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## Terms of reference (ToRs)

### Formulation of the Project Documents on Economic Governance and Governance of the Extractive Industries

<b>Location:</b>	Mozambique
<b>Application Deadline:</b>	14 February 2018
<b>Type of Contract:</b>	Individual Contract
<b>Post Level:</b>	Local Consultants
<b>Languages Required:</b>	English and Portuguese
<b>Starting Date:</b>	As soon as possible
<b>Duration of Contract:</b>	6 months

Proposal should be submitted to the following address United Nations Development Program, Mozambique, Maputo, Av. Kenneth Kaunda nr 931, P.O. Box 4595, Maputo OR by email to [procurement.mz@undp.org](mailto:procurement.mz@undp.org) cc [rosa.langa@undp.org](mailto:rosa.langa@undp.org) and [habiba.rodolfo@undp.org](mailto:habiba.rodolfo@undp.org), no later than 14<sup>th</sup> February 2018.

Any request for clarification must be sent in writing, or by standard electronic communication to the address or e-mail indicated above. The procuring UNDP entity will respond in writing or by standard electronic mail and will send written copies of the response, including an explanation of the query without identifying the source of inquiry, to all consultants.

#### 1. BACKGROUND

Following a period of external evaluation of its 2012-2016 programme portfolio, the UNDP Mozambique Country Office is now in process of finalizing the formulation of a significant part of the 2017-2020 CPD projects. Economic Governance and Governance of the Extractive Industries are two of the projects in this situation. The CO previous experience with the economic governance areas was through the regional project PALOP/TL. Some of the lessons indicated that more support was needed for some of these areas and the CO is ready to provide it through a CO independent project. For the Extractive project, the previous Project Manager/Technical Advisor left Mozambique in October 2017 and since then the position is vacant. Given that the direct contact between UNDP and the IPs of both projects ceased for several months, it is important that the formulation process is carried out working in close collaboration and coordination with the national authorities at central and decentralized level. This will allow for a better tuned Project which will hopefully can capture major developments which might have occurred in the sector and needing to be reflected for the next programming.

Against this background the CO seeks to urgently recruit a national consultant, who is familiarized with the themes and with the public institutions functioning in Mozambique. The consultant's main responsibility will be the formulation of Project Document of the Economic Governance project on the one hand, and on the other of the project on Governance of the Extractive Industries. As the Project Document on the Extractives was on an advanced stage of preparation, the consultant will be required



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to finalize the formulation. Following the formulation of both Project Documents, the consultant will be required to actively engage in resource mobilization for both projects, to allow for its initiation.

In view of the need to ensure resource mobilization to both projects as well as establish working relationship with the IPs on both projects, the consultancy will be for 6 months, starting on 5 February 2018.

## **2. SCOPE OF WORK**

The overall purpose of the consultancy is the formulation of two Project Documents on the following areas: a) Economic Governance and b) Governance of the Extractive Industries. The consultancy will include desk review of relevant documentation (to be provided by UNDP and national institutions), consultations and working meeting with the national institutions (at central and decentralized levels), organization of validation workshops, followed by resource mobilization and design of concrete roadmap (agreed by partners) on next steps to start implementation, non- later than the second half of 2018.

The desk review, should include a strong understanding of UNDP Strategic Plan (specifically regarding the thematic focus and targeting) and Integrated Result and Resource framework, a deep understanding of UNDP new Project Quality Assurance criteria, as the project will be assessed using these criteria, and a deep understanding of the new monitoring policy and requirements.

## **3. DELIVERABLES**

The three main outcomes of the consultancy will be:

- Project Document on Economic Governance formulated
- Project Document on Governance of the Extractive Industries
- Resources mobilized for both projects, or if not possible, a resource mobilization roadmap for both projects with a clear calendar

In this regard, the consultant will produce:

1. A draft UNDP Project Document on Economic Governance, with detailed Results Framework and Multiyear Work Plans. The draft should meet the Project Design and Appraisal Quality Criteria.
2. A resource mobilization roadmap for both projects with a clear calendar
3. The final UNDP Project Document on Economic Governance meeting the Project Design and Appraisal Quality Criteria, including all annexes for the period July 2018 – December 2020.
4. The final UNDP Project Document on Governance of the Extractives, meeting the Project Design and Appraisal Quality Criteria, including all annexes for the period April 2018 – December 2020.

In line with the revised UNDP Project Document template, the outline of the finalized Project Document will be as follows:

- I. Development challenges
- II. Strategy
- III. Results and Partnerships

- IV. Project Management
- V. Results Framework
- VI. Monitoring and Evaluation
- VII. Multi-Year Work Plan
- VIII. Governance and Management Arrangements
- IX. Legal Context and Risk Management
- X. Annexes:
  - a. Project Quality Assurance Report
  - b. Social and Environmental Screening Template
  - c. Risk Analysis.
  - d. Capacity Assessment
  - e. Project Board Terms of Reference and TORs of key management positions

The formulation of the project document on economic governance will also refer to the lessons learned from the Final Outcome 6 Evaluation (November 2017).

