



## TERMS OF REFERENCE

<b>Location</b>	Solomon Islands (Honiara)
<b>Application deadline</b>	10 September 2020
<b>Type of Contract</b>	Individual Contractor
<b>Post Level</b>	Provincial Governance consultant
<b>Languages required:</b>	English
<b>Duration of Initial Contract:</b>	30 days between 15 September – 15 November 2020

## BACKGROUND

Given the relatively small population dispersed over a huge area in the Pacific Ocean, efficient service delivery is a daunting challenge in the Solomon Islands. However, it is not only the physical nature that makes service delivery difficult. The weak governance structures equally play a role, and these are affected by the same phenomena: literally, there are limited human resources and limited capacities, both at the national and the provincial levels, whilst improving the governance *systems* for service delivery is again complicated by the dispersedness.

However, over the past decade this inertia with regards to improving the management of service delivery is slowly but certainly changing for the better. With regards to sub national service delivery (i.e. service delivery in the provinces where most of the population resides, and where actual public service delivery does or ought to take place) the *Provincial Government Strengthening Program* (PGSP) played an important role as it managed, through a discretionary performance based grant called the *Provincial Capacity Development Fund*, to reverse a vicious downward circle (of non-performance leading to even worse performance) into a virtuous cycle, where Provincial Government (PGs) annually improve their performance as compared to the previous year. Even though their capacities remain limited, decent PFM systems are being put in place and PGs have started to deliver services, mainly in the form of infrastructure projects. Their budget execution rate stands at 80% which is higher than for many of the sector ministries implementing projects in the provinces.

Simultaneously with this revival of the PGs, main sector ministries, notably education and health have started to overhaul outdated sector legislation. The sector ministries have thereby realised that given the geographical nature of Solomon Islands, some sort of decentralisation is absolutely necessary for a better and more efficient service delivery. At the same time the Ministry of Provincial Governments and Institutional Strengthening initiated over the past two years a complete overhaul of the outdated Provincial Government Act. Apart from better describing the purpose of decentralisation and the functions of the different organs (assembly, executive and administration). the draft bill will also describe a more unified provincial administration, whereby offices of the line ministries will operate under the PG-umbrella.

To support the reforms and transformation within the provincial governance system and structures, the EU is partnering with Solomon Islands through a new dedicated four-year programme.

The proposed Action will support the institutional strengthening of these *governance systems for service delivery* within the provinces. It seeks to take PGSP (and PCDF) a logical step further by introducing a channel for sector grants, for which these sector offices will be responsible (requisitioning officers), under the purview of the PG, i.e. assembly and executive whilst the head of the provincial administration, the provincial secretary would be the accounting officer.

The action will aim to concrete outcomes (results):

- Improved service delivery in education and health by the Provincial Governments through the provision of sector grants; and
- More effective provincial governance system through a more integrated and unified Provincial Government administration

As for PCDF, funding of the sector grant will be used as the incentive for behavioural change. The fundamentals of the expected change in behaviour (i.e. the modified workings of the unified system of provincial administration) are to be described in the grant manual (as steps to use the funds). This grant manual (to be prepared as initial activity under the Action) will be a crucial document for the project<sup>1</sup>.

It is envisaged that UNDP and UNICEF will be engaged by the EU in the implementation of this initiative through two separate but linked projects. Hence, this consultancy is for the purpose of developing a comprehensive project document (focusing on the UNDP component only), including a well-defined theory of change, description of the activities, results and resource framework, and other necessary elements of a Description of the Action document.

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<sup>1</sup> PGSP already has an Operations Procedures Manual and a Performance Assessment Manual which are normally reviewed every two or three years. A new review to the manual coordinated with MHMS and MEHRD and other stakeholders to determine the specific conditions and indicators they may want to incorporate will be considered against a completely new manual.

## DUTIES AND RESPONSIBILITIES

### Scope of Work

The consultant will work under the overall supervision of the UNDP Country Manager in Solomon Islands, and will be guided by the Local Governance Adviser in the UNDP BRH, as well as the Governance Team Leader of the UNDP MCO for the Pacific region (Suva, Fiji) who will provide substantive leadership in the formulation of this programme.

### Expected Outputs and Deliverables

Deliverable	Steps	Indicative completion date	Number of consultancy days
Outline of the project proposal (3-5 pages)	Consultations with stakeholders held; EU and UNDP team's input collected; analysis of lessons from PGSIP programme;	10 days after contract signing	5
Zero Draft of Description of the Action Document	Using template provided, populate relevant sections from the Action Document. Consult with key SIG counterpart;	25 days after contract signing	10
First revision of the Project Document	Liaise with UNDP BKK and MCO to solicit feedback and comments; Revise the document accordingly.	40 days after contract signing	5
Second revision of the Project Document and necessary stakeholder consultations;	Liaise with UNDP BKK and MCO to solicit feedback and comments and then revise the document accordingly.	50 days after contract signing	5
Final Draft for submission to EU	Liaise with UNDP BKK and UNDP Pacific MCO to solicit feedback and comments and then revise the document accordingly.	60 days after contract signing	5

### Institutional Arrangement

- The Consultant will report to UNDP Solomon Islands Country Manager and will work under substantive leadership of the UNDP Local Governance Adviser in the UNDP Bangkok Regional Hub, and the Effective Governance Team Leader at MCO Pacific, Fiji.
- The consultant will be expected to liaise and facilitate discussions with relevant institutions and stakeholders to inform the future programme and to generate institutional buy in from the counterparts.

### Duration of the Work

- The envisaged time frame of the consultancy is estimated not to exceed 30 consultancy days in the overall period from 15 September 2020 to 15 November 2020.

### Duty Station

- The consultant will be based in Honiara, Solomon Islands.

## COMPETENCIES

- Strong interpersonal and communication skills;
- Strong analytical, reporting and writing abilities skills;
- Openness to change and ability to receive/integrate feedback;
- Ability to plan, organize, implement and report on work;
- Ability to work under pressure and tight deadlines;
- Comprehensiveness knowledge of UNCAC and other international and regional anti-corruption frameworks.
- Proficiency in the use of office IT applications and internet in conducting research;
- Outstanding communication, project management and organizational skills;
- Excellent presentation and facilitation skills.
- Demonstrates integrity and ethical standards;
- Positive, constructive attitude to work;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.

## REQUIRED SKILLS AND EXPERIENCE

### **Educational Qualifications:**

- Minimum Undergraduate degree in political science, law, communications, or relevant social sciences; minimum post-graduate or Masters equivalent diploma in education or training;

### **Experience**

- At least 7 years' experience working on development issues at various levels: national, regional (and sub regional) and international;
- Experience in working with provincial and central level institutions and knowledge of institutional and financial frameworks for local governments in Solomon Islands.
- Experience working with UNDP and familiarity with EU programming is an asset;
- Knowledge of wider governance and development issues in Solomon Islands;
- Excellent analytical, working and drafting skills and experience of providing policy advice at the international, regional or national levels;
- Current post-COVID-19 2020 experience in facilitating online webinars, materials and training

### **Language requirements**

- Excellent command of English language (written and oral) is required;

### **Price Proposal and Schedule of Payments**

Consultant must send a financial proposal based on:

**Daily Fee.** Consultant shall quote an all-inclusive Daily Fee for the contract period. The term "all-inclusive" implies that all costs (professional fees, communications, consumables, etc.) that could be incurred by the IC in completing the assignment are already factored into the daily fee submitted in the proposal. If applicable, travel or daily allowance cost (if any work is to be done outside the IC's duty station) should be identified separately. Payments shall be done on a monthly basis based on actual days worked, upon verification of completion of deliverables and approval by the IC's supervisor of a Time Sheet indicating the days worked in the period.

In general, UNDP shall 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 event of unforeseeable travel not anticipated in this TOR, payment of travel costs including tickets, lodging and terminal expenses should be agreed upon, between the respective business unit and the Individual Consultant, prior to travel and will be reimbursed.

### **Evaluation Method and Criteria**

Individual consultants will be evaluated based on the following methodology:

#### **Cumulative analysis**

The award of the contract shall 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 set of weighted technical criteria (70%). and financial criteria (30%). Financial score shall be computed as a ratio of the proposal being evaluated and the lowest priced proposal received by UNDP for the assignment.

#### **Technical Criteria for Evaluation (Maximum 70 points)**

- Minimum Undergraduate degree in political science, law, communications, or relevant social sciences; minimum post-graduate or Masters equivalent diploma in education or training; (5 points)
- At least 7 years' experience working on development issues at various levels: national, regional (and sub regional) and international; (10 points)
- Experience in working with provincial and central level institutions and knowledge of institutional and financial frameworks for local governments in Solomon Islands. (10 points)
- Experience working with UNDP and familiarity with EU programming is an asset; (15 points)
- Knowledge of wider governance and development issues in Solomon Islands; (10 points)
- Excellent analytical, working and drafting skills and experience of providing policy advice at the international, regional or national levels; (15 points)
- Current post-COVID-19 2020 experience in facilitating online webinars, materials and training (5 points)

Only candidates obtaining a minimum of 49 points (70% of the total technical points) would be considered for the Financial Evaluation.

#### **Documentation required**

Interested individual consultants must submit the following documents/information to demonstrate their qualifications. Please group them into **one (1) single PDF document** as the application only allows to upload maximum one document:

- **Letter of Confirmation of Interest and Availability** using the template provided in Annex II.
- **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.
- **Technical proposal**, including a) a brief description of why the individual considers him/herself as the most suitable for the assignment;

- **Financial proposal**, as per template provided in Annex II. Note: National consultants must quote prices in SBD.

Incomplete proposals may not be considered.

**Annexes**

- Annex I - Individual IC General Terms and Conditions
- Annex II – Offeror’s Letter to UNDP Confirming Interest and Availability for the Individual IC, including Financial Proposal Template

For any clarification regarding this assignment please write to [procurement.sb@undp.org](mailto:procurement.sb@undp.org)