 

**TERMS OF REFERENCE**

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| **Project title** | “SDG-Aligned Budgeting to Transform Employment in Mongolia” |
| **Location** | Ulaanbaatar, Mongolia |
| **Title of the assignment** | Consultancy to support strengthening SDGs-aligned/results-based performance audit function and processes led by National Audit Office (NAO). |
| **Post title** | Performance Audit Expert |
| **Type of contract** | Individual Contractor (IC) |
| **Languages required:** | English |
| **Duration of Initial Contract** | 5 months (100 working days) with possible extension based on performance and funding availability |

**PROJECT BACKGROUND**

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| The project “SDG-Aligned Budgeting to Transform Employment in Mongolia” aims to support increased employment and promotion of decent work in Mongolia. The Project plans to achieve its goal by conjoining two main streams of activities at the Ministry of Labor and Social Protection (MLSP) and Ministry of Food, Agriculture and Light Industry (MOFALI): i) enabling and promoting employability in Mongolia via direct interventions and policy improvements, and ii) improving the public finance management systems to absorb results-oriented, effective, and evidence-based policies and budget initiatives in employment and labor sectors.  This technical assistance project is funded by the European Union (EU) and complements the EU Direct Budget Support to Mongolia. The Project is managed by UNDP in partnership with FAO and ILO and had the following four components:   * Component A. Bridging Policies with Budgets * Component B. Budget Oversight and Transparency * Component C. Employment Promotion: Boosting Employability * Component D. Effective Application of International Labor Standards by Strengthening Institutions of Work   Within the component B, the project aims to assist the National Audit Office (NAO) in strengthening the performance audit for employment sector (piloting at MLSP and MOFALI) budget programmes and enhancing its role in SDG audit functions, as well as introducing more citizen-oriented budget oversight. Recent development in many countries indicate that Supreme Audit Institutions play an increasingly important role on SDGs by reviewing governments preparedness on delivering the SDGs and monitoring the implementation of SDG-related programmes. Hence, an important aspect of the project is strengthening SDG- aligned performance audit function led by the NAO.  The Project will provide on-the-job support in mapping national programmes (planning and budgeting documents) with line-item nature of the budget, capacity building activities on effective performance audit and aligning with the overall SDG framework. The technical support will not only strengthen the NAO, but it also aims to enhance the selected Ministries to effectively analyze and conduct internal performance auditing on budget programmes linking their actual performance with their objectives and targets (e.g Vision 2050, 2030 SDGs Agenda) as well as national and sectoral development policies and priorities.  The state audit strategy on Engaging citizens for 2020-2023 envisages more active citizen engagement and accountability in audit oversight and its activities. UNDP also supports the national stakeholders in learning the best practices in this regard and combining those with effective social audit functions, including via public expenditure tracking surveys (PETS) and other tools for civic engagement in auditing over budget compliance and performance. |

**OBJECTIVES AND SCOPE OF WORK**

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| The main objective of the assignment is to support on strengthening performance audit by reviewing the current audit processes to identify gaps and challenges and to propose technical solutions to strengthen SDG or results-based performance audit and provide on the job support for effective implementation of the project at the NAO and piloting the MLSP and MOFALI.  Scope of the assignment are as follow but not limited to:   * Conduct a comparative study on approaches and methodologies of the monitoring & evaluation applied by government Institutions such as Cabinet Secretariat, Ministry of Finance, National Development Agency, and National Audit Office to assess implementation of the policies, projects, programmes, and budgets programmes and provide technical recommendations and solutions on integrated M&E and reporting. * Review the existing M&E guideline, documents, and sample reports, including those in terms of methodology. * In collaboration with international consultant, assess the current performance audit processes, procedures, practices, and implementation of and reporting on the budget programs by the pilot Ministries. The assessment shall include mapping/bridging programme-based budgeting vs line-item budget execution data for effective performance audit and reporting. * In collaboration with international consultant, review of the sectoral SDGs priority related sections/programs of the NAO annual report within national policy implementation and assessment context * Develop a roadmap on strengthening the performance audit of the sectoral agenda and targets based on identifying areas of need for capacity strengthening; * Develop and formulate audit approaches and methodologies on bridging SDGs/national and sectoral development objectives with budget planning. * Provide inputs for revision of performance audit guide, manuals, template, checklist including data requirements. * Support on enhancement of results based budgeting presentation of budget and audit reports; * Develop training modules on effective performance audit in alignmentwith the overall SDG framework and national targets; * Support NAO to conduct performance audits on selected state policy implementation related to MLSP and MOFALI to strengthen the current system. * Conduct trainings and facilitate focus group discussions/consultations as required on proposed recommendations, findings, draft methodologies, and cross-sectoral issues. Workshops will be organized at key stages of the project implementation to update and improving the delivery of the objectives. * Ensure timely and effective coordination and synergies between project implementing unit and NAO to achieve the expected project results. * Other required tasks and responsibilities to improve the project progress upon request of NAO and UNDP. The consultant is expected to align his/her work with the NAO progress to other project component objectives. * Provide translations as required.   **EXPECTED DELIVERABLES:**   1. Report on comparative study on approaches and methodologies for the monitoring & evaluation and set of recommendations with comprehensive roadmap accepted by NAO. 2. Review paper to improve current performance audit approach and process (including horizontal and vertical coherence leaving no one behind principle). 3. Roadmap and actionable implementation plan including set of recommendations and solutions on strengthening the performance audit. 4. Draft methodology, templates, regulations to adapt and pilot on bridging SDGs/ with budget planning and on conducting performance audit. 5. Draft enhancements documents/templates of results-based budgeting presentation for the use of performance audit and presentation/formats of reports. 6. Set of training modules and manuals to use at the NAO and the selected Ministries. 7. Technical guidance on piloting performance audit on governmental policy. 8. Report on performance audit on selected state policy implementation related to MLSP and MOFALI to strengthen the current system. 9. Report on conducted trainings and workshops specified above. 10. Final report   All deliverables shall be submitted in Mongolian. Summaries of findings and interim reports shall be provided in English, where necessary.  **PAYMENT SCHEDULE**  The consultants shall be paid the consultancy fee upon completion of the following milestones and fully accepted deliverables by both NAO and UNDP CO.   |  |  |  |  | | --- | --- | --- | --- | |  | **Payment installments** | **Deliverables** | **Target due dates** | | 1 | 20% of the total fee | Deliverable 1, 2, 3, 4, | August 15 2021 | | 2 | 30% of the total fee | Deliverable 6, 9 | October, 2021 | | 3 | 30% of the total fee | Deliverable 5, 7, 8 | November 20 2021 | | 4 | 20% of the total fee | Deliverable, 10 | December 25 2021 |   **INSTITUTIONAL ARRANGEMENT**  The consultant will report to the UNDP project manager and on daily basis work closely with an assigned focal point from the NAO and international consultant. The consultant should report progress reports in Mongolian and final report need to be submitted in both English and Mongolian. Interim summary reports may be requested to submit in English.  **Duration of the Work**   * 100 working days over 5 months period |

**REQUIRED SKILLS AND EXPERIENCE**

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| **Educational Qualifications:**   * Postgraduate or advanced university degree (at least M. Sc. or equivalent) in Economics, Finance, Audit, Policy research and other closely related fields.   ;  **Experience**   * At least 5 prior assignments of similar nature, complexity, and scope. * Experience of carrying out in-depth comparative economic and audit policy research and in producing high-quality analytical reports (samples and/or links to such research and reports to be shared together with the CV). * Professional qualification in Finance, Economics, Audit, Policy research is preferred.   **Language requirements**   * Working level of English is preferred.   **Price Proposal and Schedule of Payments**  Consultant must send a financial proposal based on lump sum amount.  The total amount quoted shall be all-inclusive and include all costs components required to perform the deliverables identified in the TOR, including professional fee and any other applicable cost to be incurred by the IC in completing the assignment. The contract price will fixed output-based price regardless of extension of the herein specified duration.  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 of **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)**  See attached table – Technical evaluation scoring guide.  Only candidates obtaining a minimum of 70% of the total technical points would be considered for the Financial Evaluation.  Shortlisted candidates shall be called for an interview which will be used to confirm and/or adjust the technical scores awarded based on documentation submitted.  **Documentation required**  Interested individual consultants must submit the following documents/information to demonstrate their qualifications:   * **Letter of Confirmation of Interest and Availability** using the template provided in Annex II. * **Personal CV or** [**P11**](https://info.undp.org/global/documents/cap/P11%20modified%20for%20SCs%20and%20ICs.doc), indicating all past experience from similar projects, as well as the contact details (email and telephone number) of the Candidate and at least two (2) professional references. * **Technical proposal**, including a) a brief description of why the individual considers him/herself as the most suitable for the assignment; and b) a methodology, on how they will approach and complete the assignment. * **Financial proposal**, as per template provided in Annex III.   Incomplete proposals may not be considered. Only the successful candidate will be notified of contract award.  **Annexes**   * Annex I – Technical evaluation scoring guide * Annex II - [Individual IC General Terms and Conditions](http://www.undp.org/content/dam/undp/documents/procurement/documents/IC%20-%20General%20Conditions.pdf) * Annex III – [Offeror’s Letter to UNDP Confirming Interest and Availability for the Individual IC, including Financial Proposal Template](https://info.undp.org/global/documents/cap/Template%20for%20Confirmation%20of%20Interest%20and%20Submission%20of%20Financial%20Proposal.docx) |

**Annex 1. Technical evaluation scoring guide**

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| **Criteria** | **Weight** | **Max. point** |
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| **Technical criteria 1: Education** |  | **20** |
| * Postgraduate or other advanced university degree (at least M. Sc. or equivalent) in Economics, Finance, Audit, Policy research and other closely related fields. |  | *[20]* |
| **Technical criteria 2: Professional experience** |  | **60** |
| At least 5 prior assignments of similar nature, complexity, and scope. |  | *[30]* |
| * Experience of carrying out in-depth comparative economic and audit policy research and in producing high-quality analytical reports (samples and/or links to such research and reports to be shared together with the CV). |  | *[10]* |
| Experience of working in the international organization or UN family is an advantage. |  | *[15]* |
| * Professional qualification in Finance, Economics, Audit, Policy research is an advantage |  | *[5]* |
| **Technical criteria 3 - Proposed methodology and approach** |  | **10** |
|  |  | *[10]* |
| **Technical criteria 4 – Language skills** |  | **10** |
|  |  | *[10]* |
| **Technical Score** | **70%** | **100** |