

TERMS OF REFERENCE

Portfolio: GOVERNANCE

A. GENERAL INFORMATION

Title: **PALOP-TL CSO online budget platform – Senior Economist (Team Leader)**

Project: Pro PALOP-TL SAI (Phase II) – Programme for Consolidating Economic Governance and Public Finance Management Systems (PFMS) in the PALOP-TL (Pro PALOP-TL SAI (Phase II))

Direct Supervisor: Pro PALOP-TL SAI Chief Technical Advisor

Duty Station: Praia, Cape Verde (with travel to Angola, Guinea Bissau, Mozambique, Sao Tome and Principe and Timor-Leste)

Estimated Start Date: 14/10/2019

Duration: 13 months

B. PROJECT DESCRIPTION OR BACKGROUND

The European Union (EU) is one of the major partners and funders of UNDP's work. Currently, the [EU and UNDP are partnering in 140 countries](#) to deepen democratic governance, prevent or recover from conflict and natural disasters, build resilience and adapt to climate change. The EU and its Member States are jointly the world's largest donor of the development aid, with their Official Development Assistance (ODA) having reached €75.5 billion in 2016.

Communications and visibility are key for the EU to mobilize its citizens and governments to remain engaged in development aid and cooperation as well as for the EU - UNDP strategic partnership, including resource mobilization.

In the past decade, the Portuguese-speaking countries of Angola, Cabo Verde, Guinea-Bissau, Mozambique, Sao Tome and Principe, and Timor-Leste have experienced significant progress in economic governance. Recent public finance management reforms are the main reason for this success.

However, weaknesses, including inadequate institutional capacity, skills and human resources, continue to hamper their public administration systems. This situation has undermined effective public finance management, budgetary oversight and control of public resources, which has significant adverse impacts on other governance and development sectors.

In order to support the above referred countries addressing such challenges, the European Union, UNDP and the National Authorizing Officers for the European Development Fund (NAO EDF) in the PALOP¹ and Timor-Leste partner to deliver the [Project for Strengthening technical and functional skills of Supreme Audit Institutions, National Parliaments and Civil Society for the control of public finances in the PALOP and Timor-Leste \(Pro PALOP-TL SAI\)](#)².

The Pro PALOP-TL SAI project was fully funded by the European Union to promote economic governance in ACP Portuguese Speaking Countries (5 PALOP countries and Timor-Leste) and strengthened the technical and functional

¹ African Countries with Portuguese Official Language – Angola, Cabo Verde, Guinea Bissau, Mozambique, Sao Tome and Principe.

² <https://www.agora-parl.org/pro-palop-tl-sai>.

competencies of the Supreme Audit Institutions, Parliaments, and Civil Society in the field of public financial management.

The project enabled the capacity-building of beneficiary institutions, the development of skills, know-how and knowledge of oversight stakeholders. Therefore, the project had a real impact on people's lives, and the overall framework of public finance management and budget oversight in PALOP and Timor-Leste. The project's implementation started in January 2014 and came to an end in December 2017. The [2017 Edition of the Global Parliamentary Report](#)³, produced by the Inter-Parliamentary Union (IPU) and UNDP has selected the Pro PALOP-TL SAI approach and actions to showcase at global level how to best promote "*cooperation between parliament and supreme audit institutions*", so that legislatures can engage with SAIs to enhance control and oversight of public expenditure, and accelerate the delivery of SDG 5 and SDG 16⁴.

Building from the previous success story of the Pro PALOP-TL SAI, the **Programme for Consolidating Economic Governance and Public Finance Management Systems (PFMS) in the PALOP-TL (Pro PALOP-TL SAI (Phase II))** covers the second priority area of the 11th EDF PALOP-TL Multi-Annual Indicative Plan (MIP) "*Governance capacity Development*". The programme intends to **improve economic governance in the PALOP-TL**, with the specific objective to **improve the performance of PALOP-TL countries on Public Finance accountability, effectiveness and transparency**.

