers outputs for which one has responsibility within prescribed time, cost, and quality standards; operates in compliance with organizational regulations and rules; support subordinates, provides oversight and takes responsibility for delegated assignments; takes personal responsibility for his/her own shortcomings and those of the work unit, where applicable.

Managerial Competencies

- (a) **Leadership:** Establishes and maintains relationships with a broad range of people to understand needs and gain support; anticipates and resolves conflicts by pursuing mutually agreeable solutions.
- (b) **Strong people management skills.** Willing and able to foster cross-sector collaboration and partnerships to enhance program results.