The formulation of the project documents should meet the standards defined within the new Project Quality Criteria, as defined in the Project Quality Assurance system (built on the Design and Appraisal Assessment of the Project Quality Assurance). This includes, but is not limited to, a strong theory of change aligned with the CPD theory of change.

The formulation of the project documents should also take in consideration the Social and Environmental Standards.

The result framework should be built on SMART results aligned with the CPD outcomes. A set of SMART indicators should be defined and included whenever relevant indicators from the IRRF.

Finally, the project documents should be in line with UNDP new monitoring policy.

#### **4. IMPLEMENTATION ARRANGEMENT**

##### **a. Institutional Arrangement**

The Head of Governance Unit in the UNDP Mozambique will be the focal point for this consultancy. This TOR shall be the basis upon which compliance with assignment requirements and overall quality of services provided by the consultants will be assessed by UNDP.

UNDP Governance Unit will provide the Consultant with office space, a laptop and transportation for any work-related movement, except for commuting from and to home.

##### **b. Duration of the Work and Duty Station**

The duration of overall consultancy will be 6 months and the consultant will be based in Maputo city.

#### **5. METHODOLOGY**

The following are some of the proposed methodology that may be used by the consultant.

- a. Briefing with UNDP programme staff
- b. Desk review of relevant documents
- c. Consultation meetings/interviews with the national institutions (the Parliament relevant commissions, Administrative Court, IGF, MEF, MITADER, MIC, etc.)
- d. Draft Project Document per area
- e. A workshop with relevant stakeholders to present the draft ProDoc per area and for resource mobilization (national institutions, CSOs, donors and UN Agencies)
- f. Incorporation of inputs from the meeting as well as written contributions to be sent by participants
- c. **2 Project Documents**, in hard and soft copy (MS Word and Acrobat Reader)

## 6. REQUIREMENTS FOR THE POSITION AND QUALIFICATIONS

### Academic Qualifications:

- Minimum Master's Degree in Economics, Business Administration, Public Finance or Law, Political Science with equivalent professional experience on the first area.

### Experience:

- Minimum 7 years specialized experience in public finance, budgeting process, or on governance of the extractive industries
- Extensive knowledge of budget cycles, the work of Parliamentary Specialized Committees, of supervisory processes and parliamentary scrutiny.
- Deep knowledge of parliamentary law, the administration of parliaments, support to the legislative services/functions of the Parliament
- Proven practical experience in UNDP and other development partners project and programme formulation using results-based management principles. Knowledge of UNDP Strategic Plan and of the new UNDP policies regarding Project quality assurance and monitoring is an asset.
- Experience in mainstreaming gender in projects/programmes and identifying initiatives in supporting the achievement of the MDGs and SDGs, will be an asset.
- Knowledge of extractive industries in Mozambique is highly desirable.

### Language:

- Fluency in Portuguese
- Working knowledge of English is highly desirable

## 7. COMPETENCIES

### Corporate Competencies

- Demonstrates integrity by modelling the UNs values and ethical standards;
- Advocates and promotes the vision, mission, and strategic goals of UN;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability; and Treats all people fairly without favoritism.

### Functional Competencies

- Ability to adapt in new working environment;
- Excellent communication skills (oral and written); and
- Strong writing skills and use of UNDP logic framework for project formulation.



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- Demonstrates sound knowledge of UN rules, regulations, policies, procedures and best practices in the electoral assistance field.
- Displays analytical judgment and demonstrated ability to handle confidential and politically sensitive issues in a responsible and mature manner.
- Excellent organizational skills and ability to work effectively independently.
- Self-management, ability to respect deadlines.

#### Technical Competencies:

- Strong leadership and planning skills
- Excellent written and presentation skills
- Strong communication skills
- Ability to work under pressure and meet deadlines.
- Ability to network with partners on various levels
- The necessary computer skills with competence in MS office package

## 8. PRICE AND SCHEDULE OF PAYMENTS

### 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. To assist the requesting unit in the comparison of financial proposals, the financial proposal will include a breakdown of this lump sum amount (including professional fees based, travel costs, living allowances, communications, consumables, visa and other expenses related to the execution of the consultancy). The lump sum amount shall also incorporate the cost of medical insurance and evacuation during the assignment period.
- The contract price is fixed regardless of changes in the cost components

The schedule and percentage payments will follow the timelines of the below-mentioned deliverables:

Deliverables/Outputs	Tentative Dates	Fee (%)
1. Inception report indicating the plan to deliver the whole assignment	End of 2 <sup>nd</sup> week of consultancy	15%
2. A draft project document on Economic Governance with detailed Results Framework and Multi-Year Work Plans.	45 days after submission of deliverable 1.	30%
3. A brief report of the validation and resource mobilization workshop for the Economic Governance project	10 days after submission of point 2.	
4. A final project document on Economic Governance, in line with UNDP guidelines and meeting the Project Design and Appraisal Quality Criteria, incorporating comments from stakeholders and including all components and annexes	End of 3 <sup>rd</sup> month of consultancy	15%