The proposed programme aims to expand and consolidate Pro PALOP-TL SAI's initiatives and successes of South-South and Triangular⁵ Cooperation by supporting capacity development, further develop regional dialogue and deliver technical assistance in the above referred domain. Within this scope, it is proposed to focus the intervention on three domains for consolidating PFMS, where cooperation among PALOP-TL/EU is already underway and showed positive impacts, as well a regional added value, to obtain the following expected results:

1. The executives' capacities to ensure fiscal and budget transparency in the PALOP-TL are improved.
2. The supreme audit institutions and other relevant external control institutions' capacities to ensure external audit/control over PFMS in the PALOP-TL are enhanced.
3. The capacities of Parliaments and CSO to ensure effective legislative oversight and social monitoring of PFMS in the PALOP-TL are strengthened.

The programme will develop a Facility to support and broker initiatives for capacity development, south-south and triangular cooperation, exchanges of experiences and "peer2peer" learning, with the expectation to foster institutional-based, process-based and human resources-based change and transformational dynamics.

The programme's beneficiaries were identified through the relevant 10th EDF programmes (PALOP-TL RIP and NIPs), as well as by means of a thorough mapping, analysis and diagnostic carried out along the implementation of the Pro PALOP-TL SAI between 2014 and 2017⁶, complemented by an ad-hoc mapping consultation process in the 6 countries in 2016-2017. Given its successful experience in implementing the Pro PALOP-TL SAI, as well as in developing/providing institutional capacity development tools and processes, the EU and the United Nations Development Programme (UNDP) have agreed to renew their partnership.

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http://www.undp.org/content/dam/undp/library/Democratic%20Governance/Parliamentary%20Development/global%20parliamentary%20report_EN.pdf.

⁴ Idem, pg. 79, Box 37.

⁵ The UN's working definition for triangular cooperation is "Southern driven partnerships between two or more developing countries, supported by a developed country or multilateral organisations".

⁶ Information regarding all actions carried out within the framework of the Pro PALOP-TL SAI can be found at the website (<http://www.propaloptl-sai.org/index.php/en/>), AGORA Portal (<https://www.agora-parl.org/palop>), YouTube Channel (https://www.youtube.com/channel/UCqQShed9k1_1tQqquF_tcg) and Facebook page (<https://www.facebook.com/propalop.tl>).

Description of the assignment:

This consultancy aims to create the conditions allowing Pro PALOP-TL SAI (Phase II) to promote, in partnership with PALOP-TL CSO, the implementation of data transparency methodology with pictographic representation in the project's beneficiary countries, namely Angola, Cabo Verde, Guinea Bissau, Mozambique, Sao Tome and Principe and Timor-Leste (PALOP-TL).

The deliverables of the consultancy will allow the project beneficiaries to use an array of tech tools to simplify the budget and public expenditure for the public, with the primary aim of raising standard of transparency and accountability in government. The target of the consultancy is to enhance social advocacy melded with technology aiming to intersect citizen engagement with institutional development through the efficient use of technology.

The purpose is to provide a tool for interactive visualization of public budget data in each beneficiary country at various levels and sublevels. Such a tool will enable citizens to access complex public budget information in an intuitive and friendly way, with methodology that facilitates understanding and historical analysis.

It is an innovative mechanism for promoting public transparency and social budget monitoring that can be used by managers, politicians, citizens, journalists, supreme audit institutions and other relevant Public Finance external control institutions (Finance General Inspectorate, Ombudsman, etc.), and even by public servants dealing with finance. The tool allows for quick and easy access to a range of information that does not necessarily reach everyone. The tool will allow Pro PALOP-TL SAI (Phase II) CSO beneficiaries trained to use it efficiently to creatively represent data and empower their respective countries' citizens to use the resulting information in demanding improved service delivery.

The consultancy general objective is the development of the above referred tool to improve and make more effective external political, judicial and civil control of public finances in the PALOP-TL for a more efficient and effective use of public resources.

The tool will feature a set of three views that complement each other:

1. Presentation of budget data in an interactive treemap chart that allows for a simplified macro view and a more detailed navigation of sub-level expenditure related to public agencies and/or function of expenditure;
2. Historical series of selected data;
3. Data table detailing the selected data, contemplating the user who wants to perform deeper analysis.

In addition, the tool must contain filters that allow budget monitoring by selected characteristics (real and nominal values, for example). All platform information can be downloaded .csv or .xls.

In addition to the above digital tool, the consultancy will include the development of processes and dynamics to ensure that the application remains active after its delivery. The best way to ensure this is through the development of human capacities of both civil society organizations and public institutions.

