

## TERMS OF REFERENCE

### INTERNATIONAL SENIOR CONSULTANT FOR DESIGNING THE GUIDELINES FOR IMPLEMENTING LUXEMBOURG'S DECENTRALISATION FUND

---

#### A. PROJECT TITLE

Decentralisation Fund of the 4<sup>th</sup> Indicative Cooperation Programme Cabo Verde - Luxembourg.

#### B. PROJECT DESCRIPTION

##### Background

The Office of Cabo Verde is the only UN Joint Office set up in the world, bringing together UNDP, UNFPA, and UNICEF under the same administrative arrangement, with a single Representative, and a common team of professionals. Building on the expertise of those agencies, within a pilot Delivering as One UN Programme, the office provides important learning opportunities and the possibility to capitalise on the value added of the three agencies, in the service of the country's priorities.

The Programme "Plateforme pour le Développement local et Objectifs 20/30 au Cabo Verde", is a joint effort of the Government of Cabo Verde and UNDP, financed by the Grand Duchy of Luxembourg.

The Programme "Plateforme" uses the SDGs as a bridge to link national (mainly sectoral) policies to integrated local strategies and solutions. In 2017, the Government launched its Strategic Plan for Sustainable Development, outlining the country development strategy for the next 4 years through sectoral programmes linked to each SDG. In order to bridge the national policies with local strategies, the Programme "Plateforme" is accompanying 9 municipalities of Cabo Verde to develop strategic plans that align both municipalities' and islands' priorities with the Government programmes. It is doing so by using the SDG localisation process as a means to define and push decentralisation reforms.

Each municipality takes therefore the lead to achieve their priority SDGs in line with their strategic plans. Local governments drive the process through local platforms, which constitute the first ever open space for dialogue: elected officials share their vision and plan together with the private sector, civil society and the decentralised services of the state. This local multi-actor and participative approach is used to prioritise strategic projects and to elaborate multi-level strategies across levels of governance for their actual implementation.

Decentralisation Fund financed by the Grand Duchy of Luxembourg:

The Decentralisation Fund is part of the 4th Indicative Programme of Cooperation (ICP IV) signed by the Grand Duchy of Luxemburg and the Government of Cabo Verde. The ICP defines the strategic lines of collaboration between Luxembourg and Cabo Verde.

In the current ICP 2016-2020, the support to the decentralisation process and local development represents one of the priority areas.

The support to the decentralisation process is being channelled through two initiatives within the ICP. The first one is the Programme "Plateforme" and second one the Decentralisation Fund.

The Decentralisation Fund aims to finance local development projects in all the Municipalities of Cabo Verde. Municipalities and associations/NGOs associated to Municipalities will be invited to present proposals to be financed according to selection criteria for the projects.

The Grand Duchy of Luxembourg in agreement with the Government of Cabo Verde has decided to entrust UNDP with the responsibility for managing the Decentralisation Fund.

The total amount for the Decentralisation Fund is 3.500.000 euros made available to all 22 municipalities of Cabo Verde. Of that amount, 500.000 euros will finance projects of the 9 pilot municipalities of the Programme "Plateforme" and the remaining funds (3.000.000 euros) will finance projects of the 22 municipalities of Cabo Verde.

### ***Organisational setting***

The international consultant will work under direct supervision of the Chief Technical Adviser (CTA) of the Programme "Plateforme pour le Développement local et Objectifs 20/30 au Cabo Verde", in strong collaboration with the Ministry of Finances.

The international consultant will be assisted by the Programme "Plateforme"'s team to perform the required tasks. At the same time, the consultant will work in cooperation with the gender and planning specialist of UNDP on integrating gender equality mainstreaming into the guideline document on Decentralisation Fund, as well as with the local authorities.

Under the guidance and direct supervision of the CTA, the consultant is responsible for preparing the guidelines of the Decentralisation Fund.

The consultant will elaborate the guidelines and mechanisms for the implementation of the Decentralisation Fund in collaboration with the Ministry of Finance, the Embassy of Luxembourg and UNDP.

