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Terms of Reference for Short-Term Technical Assistance for Financial Corruption Investigation experts to Scale-up the initiative on Phones against Corruption to 43 PNG Government Agencies.

Location:	Port Moresby
Type of Contract:	Individual Contract
Post Level:	International Consultant
Languages Required:	English
Starting Date: (date when the selected candidate is expected to start)	16 th October, 2017
Duration of Initial Contract:	16-Oct-2017 to 08-Dec-2017
Total Number of Working Days for Assignment	32 days

1. Country Background

Papua New Guinea is a country, comprising of several islands in the Asia Pacific region, rich in diversity and culture, and possessing abundant natural resources. PNG has also to contend with significant challenges in terms of its vast diversity and geography. It has achieved significant economic growth over the last 10 years, averaging 6% attributed to the booming extractive industry. However, it has shown that it has not translated to improve the socio-economic development of the majority of its people. Based on its MDG Report 2015, although PNG made some progress against some of its own targets and indicators but falls short to achieve the global MDG targets. PNG still remains one of the few countries in the world with 80% majority rural-based population.

In its Vision 2050 roadmap, it is observed that "...as a country, we have not progressed well particularly in delivering services to our rural and remote communities. Our development progress indicates that we have:

- Lacked clear strategic actions in our development plans;
- Experienced corruption and poor governance;
- Fared poorly in our economic performance; and,
- Been rated poorly in our social development performance despite the positive economic growth that was experienced."

The Department of Finance plays a significant role in strengthening, implementation and

oversight of the Government's Public Finance Management Act. Its work supports and embraces the Vision 2050's first pillar and a critical enabler "Effective Leadership & Good Governance", that is fundamental for government to fulfill its service delivery obligations towards its citizens and how it is going to help fight corruption. It also compels the Department of Finance to find innovative ways of tackling corruption, being the Ministry charged of ensuring accountability for public funds, as significant portion of public funds intended for development are being lost to corruption affecting delivery of service to citizens.

It is noted that the review of the relevant Worldwide Governance Indicators (WGI) during the decade (2004-2014) showed unstable progress until 2009, and a slight increase for 'government effectiveness' and 'voice and accountability', as well as for 'control of corruption'. The latter scored lower compared to other indicators. Likewise, PNG's Corruption Perception Index is among the highly corrupt within the region raking (28 out of 100; 136th out of 176 countries in 2016) is below the world average of 43, which is largely attributed to 'the lack of enforcement of the law...and little or no accountability for those who fail to follow the rule of law in dealing with state assets and decisions'¹.

The above is backed by the findings of the recent Country Assessment on Public Expenditure and Financial Accountability (PEFA) where the Government is underperforming on key areas such as: (a) external scrutiny and audit, (b) asset and liability management, and, (c) accounting, recording and reporting. This highlights existing policy and institutional gaps, which could partly be caused by the weak demand for good governance, resulting from poor awareness and capacities to influence policy level planning and decision making processes. For example, the 2012 Open Budget Index (OBI) of PNG suggests that the country is generally an average performer with moderate strength of its legislation and Supreme Audit Institution (between 34 and 66), but is weak in public engagement (below 34)². Such weaknesses in governance translate into corruption.

Over the past 14 years PNG has experienced unprecedented economic growth, however, it has not translated into improvements in 'good governance' and the quality of life of most PNG citizens. The evidence shows huge divide in Gini coefficient that only few citizens benefit at the expense of the majority from PNG's economic growth and policies; and that poverty and inequality are increasing while essential services are deteriorating³.

Global events and sudden fall in commodities market, particularly LNG prices, have placed pressure on government's revenues sources. These pressures are expected to continue in the mid to short term economic outlook. This is further compounded with pressures from reduced development partner contributions and government obtaining increased foreign debt to fund its budget deficits for the last 2 years and only expected to

¹Transparency International PNG: <http://www.transparencypng.org.pg/newsroom/view/2014-corruption-perceptions-index-offers-a-reminder-and-a-warning-that-abus>. PNG has been ranked 136 out of 176 countries on the 2016 Corruption Perceptions Index (CPI) with a score of 28 out of a possible 100 (100 being very clean) as per latest reports of TIPNG. The results are a slight improvement from previous years – with PNG scoring 25 out of 100 (145 out of 174) in the 2014 CPI as a result of the fight against corruption.