To this end, UNDP Cabo Verde is recruiting a **PALOP-TL CSO online budget platform – Senior Economist (Team Leader)** that will work under the direct supervision of the Project Chief Technical Advisor (CTA). He/she will be responsible for the coordination of a team of two consultants – one economist and one developer.

The Team Leader will work from home with travel to Angola, Cabo Verde, Guinea Bissau, Mozambique, São Tome and Principe, Timor-Leste. The duty station is Cabo Verde.

C. PURPOSE

The Team Leader will be responsible for deliverables that contribute for creation, operationalization and effective use of an online platform allowing the consultation, learning and research in Portuguese, but also guaranteeing sustainable access to, public budget/expenditure databases and information. His/her work highlights the central

role of new technologies to leverage the process of transparency and democratic strengthening using the internet and ICT. The aim is also to contribute to the establishment of a first multi-country platform of civil society organizations (CSOs) in the PALOP-TL dedicated to promoting transparency, accountability and monitoring of public expenditure.

D. SCOPE OF WORK

The Team Leader will coordinate a team of two experts – an economist and a developer. He/she will work under the direct supervision of the Pro PALOP-TL SAI (Phase II) CTA to ensure the following deliverables:

- Mapping exercise of public budgets and expenditure available documents in each beneficiary country with the identification of available databases and the criteria used to match each country's budget classifications.
- Comparative analysis of budget and expenditure information, as well as the level of transparency in each beneficiary country.
- Design of a digital tool that is an online platform allowing the consultation, learning and research in Portuguese, but also guaranteeing sustainable access to, public budget/expenditure databases and information.
- Standard methodology for extraction, cleaning and organization of public budgets and expenditure available documents in each beneficiary country.
- Capacity development and training of selected teams of the CSO Pro PALOP-TL SAI (Phase II) beneficiaries in each country.
- Design and facilitation of one Community of Practices (CoP) with all the beneficiary CSOs' teams in one PALOP-TL country (to be identified) to debrief and wrap-up on the project operationality, main deliverables and exit strategy.

He/she will coordinate the team to produce an integrated final report capturing the process and results in each beneficiary country, as well as a comparative analysis with the main finding and lessons learnt on the availability of key budget and expenditure documents/information, public access to budget information and participation in budgetary processes.

E. EXPECTED OUTPUTS / DELIVERABLES

Item	Deliverables		Qty	Oct. 2019/Sept. 2020	
	Products	Services		Due Date	Estimated Time to complete
1	PRODUCT 1. * Detailed work plan available and approved by the supervisor.	Under the supervision of the CTA, prepare a detailed work plan.	1	21/10/19 5 days	5 working days after signature of contract

	<p>PRODUCT 2. * PALOP-TL public budgets and expenditure mapping report available and approved by the supervisor.</p>	<p>Under the supervision of the CTA, coordinate a team of two experts (economist and developer) to carry out a mapping exercise of public budgets and expenditure available documents in each beneficiary country with the identification of available databases and the criteria used to match each country's budget classifications.</p>	1	22/12/19 2 months	First draft available 10 working days after due date
	<p>PRODUCT 3. * Report with comparative analysis of budget and expenditure information, as well as the level of transparency in each beneficiary country, available and approved by the supervisor.</p>	<p>Under the supervision of the CTA, coordinate a team of two experts (economist and developer) to carry out a comparative analysis of budget and expenditure information, as well as the level of transparency in each beneficiary country.</p>	1	24/02/20 2 months	First draft available 10 days after due date
	<p>PRODUCT 4. * 6 /SOP describing the data collection process and the categories for classifying rubrics according to each beneficiary country's public budget.</p>	<p>Under the supervision of the CTA, coordinate a team of two experts (economist and developer) to develop 6 handouts/SOP describing the data collection process and the categories for classifying rubrics according to each beneficiary country's public budget. The SOP will contain guidance and update recommendations and will be used in training described in the following process.</p>	1	27/05/20 3 months	First draft available 10 days after due date
	<p>PRODUCT 5. * The mockup of a digital tool allowing access to public budget/expenditure databases and information in all PALOP-TL countries is designed and available.</p>	<p>Under the supervision of the CTA, coordinate a team of two experts (economist and developer) to design a digital tool that is and online platform allowing the consultation, learning and research in Portuguese, but also guaranteeing sustainable access to, public budget/expenditure databases and information.</p>	1	29/07/20 2 months	First draft available 10 days after due date
	<p>PRODUCT 6. ** Pro PALOP-TL SAI (Phase II) beneficiary CSOs' selected teams in each country trained and able to use the tool.</p>				
2	<p>Training module drafted and available and 6 CSO teams trained in all beneficiary countries.</p>	<p>Under the supervision of the CTA, coordinate a team of two experts (economist and developer) to develop the training module and deliver the training in each beneficiary country.</p>	6	30/11/20 2 months	First draft available 10 days after due date
3	<p>PRODUCT 7. * Country training report for each beneficiary country available and approved by the supervisor.</p>				