The consultant will be responsible for designing and defining the functions of the project selection committee composed by:

- 1) The Ministry of Foreign Affairs and Communities of Cabo Verde and the Ministry of Finance, representing the Republic of Cabo Verde;
- 2) The Embassy of Luxembourg in Cabo Verde, representing the Grand Duchy of Luxembourg;
- 3) UNDP.

The consultant will elaborate the terms of references for the project selection committee, a capacity building plan for the municipalities to be familiar with the project template to be used, and a monitoring and evaluation plan to ensure an effective implementation of projects. The consultant will devote special attention to supporting management quality assurance, communication and partnership development between municipalities and potential stakeholders for the Decentralisation Fund.

The overall goal of the guideline document is to identify and justify the strategic options and provide guidance for the implementation of the Fund and how it would finance projects in the municipalities of Cabo Verde.

In developing the guideline document, the international consultant will perform the following:

- 1) Define the goals and objectives of the Decentralisation Fund by using the 4<sup>th</sup> ICP;
- 2) Identify and recommend to the selection committee of the Decentralisation Fund the most optimal implementation option, as well as an Action Plan for its implementation;

- 3) Elaborate and propose the institutional framework, monitoring and evaluation indicators, applicable in the Cabo Verde context, for the implementation option chosen by the selection committee (Ministry of Foreign Affairs and Communities, Ministry of Finance, Embassy of Luxemburg and UNDP);
- 4) Identify in a participatory manner, describe and analyse the main problems related, but not limited, to the following aspects of local project management by the municipalities in Cabo Verde:
  - a) Issues that prevent local and central authorities in ensuring the quality of local services, equity and access to local services, community participation and transparency in the local services management at the local level
  - b) Local and central government competences and responsibilities in providing socio economic services, including setting up partnerships with private sector and local associations in this regard.
  - c) Resources: financial resources, current and planned financial flows, property management, maintenance and registration at the local level, human resources and institutional capacity of local and central governments for providing socio economic services at municipality level.
  - d) Management: socio economic services management at local level, the relations between different layers of governments in ensuring socio economic service provision.

The need for the consultancy emerged due to the imminent necessity for starting the implementation of the Fund before the end of 2020, in compliance with the finalisation of the 4<sup>th</sup> PIC. Hence, it was agreed with the UNDP and the Government that a short-term support from an international expert would be necessary to ensure to support the UNDP and the Government in the preparation of the guidelines for the utilisation of the Decentralisation Fund.

Given time constraints and the immediate need for support, it is of utmost importance that the consultant be deployed as soon as possible and that he/she possesses very specific knowledge and experience (in depth knowledge of UNDP and specifically local development Initiatives; in depth knowledge of managing local process on LED; work experience in supporting the organisation of both local and national meetings within the context of international organisations).

**Description of the assignment: Elaboration of the guidelines for the implementation of the Decentralisation Fund in Cabo Verde.**

The process of the elaboration of the guideline shall be inclusive, meaning that they should be elaborated in compliance with national institutions.

In order to support the municipalities to duly understand the functioning and how to apply to the Fund, the consultant will be responsible for the elaboration of the guidelines of the Decentralisation Fund by following the steps described below:

- 1) Organisation of both national and local meetings with key stakeholders for discussing the guidelines of the Fund. The Programme "Plateforme" will be responsible for organising local meetings with representatives of Municipalities and for furnishing strategic advice to the consultant for the preparation of the meetings. In order to have a successful discussion, the consultant must ensure the involvement of a broad range of local actors (i.e. representatives of local associations, NGOs, communities, private sector, sectoral services, etc)

- 2) Working in close cooperation with projects' territorial focal points (UNVs and gender and planning specialist)
- 3) Take stock from the implementation of local impact projects in 8 Municipalities.

8 impact projects for the pilot municipalities of the Programme "Plateforme" have been approved by its steering committee in February 2018. A HACT assessment has been carried out in each municipality in order to assess municipalities' capacities to manage UN funds. The HACT assessment of the municipalities has allowed UNDP to transfer the funds directly to the municipalities by opening specific bank accounts for the impact project. This is a key element that needs to be taken into consideration for the design of the implementation modality of the Decentralisation Fund.

The consultant accompanied by UNDP will organise monitoring visits to certain municipalities in order to assess the implementation of the projects and taking lessons learnt that will feed the guidelines of the Decentralisation Fund.

The guideline document must contain:

- The specific objectives of the Fund, depending on the economic, social and cultural context in Cabo Verde at both national and local level. In doing so, the consultant should take into account certain elements, including: a) focus on community empowerment; b) Poverty-targeting mechanisms designed to ensure that poor communities benefit substantially; c) Direct financing of community projects; d) Rapid and traceable disbursement procedures in line with UNDP procurement processes and regulations; e) An operational manual that codifies processes and procedures for Fund activities and prescribes roles for the different institutions involved;
- Mainstream gender, environment, youth employment and good governance
- Terms of reference of the proposal selection committee (main institutions, regularity of the meetings, objectives, results, organization of the meetings).
- Selection criteria for the projects. Scoring shall be based on proposals' impact on poverty reduction, the local community, SDG alignment, partnership development, resource mobilisation, gender equality, the environment. Moreover, proposals shall also be scored according to their technical quality and long-term impact. The selection criteria must be very clear and straightforward in order to allow local actors to easily understand how to submit projects to the Fund.
- Description of projects' characteristics: Project document template including a section that covers the selection criteria. The project document template will also define the language in which the requests will be submitted. Define properly the role of all project stakeholders involved in the project implementation. Description of the institutions that are eligible to submit proposals to the Fund.
- A clear mechanism for follow up and monitoring of the projects' implementation by the steering committee.

**Elaboration of a capacity building strategy for all 22 municipalities in Cabo Verde in order to present projects to be funded by the Decentralisation Fund.**

Target group: Municipalities and local associations.

**Aim:**

To improve the capacities of the local actors in formulating and implementing quality projects at the local level.

**Objectives:**

- To enable local actors to master the guidelines to submit projects to the Decentralisation Fund;
- To explain the type of projects that could be financed by the Fund;
- To enhance local institutions capacities to form partnerships in order to submit the best proposals to the Fund;
- To propose a roadmap for capacity building at the local level that would allow local actors to submit proposals to be funded through the Fund;
- To prepare communication products to inform local actors about the characteristics of the Decentralisation Fund;
- To define the scope of the Capacity Building Programme by dividing it into "modules", which contribute to capacity building for the Municipalities and the local actors.

**Objective of the assignment**

Under the supervision of the UNDP CTA of the Programme “Plateforme pour le Développement local et Objectifs 20/30 au Cabo Verde”, in coordination with the Government of Cabo Verde, the consultant should design the guidelines for the implementation of the Decentralisation Fund for financing projects in 22 municipalities of Cabo Verde. The consultant will elaborate a capacity building strategy for the municipalities in order to prepare them to be able to present projects to be financed by the Fund.

**C. SCOPE OF WORK**

As outlined in the above context, the consultancy should be carried out between 11 March to 05 April 2019, for a period of 26 working days, based on the following suggested calendar:

- **March 12, 2019:** Timeline and short action plan is developed and approved. Layout of the Decentralisation Fund. Meeting with national institutions.
- **March 14:** Field missions to Municipalities with the Programme “Plateforme” team; Monitoring of the state of art of the impact project implementation.
- **March 22:** First draft version of the guidelines for the Decentralisation Fund’s implementation.
- **March 26:** Finalisation of the capacity building plan for the Municipalities
- **April 03:** Final version of the guidelines for implementing the Decentralisation Fund in Cabo Verde, with all comments and points collected from different partners duly integrated.
- **April 05:** Presentation of the final consultancy report.

**D. EXPECTED OUTPUTS AND DELIVERABLES**

Elaboration of the guidelines for the implementation of the Decentralisation Fund in Cabo Verde

Elaboration of a capacity building strategy for all 22 municipalities in Cabo Verde in order to present quality projects to be funded by the Decentralisation Fund.

Elaboration of an action plan for both the implementation of the Decentralisation Fund and the capacity building strategy for the municipalities.

The deliverable must be written in both French and Portuguese.

Deliverables/ Outputs	Estimated Duration to Complete	Target Due Dates *indicative	Review and Approvals Required (Indicate designation of person who will review output and confirm acceptance)	Schedule of payments
<b>Deliverables</b>				
1. Timeline and short action plan developed and approved by the UNDP, agreed between all parties.	3 days	12 March	CTA	20%
2. Lessons learnt from projects financed by UNDP to the Municipalities. Field missions to Fogo island to monitoring the implementation of the projects financed by UNDP using HACT modality.	3 days	19 March	CTA	
3. First draft of the guidelines for implementing the Decentralisation Fund. (Define the goals and objectives of the Decentralisation Fund by using the 4th ICP; Identify and recommend to the selection committee of the Decentralisation Fund the most optimal implementation option, as well as an Action Plan for its implementation; Elaborate and propose the institutional framework, monitoring and evaluation indicators, applicable in the Cabo Verde context, for the implementation option. Three scenarios.	8 days	27 March	CTA	40%
4. Finalisation of the Capacity building plan for the Municipalities.	5 days		CTA	
5. Final version of the Guidelines for implementing the Decentralisation Fund in Cabo Verde, with all comments and points collected from different partners duly integrated.	5 days		CTA	
6. Presentation of the final consultancy report.	2 Days	05 April	CTA + Selection Committee	40%
<b>Total days and end date of contract</b>	26 days ( )			

#### E. INSTITUTIONAL ARRANGEMENTS

The senior consultant will work under the direct supervision of the UNDP Chief Technical Adviser of the Programme "Plateforme". The consultancy will be held in Praia, Cabo Verde and requires travel to some Municipalities.

The UNDP Cabo Verde office will provide the necessary logistical support (internet, telephone, printer access and document printing) as well as office space.

All consulting service costs, including travel to the duty station and from duty station back to consultant's base, should be included in the proposal. National travel will be undertaken as needed during the assignment and will be covered separately by the project budget.

#### **A. Methodology**

---

The senior consultant will determine the most appropriate methodology for carrying out the actions foreseen in the calendar and to ensure delivery of the products within the indicated periods, in ongoing discussion with the UNDP office and in accordance with the requirements of the donor.

#### **B. Report Requirements**

---

- a. Before each payment the consultant must submit the products required by the consultancy's deliverables;
- b. Before the final payment, the consultant must produce and submit a final report comprising all of the consulting products.

#### **F. DURATION OF WORK**

The consultancy should take place between 11 March to 05 April 2019, for a period of 26 working days.

#### **G. DUTY STATION**

The consultancy will be held in Cabo Verde and requires travel to some Municipalities. The UNDP Cabo Verde office will provide the necessary logistical support (internet, telephone, printer access and document printing) as well as office space.

All consulting service costs, including travel, should be included in the proposal.

#### **H. QUALIFICATIONS OF THE SUCCESSFUL INDIVIDUAL CONTRACTOR**

The required qualifications for the assignment are:

- a. Advanced university degree in the field of social sciences or equivalent; (Phd, MsC or Bachelor's Degree)
- b. Minimum of 10 years of professional experience in areas that allow an applied knowledge of local development and SDGs localization;
- c. Good knowledge of the fields of Local economic development LED and of the Art Initiative;
- d. Experience in formulation of local strategic plans;
- e. Work experience in working with SCO, Local Governments and territorial cooperation.
- f. Excellent writing skills, information analysis, indicators and quantitative data;
- g. Fluency in Portuguese and French language;
- h. Good knowledge of Small Island Development States reality.

#### **I. SCOPE OF PRICE PROPOSAL AND SCHEDULE OF PAYMENTS**

#### **Fixed lump-sum contracts**

The financial proposal should specify the amount of the lump sum and the specific and measurable terms of payment (qualitative and quantitative). Payments are based on the product; i.e. the services provided specified in the ToR. In order to help the unit recruited compare the financial bids, the proposal should include a breakdown of the lump sum (including travel, subsistence allowance and predicted number of work days).

### **Travel**

All planned travel expenses must be included in the financial proposal. This covers all trips to the workplace. As a general rule the UNDP will not accept travel expenses higher than those of an economy class ticket. If the Individual Consultant wishes to travel in a higher class, he must use his own resources.

In the event of an unforeseen trip, payment of travel expenses including tickets, accommodation and final expenses must be agreed between the respective unit and the Individual Consultant before the trip and expenses will be reimbursed.