5. A brief report on the validation and resource mobilization workshop for the Extractives Project	End of 4 <sup>th</sup> month of consultancy	10%
6. Final project document on Governance of the Extractive Industries, in line with UNDP guidelines and meeting the Project Design and Appraisal Quality Criteria, incorporating comments from stakeholders and including all components and annexes	Second half of 5 <sup>th</sup> month of consultancy	30%
<p><b>Notes:</b></p> <p><i>Individuals on IC are not UN staff and are therefore not entitled to DSAs. All living allowances required to perform the demands of the TOR must be incorporated in the financial proposal, whether the fees are expressed as daily fees or lump sum amount.</i></p>		

## 9. Recommended Presentation of Offer

Interested individual consultants must submit the following documents and or information:
<ol style="list-style-type: none"> <li>1) Duly accomplished <b>Letter of Confirmation of Interest and Availability</b> using the template provided by UNDP.</li> <li>2) <b>Personal CV or P11</b>, indicating all experience from similar projects, as well as the contact details (email and telephone number) of the Candidate and at least three (3) professional references.</li> <li>3) <b>Technical proposal:</b> <ol style="list-style-type: none"> <li>a. Brief description of why the individual considers him/herself as the most suitable for the assignment</li> <li>b. A methodology on how they will approach and complete the assignment.</li> </ol> </li> <li>4) <b>Financial proposal</b> that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs, as per template provided. If an Offer 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</li> </ol>

### a. 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. The contractor will not be required to travel outside Mozambique within the framework of the contract.

In case the consultant is required to travel to a province within Mozambique, upon request of the UNDP Country Office in Mozambique, payment of all travel costs including tickets, lodging and terminal expenses will be covered by UNDP.

## 10. Criteria for Selection of the Best Offer

Individual consultants will be evaluated based on the following methodology:

### Cumulative analysis

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

a) responsive/compliant/acceptable, and

b) Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation.

\* Technical Criteria weight; [70]

\* Financial Criteria weight; [30]

Criteria				Weight	Max. Point
<b>Technical</b>				<b>70%</b>	<b>100</b>
Education	Thematic expertise:	Proven practical experience in project formulation:	Experience in mainstreaming gender	Language Proficiency	
At least a Master's Degree in Economics, Business Administration, Public Finance or Law, political science with equivalent professional experience on the first area	Minimum 7 years specialized experience in public finance, budgeting process, or on governance of the extractive industries	Proven practical experience in UNDP and other development partners project and programme formulation using results-based management principles	in projects /programmes and identifying initiatives in supporting the achievement of the MDGs and mainstreaming SDGS.	Excellent written and spoken English is Required	
<b>15 Points</b>	<b>30 points</b>	<b>30 points</b>	<b>15 points</b>	<b>10 points</b>	

### **Important Note**

Interested offerors above the age of 62: UNDP regulations require, at their own cost, to undergo a full medical examination including x-rays. Medical evaluation documentation does not need to be submitted with the other requested documents listed above, but will be requested should the candidate be chosen.

Only candidates obtaining a minimum of 70 points of the 100 points in the Technical Evaluation will be considered for the Financial Evaluation.

Criteria	Weight	Max. Point
<b>Technical</b>	<b>70%</b>	<b>70</b>
<b>Financial</b>	<b>30%</b>	<b>30</b>
<b>Total</b>	<b>100%</b>	<b>100</b>

The financial score for the financial proposal will be calculated in the following manner:

$S_f = 100 \times F_m / F$ , in which  $S_f$  is the financial score,  $F_m$  is the lowest price and  $F$  the price of the proposal under consideration.

(Total Financial Maximum points = 100 points)

### Total Score

The technical score attained at by each proposal will be used in determining the Total score as follows:

The weights given to the technical and financial proposals are:  $T = 0.7$ ,  $F = 0.3$

The Total score will be calculated by formula:  $TS = S_t \times 0.7 + S_f \times 0.3$

$TS$  - Is the total score of the proposal under consideration

$S_t$  - is technical score of the proposal under consideration.

$S_f$  - is financial score of the proposal under consideration.

### 11. QUERIES:

Any queries must be submitted through the following e-mail address: [procurement.mozambique@undp.org](mailto:procurement.mozambique@undp.org). Any such queries must be clearly identified by the title of this assignment and UNDP shall not be liable for none response to any queries which are not attended to due to none compliance with this directive.

**N.B:** UNDP is a none discriminative organisation and is gender sensitive, therefore this post is open to all suitably qualified applicants independent of their status.

### 12. APPROVAL

This TOR is approved by:

Signature



Name and Designation

Habiba Rodolfo,  
Head of Governance a.i.

Date of Signing

5<sup>th</sup> February 2018