	Training report produced after each country training with participants evaluation sheets attached is available and approved by the supervisor.	Under the supervision of the CTA, coordinate a team of two experts (economist and developer) to draft a report capturing the training programme and learning outcomes after each country training. These reports are succinct and will have attached the participants evaluation sheets.	6	n/a	First draft of the report available 15 working days after completion of each country training workshop.
4	PRODUCT 8. * Final integrated narrative and financial report available and approved by the supervisor.	Under the supervision of the CTA, coordinate a team of two experts (economist and developer) to produce an integrated final report capturing the process and results in each beneficiary country, as well as a comparative analysis with the main finding and lessons learnt on the availability of key budget and expenditure documents/information, public access to budget information and participation in budgetary processes.	1	31/01/21 2 months	First draft of the report available 30 days after completion of the assignment/consultancy.
5	PRODUCT 9. *** 1 CoP with all beneficiary CSOs' teams facilitated in one PALOP-TL country (to be identified).	Under the supervision of the CTA, coordinate a team of two experts (economist and developer) to design and facilitate one CoP with all the beneficiary CSOs' teams in one PALOP-TL country (to be identified) to debrief and wrap-up on the project operationality, main deliverables and exit strategy.	1	TBD 5 days Before 28/22/21	First draft of the report available 22 working days after completion of the assignment/consultancy.

*Home-based products.

**Products to be delivered in each beneficiary country – each country training workshop is expected to be delivered in 05 working days.

***Product to be delivered in one of the beneficiary countries (to be identified). All travel costs will be covered by UNDP and should not be included in the financial proposal.

F. INSTITUTIONAL ARRANGEMENTS

The IC will be supervised by the Chief Technical Advisor of the Pro PALOP-TL SAI (Phase II) project. Costs related to the travel to the duty station and all the beneficiary countries will be fully covered by the IC and should be included in the financial proposal. All travel costs related with the Product 7 (***) will be covered by UNDP and should not be included in the financial proposal.

UNDP Cabo Verde will provide logistic and technical support when in Cabo Verde and all other beneficiary countries. This support includes access to an office and internet, local transportation and support to liaise with the project beneficiaries (if needed).

All information pertaining to this project as well as outputs produced under this contract shall remain the property of UNDP, who shall have exclusive rights over their use.

A. Methodology

The IC will determine the most appropriate methodology in the technical proposal.

B. Reporting Requirements

- a. Before each payment, the consultant will produce a progress report on the work and deliverables;
- b. Before the final payment, the expert team will produce a final report compiling all deliverables.

G. DURATION OF THE WORK

The duration of this LTA is from the signature of the contract until 28 November 2021 for a total period of 3 years.

H. DUTY STATION

The duty station is in Cabo Verde (with travel to Angola, Cabo Verde, Guinea Bissau, Mozambique, Sao Tome and Principe, and Timor-Leste). The IC will also work from home.

The project management unit and UNDP CO will make available to the IC the necessary documentation and information for the production of the expected products. There should be continuous communication with the PMU.

Travel

All envisaged travel costs must be included in the financial proposal. This includes all travel to join duty station/repatriation travel. All travel costs related with the Product 7 (***) will be covered by UNDP and should not be included in the financial proposal.

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.

I. QUALIFICATIONS OF THE SUCCESSFUL CONTRACTOR

✓ CORE COMPETENCIES:

- Demonstrates integrity by modelling the UN's values and ethical standards;
- Promotes the vision, mission and strategic goals of the UN system;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.

✓ FUNCTIONAL COMPETENCIES:

- Good understanding of the different approaches and processes for creating solutions at both design and technical level;
- Flexibility in responding to changing priorities in a fast-paced environment.