### **J. RECOMMENDED PRESENTATION OF BID**

Applications should be submitted to the following email address: [procurement.cv@cv.jo.un.org](mailto:procurement.cv@cv.jo.un.org) indicating the following reference “**International Senior Consultant for Designing the Guidelines for implementing Luxembourg’s Decentralization Fund**” **by 28/02/2019**, 04.30 pm Cabo Verde time

In order to obtain proposals with content presented in a uniform way, to facilitate comparative analysis, individuals interested in the job must submit the following documents to prove their eligibility:

- A) Brief description of the reason why the candidate should be considered the most suitable for the mission;
- B) Brief methodology on how he/she will approach and conduct work, highlighting past work experiences and skills relevant to the position in question;
- C) Personal CV or P11 (using the template provided by UNDP), listing all past experience in similar projects, as well as the candidate's contacts (email and telephone) and at least 3 professional references;
- D) Financial proposal that includes the total value of the contract, with all costs included and presented in detail, according to the template provided. If a proposal or consultant is at the service of another organisation / company / institution and foresees his/her employer will charge the UNDP a release fee under a ‘Reimbursable Loan Agreement (RLA)’, the proposal or the consultant must indicate this and ensure that all such costs are incorporated in the financial proposal submitted to the UNDP;
- E) Letter of Confirmation of Interest and Availability, using the template provided by UNDP.

**Incomplete applications will be excluded from further consideration.**

**Only selected candidate will be contacted.**

Any request for clarification must be sent in writing, or by standard electronic communication to [humanresources.cv@cv.jo.un.org](mailto:humanresources.cv@cv.jo.un.org).

A response in writing or by standard electronic mail will send written copies of the response, including



an explanation of the query without identifying the source of inquiry, to all consultants.

#### K. CRITERIA FOR SELECTION OF THE BEST OFFER

Individual consultants will be assessed based on the following methodologies:

##### 1. Cumulative analysis

In applying the Weighted Scoring Method, the contract will be awarded to the Individual Consultant whose offer has been evaluated and determined as:

A) Receptive / compliant / acceptable and;

B) Has received the highest score in a predetermined set of weighted, technical and financial criteria specific to the request.

\* Weight of the Technical Criteria; [70%]

\* Weight of the Financial Criteria; [30%]

<i>Criteria</i>	<i>Weight</i>	<i>Max. Point</i>
<b><i>Technical</i></b>	<b>70%</b>	<b>70</b>
<i>Criteria A (Candidate profile):</i>	<i>10</i>	<i>10</i>
(1) Minimum of 10 years' professional experience in fields that allow an applied knowledge of development Local development.		
(2) Excellent skills in writing, information analysis, indicators and quantitative data.	<i>10</i>	<i>10</i>
(3) Experience on managing Local Economic Development strategies and knowledge of Global Art initiative tools. Knowledge of Local Funds for supporting decentralization process.	<i>15</i>	<i>15</i>
(4) Work experience with territorial cooperation, Municipalities, Local government SCO and knowledge of multilevel governance approach.	<i>15</i>	<i>15</i>
<i>Criteria B (Candidate profile):</i>	<i>2,5</i>	<i>2,5</i>
(1) Advanced university degree in the field of social sciences or equivalent (Phd, MsC, bachelor's degree);		
(2) Fluency and excellent written and oral expression in French; Excellent knowledge of Portuguese.	<i>2,5</i>	<i>2,5</i>
<i>Criteria C (Methodological Proposal)</i>	<i>8</i>	<i>8</i>
(1) Good knowledge of the areas of LED, SDGs Localization and projects monitoring;		
(2) Relevance and degree of detail of the proposed methodology;	<i>4</i>	<i>4</i>
(3) Approach for monitoring and quality control of expected products	<i>3</i>	<i>3</i>
<b><i>Financial</i></b>	<b>30%</b>	<b>30</b>
<b><i>Total</i></b>	<b>100%</b>	<b>100</b>

**M. Approval**

This TOR is approved by : [indicate name of Approving Manager]

Signature



Name and Designation

Carino Pedraza Lopez CTP Plataforma

Date of Signing

13/02/2019