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## DETAILED TERMS OF REFERENCE

**Consultancy for (1) Team Leader and (1) National Consultant for the elaboration of the Mauritius Strategic Partnership Framework 2019-2023 including formulation of the associated results resource framework**

### 1. Project Summary Table

<b>PROJECT TITLE</b>	<b>The elaboration of the Mauritius Strategic Partnership Framework 2019-2023 including formulation of the associated results resource framework</b>
COUNTRY	Mauritius
REGION	Africa
FOCAL AREAS	Country programming
DUTY STATION	Home-based and Mauritius
TITLE	<b>Consultancy for (1) Team Leader and (1) National Consultant for the elaboration of the Mauritius Strategic Partnership Framework 2019-2023 including formulation of the associated results resource framework</b>
EXPECTED DURATION OF ASSIGNMENT	Maximum of 30 working days for the Team leader and maximum of 20 working days for the National Consultant Assignment period date: 27 August 2018 to 15 January 2019

### 2. Background

The last UNDAF for the Republic of Mauritius ended in 2003 and there has been no overarching UN/Government cooperation framework since, for obvious reasons.

In the wake of the UN Reform which seek to establish greater accountability and clarity of leadership, stronger integration of system-wide efforts and action, higher standards of transparency and accountability to government and to people, and a diversity of partnerships needed to deliver on results thereby revitalising UN and Government partnership frameworks, the UNCT has agreed to embark on a process to develop an eventual partnership framework (light UNDAF type) with the Government of the Republic of Mauritius.

Government, through the 'Vision 2030' endeavour to accelerate inclusive economic growth and development and transform the economy from an upper middle income (UMIC) status to an inclusive high-income country.

Government of the Republic of Mauritius and the UNCT has agreed to develop a strategic UNDAF (the Mauritius Strategic Partnership Framework - SPF) at outcome level for the period of 2019-2023. As a first step in the process a Common Country Analysis (CCA) was undertaken earlier in 2018. A Strategic Prioritization Retreat is due to be held at the beginning of September 2018 to discuss the UN's strategic contribution to national development priorities.

The RC Office is therefore seeking the services of a Team Leader and a National Consultant to support the elaboration of the Mauritius Strategic Partnership Framework 2019-2023 including formulation of the associated results resource framework. It is expected to be a strategic document of 20-30 pages (est. 20,000-25,000 words) designed to serve as an orientation framework for all UN interventions in the country over the next 5 years. The SPF will include a results matrix and a set of indicators to help measure progress towards the set outcomes. It must adhere to the four key UN programming principles: 1) Leave no one behind; 2) Human rights, gender equality and women's empowerment; 3) Sustainability and resilience; and 4) Accountability and six key approaches to integrated programming: 1) Results-focused programming; 2) Capacity development; 3) Risk-informed programming; 4) Development, humanitarian and peacebuilding linkages; 5) Coherent policy support; and 6) Partnerships.

The SPF will be drafted through a consultative process and finalized by end of December 2018 with signing envisaged for January 2019.

### **3. Objective and Scope**

Under the guidance and supervision of the UN RC/UNCT, and in close collaboration with the UN Development Group (UNDG), and the Resident Coordinator's Office, the consultants will assist in the development of the SPF (2019-2023), which will entail the following tasks:

#### **Task 1: Planning and Preparation**

- Building on the Common Country Analysis 2018, to identify and finalize suitable methodology, templates and analysis guides
- In collaboration with the RCO, organise and facilitate the Theory of Change/Strategic Prioritisation Retreat (beginning of September 2018) together with the UNDG Experts

#### **Task 2: Development phase**

- Support the Strategic Prioritization Retreat (SPR) and undertake consultations with stakeholders in setting the key SPF priorities, outcomes and results.
- Building on the national plans and Strategic Prioritization Retreat, develop Theories of Change (TOC) for the priorities and the corresponding results framework (outcomes, outputs and indicators to address these priorities inter-sectorally and synergistically) including the Risks and Assumptions for the UN and ensure that these are well articulated in the narratives of the Theory of Change.
- Support SPF Results Groups in developing SPF Results Matrix and Monitoring & Evaluation Framework;
- Elaborate the Resource Mobilisation strategy for the SPF funding gaps thereof

### Task 3: Report and Presentation

- Draft the SPF document that clearly outlines how the UN intends to support Government of the Republic of Mauritius on its national aspirations and globally agreed goals (SDGs, AU Agenda 2063 and the Samoa Pathway among others)
- Ensure that the design and focus of the SPF meets the new UNDAF guidelines (<https://undg.org/document/2017-undaf-guidance/>) and meet the UNDG QSA/PSG quality assurance
- Facilitate the SPF Validation Workshop;
- Incorporating all relevant parties' feedback/comments and based on the feedback from the validation workshop, finalize the SPF document.

During the assignment, the consultant will work closely with the RCO, the Ministry of Finance and Economic Development (mainly through the Economic Development Board), the Ministry of Foreign Affairs, Regional Integration and International Trade while maintaining full focus on delivering key results and any other tasks falling within the ambit of the terms of reference. The RCO will facilitate contacts with any other stakeholders and with the UNDG when necessary.

### **4. Expected Outputs and Deliverables**

The consultants shall prepare and submit in soft copy:

1. The completed associated Results Resources framework including:
  - i. formulation of outputs and key activities
  - ii. verifiable indicators (including baselines and targets) with alignment to Vision 2030, SDGs, the SAMOA Pathway and Agenda 2063 as far as possible; and
  - iii. the indicative budget/resources
2. The accompanying Resource Mobilization Strategy
3. A Final Consolidated SPF (including the narrative and the RRF)

### **5. Institutional arrangements**

The consultants shall work in close collaboration with the RC Office, the UNCT members, relevant national stakeholders and the UNDG QSA/PSG.

The RCO office will make the necessary arrangements for the consultations meetings as necessary.

All documents shall be submitted to the UN office of the Resident Coordinator for Mauritius and Seychelles.

### **6. Duration of the work**

The consultants will be engaged under a respective short-term Individual contract, and the whole assignment will be for no more than 30 working days for the Team leader and 20 working days for the national Consultant. The assignment will be from 27 August 2018 and 15 January 2019 and expected to start on 27 August 2018.

### **7. Duty Station**

The Individual contractor's duty station will be home based (for the Team leader) and Mauritius for the National Consultant and therefore will not involve any travel.

## **8. Team Composition**

The team will be composed of a Leader and a National Consultant. The work of the team of consultants will be guided by the Norms and Standards established by the United Nations Evaluation Group. Team members will be requested to sign the Code of Conduct prior to engaging in the review exercise.

- The overall responsibility of the Team Leader will be to produce the drafts and final reports. S/he will lead and coordinate the work of the National Consultant and be responsible for the quality assurance of all deliverables. The Team Leader should have a good knowledge and experience of the UNDG programming principles, especially Results Based Management. The Team Leader will provide guidance, technical support and oversight to the National Consultant throughout the period, especially in ensuring agreed upon methodologies, and writing of assigned sections of the report before the deadline.
- The Team Leader will report to and liaise with the UN stakeholders-the RCO, UNCT and UNDG QSA/PSG etc.
- The National Consultant will provide support/guidance on the national contexts to the Team Leader and undertake all the local consultations where necessary. S/he will take part in the desk review and analysis work. S/he will be responsible for drafting key parts of the documents.

## **9. Qualifications and Experience:**

### **For the Team leader:**

#### **A. Qualifications:**

- Advanced university degree (Masters and equivalent) in development studies, economics, socio-economics, international relations or related field;
- At least 10 years of relevant professional experience in developing countries, especially in SIDs and/or Indian Ocean countries;
- Previous experience in UNDAF/Cooperation Framework is an advantage;
- Excellent written and spoken English.

#### **B. Competencies:**

- Experience and knowledge of the UN system and UN common country programming processes, including previous involvement in UNDAF formulation and review;
- Fair knowledge of the development challenges in Mauritius
- Previous experience with CCA/UNDAF or similar frameworks formulations, evaluations and/or reviews;
- Specialized experience and/or methodological/technical knowledge, including data collection and analytical skills, mainstreaming HRBA and gender considerations into programming, and RBM principles, logic modeling/logical framework analysis, quantitative and qualitative data collection and analysis, and participatory approaches;
- Practical experience in Africa and knowledge of the development issues in Lower Middle-Income Countries is an asset.
- Experience with global agenda is a strong asset.
- Excellent understanding of development vulnerabilities and challenges in MIC/SIDS, including those linked to climate change;
- Outstanding strategic analysis and writing skills;
- Ability to deliver high quality report in a very short period of time;

## **For the National Consultant:**

### **A. Qualifications:**

- A Degree or equivalent in strategic planning, development studies, international relations, social sciences, economics, law or related fields
- At least 3 years of professional work experience at national level. Experience must relate to drafting, editing and finalization of situation analysis, strategic planning documents and reports concerning development assistance

### **B. Competencies:**

- Excellence in analysis and reporting on socio-economic issues, development needs and UN strategies to support national development agendas
- Very good knowledge of the national development agenda and poverty reduction strategies, as well as the role of the UN Country Team and Individual UN Agencies in supporting their realization
- Experience with SDG agenda is a strong asset.
- Excellence in oral and written English
- Fully capable to use Microsoft Office, including Word and Excel

## **10. Scope of price proposal**

Financial proposals must be **“all inclusive”<sup>1</sup> and expressed in a lump-sum** for the total duration of the contract. The lump sum is fixed regardless of changes in the cost components.

## **11. Schedule of payments**

Payment will be made based upon successful completion of the deliverables as per terms below:

1. Thirty per cent (30%) upon submission of the Strategic Prioritization Retreat Report by 30 September 2018
2. Thirty per cent (30%) after the submission and the acceptance of a draft SPF and the draft Results Resource Frameworks by 30 November 2018;
3. Forty per cent (40%) after the submission and the acceptance of the consolidated Strategic Partnership Framework 2019-2023 ready for signature by 15 January 2019.

## **12. Recommended presentation of offer**

Interested parties must submit the following documentation:

1. Personal History Form (P11) and personal CV, indicating all past experience from similar projects.
2. Letter of Confirmation of Interest and 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.
3. A detailed technical proposal in accordance with the scope of work, methodology, expected outputs and deliverables provided for herein.

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<sup>1</sup>The term “all inclusive” implies **all cost (professional fees, travel costs, living allowances etc.)**

**Individual consultants are invited to submit applications on UNDP jobsite system as per requirements below. Applications that do not include all of these elements will not be considered.**

### **13. Criteria for selection of the best offer**

The award of the contract will be made to the Individual Consultant whose offer has been evaluated using the “Combined Scoring Method” and determined as:

- Responsive/compliant/acceptable
- Having a minimum of 70 points out of 100 for the technical evaluation to be considered for the Financial Evaluation

The selection will be based on a Combined Scoring method – where the technical proposal will be 70% and combined with the price offer which will be weighted 30%.

### **14. Required expertise and Submission evaluation**

All submissions will be assessed against the following criteria:

#### **A. Team Leader**

<b>Technical evaluation</b>		<b>Score</b>
Education of the consultant	Advanced university degree (Masters and equivalent) in development studies, economics, socio-economics, international relations or related field;	<b>10</b>
Proposed methodology	A clear methodology on how this project will be conducted <i>(i) Understanding of TOR</i> <i>(ii) Compliance with project schedule</i> <i>(iii) Coverage of required tasks</i> <i>(iv) Technical approach</i> <i>(v) Deliverables</i>	<b>30</b> 5 5 5 10 5
Specific Technical Expertise	<ul style="list-style-type: none"> <li>• Outstanding strategic analysis and writing skills;</li> <li>• Ability to deliver high quality report in a very short period of time;</li> <li>• Previous experience with CCA/UNDAF formulations, evaluations and/or reviews;</li> <li>• Specialized experience and/or methodological/technical knowledge, including data collection and analytical skills, mainstreaming HRBA and gender considerations into programming, and RBM principles, logic modeling/logical framework analysis, quantitative and qualitative data collection and analysis, and participatory approaches;</li> <li>• Practical experience in Africa and knowledge of the development issues in Lower Middle-Income Countries is an asset.</li> </ul>	<b>20</b> 3 5 3 4 3

	<ul style="list-style-type: none"> <li>Experience with SDG agenda is a strong asset. Computer literacy in Microsoft office.</li> </ul>	2
Work Experience	<ul style="list-style-type: none"> <li>At least 10 years of relevant professional experience in developing countries, especially in SIDs and/or Indian Ocean countries;</li> <li>Experience and knowledge of the UN system and UN common country programming processes, including previous involvement in UNDAF formulation and review;</li> <li>Sound knowledge of the development challenges in Mauritius;</li> <li>Excellent understanding of development vulnerabilities and challenges in MIC/SIDS, including those linked to climate change</li> <li>Experience with SDG agenda is a strong asset.</li> </ul>	<b>30</b> 10 5 5 5 5
Communication skills	<ul style="list-style-type: none"> <li>Strong interpersonal skills, team working skills and excellent communication skills</li> <li>Fluent in written English</li> </ul>	<b>10</b>
	Total technical score	<b>100</b> <b>(70%)</b>
<b>Financial evaluation</b>		
Value for money	The value that UNDP Mauritius/Seychelles will receive from the service provider	<b>30%</b>

## B. National Consultant

<b>Technical evaluation</b>		<b>Score</b>
Education of the consultant	A Degree or equivalent in strategic planning, development studies, international relations, social sciences, economics, law or related fields	<b>10</b>
Proposed methodology	A clear methodology on how this project will be conducted (vi) <i>Understanding of TOR</i> (vii) <i>Compliance with project schedule</i> (viii) <i>Coverage of required tasks</i> (ix) <i>Technical approach</i> (x) <i>Deliverables</i>	<b>30</b> 5 5 5 10 5
Specific Technical Expertise	<ul style="list-style-type: none"> <li>Excellence in analysis and reporting on socio-economic issues, development needs and UN strategies to support national development agendas</li> <li>Fully capable to use Microsoft Office, including Word and Excel</li> </ul>	<b>20</b>
Work Experience	<ul style="list-style-type: none"> <li>At least 3 years of professional work experience at national level. Experience must relate to drafting, editing and finalization of situation analysis, strategic planning documents and reports concerning development assistance</li> </ul>	<b>30</b>     15

	<ul style="list-style-type: none"> <li>• Very good knowledge of the national development agenda and poverty reduction strategies, as well as the role of the UN Country Team and Individual UN Agencies in supporting their realization</li> </ul>	15
Communication skills	<ul style="list-style-type: none"> <li>• Strong interpersonal skills, team working skills and excellent communication skills</li> <li>• Excellence in oral and written English</li> </ul>	10
	Total technical score	<b>100 (70%)</b>
<b>Financial evaluation</b>		
Value for money	The value that UNDP Mauritius/Seychelles will receive from the service provider	<b>30%</b>

Only the best candidates will be contacted for the next stage.

## 15. Annexes

Annex A - CCA for the Republic of Mauritius

Annex B - Letter of confirmation of interest and availability and Submission of financial proposal

Annex C - P11

Annex D - IC Contract Template

Annex E - UNDP GCC IC

## 16. Approval

**This TOR is approved by:**

Signature

Name and Designation D. Ram-Gopal, UN Coordination Analyst

Date of Signing