²<http://internationalbudget.org/wp-content/uploads/OBI2012-PapuaNewGuineaCS-English.pdf>

³PNG is currently ranked 158/188 on the UN HDI and did not meet any MDG targets in 2015

be balanced in 2020. Nonetheless, the Government remains committed to its key areas of health, education, law and order, transport and capital infrastructure and decentralization agenda.

In its effort to reform and strengthen the Public Finance Management, the Department of Finance took the lead to create partnerships with UNDP, EU, Australian DFAT and various other stakeholders to incubate and implement various initiatives aimed at:

- Capacity building of finance staff at various governmental agencies at various levels;
- Improving access to quality financial data in time and in full compliance of processes;
- Improving access to Information Communication Technology (ICT) across PNG;
- Efforts to implement Integrated Financial Management System across PNG;
- Moving towards a CASHLESS society by encouraging online banking payments;
- Mandatory Audit Committees across all Government Agencies and Departments;
- Government agencies to furnish latest financial statements/reconciliations; and,
- **Developing a scalable “Phones against Corruption” program running as a Pilot in PNG Department of Finance, that** underscores some of its key interventions.

2. Project Background

PHONES AGAINST CORRUPTION is a significant ICT initiative conceived by UNDP and funded by DFAT in partnership with the PNG Department of Finance (DoF) to fight corruption. The initiative uses the power of mobile communications networks to create a Smart Government-Citizen Participatory Process Partnership in recognition of the importance of Participatory Approach in effective governance. The initiative though a simple concept is highly effective and puts no pressure of costs on the responsible citizens. All that is required is a simple mobile instrument that can send a SMS text. The initiative is intended for a preventive measure to tackle corruption by changing attitude, although it appears otherwise. DoF having successfully navigated through the Pilot phase in operation since August 2014 is now geared to go into the Transition & Scaling Up Phase and intends to scale up nationally within PNG initially. The project has been lauded highly with significant outcome that it led some several high level arrests of public officials and many pending charges and further investigations. It has attracted much regional interest that it won several international awards and PNG has shared its experience in several international South-South Cooperation forums.

Not only does this project aim to address SDG goal 16 in specific but also addresses several other goals through effective delivery of various services to citizens by saving public funds lost to corruption. Over the past few years GoPNG has committed to the decentralization agenda with the passage of the District Development Authority Act 2014 and committed unprecedented public funds (PGK 15 million in DSIP/PSIP per District) for developmental agenda to local level governance with a view to provide effective need based delivery of services to citizens. These services areas address other SDGs that lead to improved productivity at individual level, quality of life and livelihoods of citizens

at grass root level; and this project is aimed at fighting corruption to ensure public funds translate to tangible services that reach the citizens and they can report abuse anonymously without fear of retribution.

Department of Finance has begun to create awareness about this initiative to reach across all the provinces and government agencies in PNG so that the citizens can anonymously report abuse of power or corruption. The ACPIS funds are intended to be utilized for achieving the above objective in a gradual and phased manner. Department of Finance has a AustDFAT/European Union funded Audit Committee Program that is now mandated by the new Public Financial Management Act as an essential requirement to be complied with by all government bodies. Under this program, presently there are 43 established Audit Committees and the Department is trying to establish an additional 19 Audit Committees.

The Department of Finance feels that it can effectively bring in synergies between the two programs by piggy backing on the Audit Committee Program to establish the “Phones Against Corruption” investigation wings in each of these 22 provinces and 40 GoPNG agencies utilizing the ACPIS funding by providing assistance to set up the investigation wing, training and follow-up support.

The Department of Finance also has a Provincial Capacity Building Program funded by DFAT Australia wherein they have a Provincial & District Support Advisor (PDSA) placed in each of the provinces and the Phones Against Corruption Program will also be able to use their services to create awareness of the initiative within the provinces at minimal cost.