✓ ACADEMIC BACKGROUND:

- Master's Degree (or related Diploma) in Economy and/or Public Administration or related field.

✓ GENERAL EXPERIENCE:

- Experience in with public institutions and civil society organizations in the field of transparency and budget analysis – experience working with UNDP and/or other UN Agencies is an asset;
- Experience in developing innovative digital solutions that link technology of information and budgetary processes for public and/or private sector organizations;
- Solid background working with tech tools to simplify the budget and public expenditure with the aim of raising standard of transparency and accountability in government.

✓ SPECIFIC EXPERIENCE:

- 5 years of experience working with public institutions and civil society organizations in the field of transparency and budget analysis – work experience with UNDP and/or other UN Agencies is an asset.

- Proven experience in open budget surveys and/or open data initiatives;
- Researcher in the field of budget transparency and public policy with work on the use statistical analysis for problem diagnosis;
- Proven experience in design of questionnaires/inquires and data collection/data analysis methodologies.

✓ **REQUIRED LANGUAGES:**

- Excellent written and spoken communication skills in Portuguese;
- English is an asset.

J. SCOPE OF BID 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 installments 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, per diems, and number of anticipated working days).

The expert will receive payment of fees subject to approval of the deliverables agreed upon in the Terms of Reference and approval of the respective Certificate of Payment by the immediate supervisor.

Signed contracts in the individual agreement mode do not entail any advance fees either at the contract start date or at the start of the specific consulting periods.

K. RECOMMENDED PRESENTATION OF PROPOSAL AND OTHER RELEVANT INFORMATION

For purposes of generating Offers whose contents are uniformly presented and to facilitate their comparative analysis, it is best to recommend the preferred contents and presentation of the Offer to be submitted, as well as the format/sequencing of their presentation. The following documents may be requested:

- a) Duly accomplished **Letter of Confirmation of Interest and Availability** using the template provided by UNDP;
- b) **Personal CV or 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 – except travel costs, as per reference in previous points. If an Offer or 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 Offer or must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.

The selected consultant will have the obligation to:

1. Before any travel, obtain the security permits for traveling to the countries where the services will be required. These permits may be obtained at www.undss.org.
2. Have the contract signed by the country office and the expert before starting the work and before starting any travel. If the expert travels and starts the work without having signed the contract, the work and travel will be at the expert's own risk and responsibility.

3. All background compiled and deliverables produced by the expert are the property of the UN agency. The expert must obtain written permission from the UN agency to use all or part of the documents for any other consulting or work.

L. 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.*

A. * Technical Criteria weight; [70]

B. * Financial Criteria weight; [30]

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

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

$Sf = 100 \times Fm/F$, in which Sf is the financial score, Fm 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: $TS = St \times 0.7 + Sf \times 0.3$

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

St - is technical score of the proposal under consideration.

Sf - is financial score of the proposal under consideration.

<i>Criteria</i>	<i>Weight</i>	<i>Max. Point</i>
<i>Technical</i>	<i>70%</i>	<i>70</i>
<i>Criteria A (Candidate profile): (1) Master's Degree (or related Diploma) in Economy and/or Public Administration or related field.</i>		<i>20</i>
<i>Criteria B (Candidate profile): (1) 5 years of experience working with public institutions and civil society organizations in the field of transparency and budget analysis – work experience with UNDP and/or other UN Agencies is an asset.</i>		<i>20</i>
<i>Criteria C (Candidate profile): (1) Experience in developing innovative digital solutions that link technology of information and budgetary processes for public and/or private sector organizations, including open budget surveys and/or open data initiatives. (2) Researcher in the field of budget transparency and public policy with work on the use statistical analysis for problem diagnosis (3) Proven experience in designing surveys/questionnaires and data collection/data analysis methodologies.</i>		<i>30</i>
<i>Criteria D (Methodological Proposal) Clear methodology with all steps specified.</i>		<i>30</i>
<i>Criteria E (Methodological Proposal)</i>		<i>10</i>

Quality assurance of deliverables (M&E mechanisms and criteria)		
<i>Financial</i>	30%	30
<i>Total</i>	100%	100
M. ANNEXES to the TOR		

This TOR is approved by:



Signature

Name and Designation Ricardo Godinho Gomes

Date of Signing 04/09/2019