TERMS OF REFERENCE
FOR INDIVIDUAL CONTRACT

POST TITLE: National Consultant (Development of E-government Strategy)

AGENCY/PROJECT NAME: Strengthening Integral Local Development by Building the Capacities of the Municipal Authorities in Timor-Leste

PERIOD OF ASSIGNMENT/SERVICES: 40 days over period of 2.5 months from 11 October 2021 – 20 December 2021

COUNTRY OF ASSIGNMENT: Dili, Timor-Leste

STARTING DATE: Dili, Timor-Leste

LOCATION: 11 October 2021

DUTY STATION: Dili, Timor-Leste

BACKGROUND

The Constitution of Timor-Leste envisages that the State will be territorially organized in a decentralized manner and the local units will have a status of corporate bodies vested with representative organs and their organization, competence, functioning and composition of the organs will be defined by law. In this line, since the independence of the country, administrative decentralization has been considered a useful tool to promote national identity, territorial cohesion, and socio-economic development.

UNDP has been closely involved in the decentralization process of Timor-Leste since the very beginning in 2005. Currently, UNDP has been implementing Strengthening Integral Local Development Project with the overall objective of contributing to Timor-Leste’s sustainable development. The project is co-funded by the European Union and UNDP and the partners of the Project include the National Parliament, the Ministry of State Administration, and municipal authorities and administrations.

The Strategic Development Plan (SDP) of Timor-Leste (2010-30) envisages to develop e-government, where citizens can interact directly with government and get better services using information technology. It recognizes that the current information technology systems and internet access available to the civil service is inadequate for effective management and quality service provision which greatly impedes whole of government links, coordination and information flow. Over the years, the country has advanced a lot in the development of ICT infrastructure and its usage both in public and private sectors. Recently, some of the municipalities have prepared their strategic development plans for their overall development; however, they have not been able to fully integrate the e-government in the plans. There is no specific organization structure for information and communication technology (ICT) unit at the Municipality level. The ICT support fully relies on the Central Government entities. Significant amount of investment has been done in the ICT sector in the municipalities without any strategic vision. In this background, the Project plans to develop a e-government strategy for the municipalities to support the e-government development at local level.

This term of reference (TOR) defines scope of work, expected outputs/deliverable, key qualifications etc. of a national consultant to support the Project and the MSA in development of e-government strategy for
municipalities as a part of activity 3.5 of the Project: **Support the e-government development at local level in Timor-Leste.**

**OBJECTIVES OF THE ASSIGNMENT AND SCOPE OF WORK**

The objective of the assignment is to develop a e-government strategy of the municipalities for e-government development at the local level.

**Scope of the work**

- Review the documents related to the e-government, ICT and local governance, including the SDP, and municipal strategic plans.
- Consult with government, municipalities, TIC-Timor and UNDP to seek guidance, information and feedbacks
- Visit to the municipalities, and concerned government offices to collect information
- Assess the state of e-government in the municipalities, including opportunities and challenges
- Draft and finalize e-government strategy of the municipalities based on the feedbacks
- Make presentation to UNDP and government

**EXPECTED DELIVERABLES AND PAYMENT SCHEDULE**

<table>
<thead>
<tr>
<th>Deliverables</th>
<th>Target Due Dates</th>
<th>Review and Approvals Required</th>
<th>Payment</th>
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</thead>
<tbody>
<tr>
<td>Deliverable no. 1</td>
<td>22 October 2021</td>
<td>National Project Manager (NPM) and the Chief Technical Advisor (CTA)</td>
<td>20%</td>
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<tr>
<td>• Inception report including but not limited e-government policy/strategy</td>
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<td>on e-government, methodology, questionnaire, draft structure of the report</td>
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<td>Deliverable no. 2</td>
<td>22 November 2021</td>
<td>NPM and CTA</td>
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<tr>
<td>• Draft e-government strategy including but not limited to state of e-</td>
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<tr>
<td>government in the municipalities, challenges, opportunities, and strategy</td>
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<td>of e-government</td>
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<tr>
<td>Deliverable no. 3</td>
<td>15 December 2021</td>
<td>NPM and CTA</td>
<td>35%</td>
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<tr>
<td>• Final e-government strategy including but not limited to state of e-</td>
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<tr>
<td>government in the municipalities, challenges, opportunities, and strategy</td>
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<tr>
<td>of e-government after addressing comments and feedbacks</td>
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**INSTITUTIONAL ARRANGEMENT**

The incumbent will work under the supervision of the National Project Manager (NPM) and Chief Technical Adviser (CTA) on Local Development. S/he will work under the guidance of and in coordination with the
international consultant on Information Technology (e-government strategy) to jointly produce the deliverables.