UNDP ACPIS is funded by Australian DFAT. PNG Phones Against Corruption Program was shortlisted for funding with focus on rolling out the program to other government agencies, creating awareness of the program across provinces in PNG and enabling government to pursue effective investigations into reported corruption.

UNDP PNG is assisting the Department of Finance in furthering its anti-corruption objectives and has facilitated the Department of Finance to finalize the project document for scaling up the program to 43 agencies with functioning audit committees and the said project document has been submitted to the UNDP ACPIS committee.

3. Objectives:

To support the Department of Finance and UNDP to launch the program for scale up and roll it out to all the 43 agencies with functioning audit committees to enable them to build an ethically conscious society and benefit from the reporting of corruption to enhance good governance, transparency and accountability through public oversight.

4. Scope of Work, Duties and Responsibilities of Consultant:

This short-term consultancy assignment is to support the Department of Finance with the assistance of UNDP PNG Office to develop an action plan on all the activities listed in

the project document, convene a launch workshop for the roll out of the program to the 43 selected government agencies and support and guide the PNG DoF project roll out team to facilitate in scaling up.

To this end, the consultant will provide support to the program staff for the following, but not limited to:

1. Ensure that the present mission is completed to satisfaction of all stakeholders and project document is accepted and signed. Assist UNDP PNG/DoF IACD to start mobilizing for roll out the program in preparation for the release of funding.
2. Planning the “Phones against Corruption” October 2017 Launch event scheduled at the hands of the UNDP Regional Director and coordination between UNDP PNG and DoF IACD.
3. Arranging to meet/communicate with various stakeholders to be present at the event to ensure that all stakeholders are fully aware of the program and the launch.
4. Discuss with UNDP/DoF on the need to have additional communication partners on the program in order to mitigate risks such as:
 - a. The roll out resulting in increased data volume traffic on one existing number.
 - b. Mobile connectivity issues when undue reliance placed on one partner.
 - c. Technical glitches due to reliance on one partner.
 - d. Improve user confidence in the system when alternative numbers available.
 - e. Lend support to PNG’s own national communications operator – PNG Telikom.
5. The above if accepted brings in additional challenges to be incorporated into DBMS. To try and work with DoF IACD ICT team to try and see if the data feeds coming from the 3 sources can be encrypted, combined and processed in-house within DoF to mitigate the risks of:
 - a. Delays in processing the raw feed and transmitted in encrypted form by external technology partner.
 - b. Having full control on the data and the frequency of collection.
 - c. Reduce the number of intermediaries in the chain that are probably not adding any value to the process.
 - d. Finally might result in improving program efficiencies while cutting costs.
6. Plan the calendar for roll out of P@C in consultation with UNDP PNG and DoF IACD teams and develop roll out methodologies and materials.
7. Prepare roll out/awareness creation workshop materials and plan event calendar for workshops.
8. Design program implementation monitoring templates and train DoF IACD team to continuously monitor the program for costs, results and effectiveness.
9. Prepare a Standard Operating Procedures Manual for the Phones against Corruption team to complement the DBMS Technical Manual to ensure that the data received is being monitored and recorded and the DBMS is functioning and Audit Committees are monitoring progress of cases logged, selected, allocated, investigated and actioned.

5. Expected deliverables and schedule of payment:

The key deliverables for this consultancy assignment is to ensure that:

Reporting period and key milestones	Duration	Report Due	Payment Percentage	Review and Approvals
Mobilization of resources pursuant to signing of contract and reporting for work commencement			20%	Julie Bukikun, ARR - Governances
Payment upon submission and acceptances of the preparatory organization for the UNDP ACPIS program scaling up launch event and inaugural workshop for participating agencies happens in a timely manner and all partners prepared for the event due to be held during first week of October 2017 for a successful outcome; and	20 days	15 Oct 2017	30%	Julie Bukikun, ARR - Governances
Payment upon submission and acceptances of PNG Department of Finance with the assistance of UNDP PNG CO is provided with a firm roll out schedule of the program to the 43 agencies and the PNG Phones against Corruption team is fully supported to understand and implement the roll out.	15 days	30 Oct 2017	30%	Julie Bukikun, ARR - Governances
Payment upon submission and acceptances of the Final Report of the Consultancy	10 days	30 Nov 2017	20%	Julie Bukikun, ARR - Governances

All payments are subject to the clearance and approval of the direct supervisor.

Resources Provided

UNDP will provide a work station for the consultant in the UNDP PNG Country Office and other necessary support.

Supervision/Reporting

The Consultant will be supervised by the Assistant Resident Representative (Governance) in the UNDP PNG Country Office. The Consultant will work closely with the Local Consultant, who may also provide direction and guidance, as necessary to complete critical tasks.

Qualification and Experiences

Qualification:

- Masters in Finance/Economics or Professional qualifications in accounting and associate membership to professional accounting/economics associations
- Professional membership of other Accountancy bodies desirable.

Experiences:

- Hands-on experience on working in Accounts, Audit & Finance for at least 15 years;
- Previous experience in working with government projects and similar anti-corruption programs, and experience in dealing with multiple agencies to be able to roll out the program;
- Experience in issues relating to financial audit/corruption, with adequate understanding of legal and regulatory issues related to handling of corruption, especially in the public sector
- Experience working with public servants and ability to provide necessary guidance/training;
- Experience managing or conducting research, particularly related to corruption and experience of facilitating holding of anti-corruption workshops/participation;
- Familiarity with anti-corruption practices and knowledge of various other programs in place to fight corruption and previous work in PNG or similar environment a plus
- Experience of working with MS Office, Internet and Accounting software;

Competencies:

- Excellent understanding of legislation dealing with corruption and keen sense to appreciate the numbers game in that petty corruption adds up leading to big numbers.
- Strong ability to communicate and function effectively in local/international/multicultural environment;
- Strong ability and attitude of a go-getter who aims to make business work and move forward, by way of executing relationships, build partnerships, takes the way of working beyond proven methods and is willing to take risk, and excellent networking with a demonstrated ability to build and maintain professional relationships;
- High level planning, organizational and time management skills, including flexibility, attention to detail and the ability to work under pressure to meet changing deadlines, and well-developed interpersonal skills, including the ability to liaise effectively at senior levels, including other investigation agencies,

- government agencies, financial institutions, etc.;
- Analytical and problem solving skills of a high order, including the ability to formulate recommendations and advice;
- Solve complex performance problems and work challenges.
- Language: Excellent written and oral English. Fluency in one local language a plus.

Evaluation

Cumulative analysis

The proposals will be evaluated using the cumulative analysis method with a split 70% technical and 30% financial scoring. The proposal with the highest cumulative scoring will be awarded the contract. Applications will be evaluated technically and points are attributed based on how well the proposal meets the requirements of the Terms of Reference using the guidelines detailed in the table below:

When using this weighted scoring method, the award of the contract to be made to the individual consultant whose offer has been evaluated and determined as:

- Responsive/compliant/acceptable, and
- Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation.

* Technical Criteria weighting; 70%

* Financial Criteria weighting; 30%

Only candidates obtaining a minimum of 49 points in the Technical Evaluation would be considered for the Financial Evaluation. Interviews may be conducted as part of technical assessment for shortlisted proposals.

Criteria	Points	Percentage
Qualification		10%
<ul style="list-style-type: none"> Masters in Finance/Economics or Professional qualifications in accounting and associate membership to professional accounting/economics associations Professional membership of other Accountancy bodies desirable. 	10	
Experience		53%
<ul style="list-style-type: none"> Hands-on experience on working in Accounts, Audit & Finance for at least 15 years; 	10	
<ul style="list-style-type: none"> Previous experience in working with government projects and similar anti-corruption programs, and experience in dealing with multiple agencies to be able to roll out the program; 	5	
<ul style="list-style-type: none"> Experience in issues relating to financial 	5	

<p>audit/corruption, with adequate understanding of legal and regulatory issues related to handling of corruption, especially in the public sector</p> <ul style="list-style-type: none"> • Experience working with public servants and ability to provide necessary guidance/training; • Experience managing or conducting research, particularly related to corruption and experience of facilitating holding of anti-corruption workshops/participation; • Familiarity with anti-corruption practices and knowledge of various other programs in place to fight corruption and previous work in PNG or similar environment a plus • Experience of working with MS Office, Internet and Accounting software; 	<p>10</p> <p>10</p> <p>5</p> <p>8</p>	
Competencies		7%
<ul style="list-style-type: none"> • Excellent understanding of legislation dealing with corruption and keen sense to appreciate the numbers game in that petty corruption adds up leading to big numbers. • Strong ability to communicate and function effectively in local/international/multicultural environment; • Strong ability and attitude of a go-getter who aims to make business work and move forward, by way of executing relationships, build partnerships, takes the way of working beyond proven methods and is willing to take risk, and excellent networking with a demonstrated ability to build and maintain professional relationships; • High level planning, organizational and time management skills, including flexibility, attention to detail and the ability to work under pressure to meet changing deadlines, and well-developed interpersonal skills, including the ability to liaise effectively at senior levels, including other investigation agencies, government agencies, financial institutions, etc.; • Analytical and problem solving skills of a high order, including the ability to formulate recommendations and advice; • Solve complex performance problems and work challenges. • Language: Excellent written and oral English. Fluency in one local language a plus. 	<p>1</p> <p>1</p> <p>1</p> <p>1</p> <p>1</p> <p>1</p> <p>1</p>	
Technical Criteria		70%
**If necessary interviews shall also be conducted as part		

of the technical evaluation to ascertain best value for money.		
Financial Criteria – Lowest Price		30%
Total		100%

Documents to be included when submitting Consultancy Proposals

The following documents may be requested;

- a) Duly executed **Letter of Confirmation of Interest and Availability** using the template provided by UNDP;
- b) **Signed P11**, indicating all past experience from similar projects, as well as the contact details (email and telephone number) of the Candidate and at least three (3) professional references;
- c) **Brief description** of why the individual considers him/herself as the most suitable for the assignment, and a methodology, if applicable, on how they will approach and complete the assignment. A methodology is recommended for intellectual services, but may be omitted for support services;
- d) **Financial Proposal** that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs, as per template provided. If an Offeror is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), the Offeror must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP. **The financial proposal must be submitted separately from other documents.**

The P11 form and Template for confirming availability and interest is available under the procurement section of UNDP PNG website (www.pg.undp.org).

Lump-sum contracts

The financial proposal shall specify a total lump-sum amount, and payment terms around specific and measurable (qualitative and quantitative) deliverables (i.e. whether payments fall in instalments or upon completion of the entire contract). Payments are based upon output, i.e. upon delivery of the services specified in the TOR. In order to assist the requesting unit in the comparison of financial proposals, the financial proposal will include a breakdown of this lump-sum amount (including travel, living expenses, and number of anticipated working days).

Travel

All envisaged travel costs must be included in the financial proposal. This includes all travel to join duty station/repatriation travel. In general, UNDP should not accept

travel costs exceeding those of an economy class ticket. Should the IC wish to travel on a higher class he/she should do so using their own resources.

In the case of unforeseeable travel, payment of travel costs including tickets, lodging and terminal expenses should be agreed upon, between the respective business unit and Individual Consultant, prior to travel and will be reimbursed.

Incomplete proposals may not be considered. Failure to submit these documents may result in disqualification of proposal.

Relevant templates can be obtained from the UNDP PNG website under the procurement section: www.pg.undp.org

Completed proposals should be submitted to tirnesh.prasad@undp.org, no later than 5th October, 2017.

For any clarification regarding this assignment please write to Tirnesh Prasad on tirnesh.prasad@undp.org

UNDP is committed to achieving workforce diversity in terms of gender, nationality and culture. Individuals from minority groups, indigenous groups and persons with disabilities are equally encouraged to apply. All applications will be treated with the strictest confidence.