**Duration**

Duration is 2.5 months from 11 October to 20 December with maximum 40 working days.

**Duty Station**

Duty station is Dili, Timor-Leste. However, consultant may be required to travel to various municipalities on required basis.

**Qualifications of the Successful Individual Contractor**

<table>
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<tr>
<th>Recruitment Qualifications</th>
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<tr>
<td><strong>Education</strong></td>
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<td><strong>Experience</strong></td>
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<td><strong>Language requirements</strong></td>
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**Corporate Competencies:**

- Demonstrates integrity by modelling the UN’s values and ethical standards.
- Promotes the vision, mission, and strategic goals of UNDP.
- Maturity combined with tact and diplomacy.
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.
- Treats all people fairly without favoritism.

**Knowledge and skills requirement:**

- Shows ability to communicate and to exercise advocacy skills in front of a diverse set of audience.
- Focuses on impact and result for the client and responds positively to feedback.
- Demonstrates openness to change and ability to manage complexities.
- Consistently approaches work with energy and a positive, constructive attitude.
- Ability to work collaboratively with colleagues in a multi-cultural and multi-ethnic environment.
- Builds strong relationships with clients and external actors.
• Ability to work independently with strong sense of initiative, discipline and self-motivation.
• Knowledge of UNDP and its mandate in the area of democratic governance and programme development
• Excellent analytical/conceptual thinking
• Excellent interpersonal/communication skills

PRICE PROPOSAL AND SCHEDULE OF PAYMENTS
The financial proposal must be expressed in a Lump Sum Amount supported by breakdown of cost for each deliverable.

• **Fee** – The consultant shall propose a Lump Sum Amount, which should be inclusive of his professional fee, local communication cost and insurance (e.g. medical health insurance) and other if any.

• **The payment** - Payment will be made in installment basis upon submission of deliverables as mentioned in schedule of payment above.

• **DSA/Living Allowance** – The Consultant will be paid the Living Allowance/DSA for the travel outside of duty stations as per UNDP applicable rule and regulation. Consultant will be paid reduced DSA if accommodation and other facilities will be managed by UNDP.

CRITERIA FOR SELECTION OF THE BEST OFFER

Individual consultants will be evaluated based on the following methodologies:

**Cumulative analysis/combined scoring method**

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.

* Technical Criteria weight; 70%
* Financial Criteria weight; 30%

Only candidates obtaining a minimum of 49 points out of 70 marks would be considered for the Financial Evaluation

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<thead>
<tr>
<th>Criteria</th>
<th>Weight</th>
<th>Max. Point</th>
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<tbody>
<tr>
<td>Technical Criteria</td>
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<tr>
<td>Qualification</td>
<td>Weight</td>
<td>Score</td>
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<td>Minimum of Bachelor in IT, Computer Science, Public Policy/Administration, or related areas</td>
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<tr>
<td>Master’s degree in IT, Computer Science, Public Policy/Administration, or related areas</td>
<td>5%</td>
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<td>At least five years of working experience in data governance, ICT management etc.</td>
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<td>Previous working experience with local governance/decentralization</td>
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<td>Brief methodology and workplan on how the consultant will approach and complete the work</td>
<td>10%</td>
<td>10</td>
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<tr>
<td>Excellent written and oral communication skills in Tetum and English Language is a must. Working knowledge of Portuguese is an advantage</td>
<td>10%</td>
<td>10</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td><strong>70%</strong></td>
<td><strong>70</strong></td>
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**Financial Evaluation (30%):**

The following formula will be used to evaluate financial proposal:

\[ p = y \left( \frac{\mu}{z} \right) \]

where

- \( p \) = points for the financial proposal being evaluated
- \( y \) = maximum number of points for the financial proposal
- \( \mu \) = price of the lowest priced proposal
- \( z \) = price of the proposal being evaluated

**Documents to be included when submitting the proposals:**

Interested international Consultant must submit the following documents/information to demonstrate their qualifications in one single PDF document:

1. Duly accomplished Letter of Confirmation of Interest and Availability, and Submission of Financial Proposal including total contract price supported by a breakdown of costs, in the template provided by UNDP
2. 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.
3. **Technical Proposal:**

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*Ters of Reference for Individual Contract*
a. Brief description of why the individual considers him/herself as the most suitable for the assignment;
b. A methodology, on how they will approach and complete the assignment and work plan as indicated above.

Approval

Signature: Bernardino Pereira
Name and Designation: Bernardino Da Costa Pereira
National Project Manager, Decentralization Project
Date of Signing: