**TERMS OF REFERENCE (ToR)**

**International consultant**

**2022-2026 Resource Mobilization Strategy for the United Nations**

**GENERAL INFORMATION**

**Services/Work Description:** Consultant to develop a Resource Mobilization Strategy for UN Suriname

**Post Title:** Individual international Consultant

**Consultant Level:** Consultant

**Expected Places of Travel:** Suriname

**Duration:** 3 months (with the possibility of an extension)

**Expected Start Date: 13** December 2021

1. **BACKGROUND / PROJECT DESCRIPTION**

The cooperation between the United Nations (UN) and the Government of Suriname will be defined through the 2022-2026 United Nations Multi-Country Sustainable Development Cooperation Framework (UN MSDCF), which outlines priorities for the partnership between Suriname and the UN in their joint efforts to advance implementation of the 2030 Agenda and to achieve the Sustainable Development Goals (SDG) targets, alongside the national development priorities for the country, which encompass the National Development Plan and the 2020 – 2022 Recovery Plan. Delivery of the UN MSDCF and the 2030 Agenda in Suriname will require significant resources beyond those available and calls for the mobilization of new and additional sources of financing instruments, public and private, domestic and international.

In recent years, the financing landscape of Suriname has changed considerably. The ongoing COVID-19 pandemic is impacting both public and private financial flows, significantly influencing both the quality and quantity of funding available for sustainable development. For example, while international and national assistance has been substantial throughout the pandemic, it remains unclear how this will transition to mid- and longer-term financial flows for the country.

Delivery of the UN MSDCF in this context will require the UN to shift from the traditional resource mobilization approach focused on funding of individual projects to the broader concept of utilizing the UN MSDCF and its budgetary framework to leverage different financing sources towards transformative changes as defined in the National Development Plan 2022 - 2026. This shift entails developing capacities and instruments to enable a more efficient resource mobilization for the UN MSDCF and ultimately, advancement of the 2030 Agenda in Suriname. In addition, the UN reform efforts call for a more cohesive, strategic, and coordinated approach to resource mobilization from the United Nations in response to increasing shifts in the multilateral financial architecture and financing flows.

At the same time, in the context of UN reforms and increasing shifts in the multilateral financial architecture and financing flows, increasingly, member states and partners expect a more cohesive, strategic and coordinated approach to resource mobilization from the United Nations. While UNCT members retain their ability to fundraise locally for their own or joint programmes, the emphasis is on a coherent resource mobilization approach coordinated by the UN Resident Coordinator to ensure required alignment and consistency of fundraising activities with the UN MSDCF and the national priorities, new and innovative financing instruments are mobilized, potential competition and duplication avoided, and opportunities for joint programmes/programming maximized.

Within this context, the UNCT in Suriname is seeking consultancy support for the preparation of a 2022-2026 Resource Mobilization Strategy (RMS).

1. **OBJECTIVES**

The objective of the assignment is to define a framework for resource mobilization to support implementation of the UN MSDCF in Suriname. This framework should be based on an evidence-based analysis of the changing financial landscape in Suriname, the SDGs implementation process in Suriname, the UN reform, including the shift from funding to financing, and an assessment of emerging financing opportunities in the country.

To that end, the consultant is expected to:

a) analyze best practices and lessons learnt from the past and current joint and individual resource mobilization strategies and efforts;

b) assess and quantify the changing financial flows to Suriname;

c) review emerging and innovative resource mobilization approaches globally;

d) offer operational recommendations on increasing the UNCT financing capacities and opportunities, establishing new and innovative joint financing instruments and strengthening the cohesive and coordinated resource mobilization approach by the UNCT.

The key reference points for implementation of the assignment will be the National Development Plan and the UN MSDCF, including the Country Implementation Plan. In conducting the assignment, the consultant is expected to consider and build upon other relevant and available documentations as well as the ongoing joint and individual resource mobilization strategies within the UNCT, including lessons learned and best practices.

1. METHODOLOGY AND STRUCTURE

The approach of the assignment shall be participatory and inclusive ensuring full participation and ownership from the UNCT and engagement of key government, international and private sector partners, including members of the Joint National Steering Committee, key bilateral donors, etc.  The RMS development will be conducted through the following steps:

1. Desk Review – Review and analysis of existing and relevant UNCT and non-UNCT documentation and mapping out relevant data for the assignment.  This phase will also include review of the emerging and innovative resource mobilization approaches globally.
2. Consultations and In-Country Mission – Discuss with the UN Resident Coordinator and the UNCT members the ongoing resource mobilization strategies, needs, challenges and expectations. This phase will also include consultations with the key non-UN partners to assess and explore potentials for leveraging financing sources and approaches in Suriname.
3. Initial Analysis – Present and consult on the initial results of the desk-review and consultation processes and the initial outline of the RMS.  The consultant will brief the UN Resident Coordinator and the UNCT members on the main understandings from the initial consultations and propose the key priority areas as well as the outline of the RMS.  Following the presentation of the initial assessment, the consultant will proceed with preparation of the draft RMS.
4. Review of the Initial RMS Draft – Present and consult on the draft RMS with the UN Resident Coordinator and the UNCT members.  During this phase, the consultant will identify potential gaps and consult on the approach to address them during the final stage of the RMS development.
5. Develop the RMS – Draft the final document in line with the feedback and comments received.  The RMS may consist of the sections listed below but is subject to review and agreement:

* Background – overview of the key priorities in Suriname, including the SDGs, and key results in the 2022-2026 UNSDCF, an analysis of resource trends at the country level, and the rationale for joint resource mobilization.
* Key principles and incentives for joint resource mobilization of the UNCT.
* Analysis of potential financing instruments at the global, regional and country levels with the emphasis on the emerging and innovative ones.
* Recommendations for strengthening the cohesiveness and effectiveness of the joint UNCT resource mobilization approach.
* Governance structure for the management and implementation of the strategy.
* Communication of the strategy.
* Implementation of the strategy.
* Monitoring of the RMS progress.
* Risks and assumptions.

1. **DUTIES AND RESPONSIBILITIES**

**Duties and Responsibilities**

Under the day-to-day supervision of the Head of the RCO in Suriname and the overall guidance of the UN Resident Coordinator, and in close collaboration and support of the UN in Suriname, the Resident Coordinator Office, and other UN coordination mechanisms in Suriname, the consultant selected will be responsible for preparation, implementation and administration of the assignment, which includes but is not limited to:

* Overall facilitation of preparation of the 2022-2026 RMS in line with the objectives outlined in the Terms of Reference and the guidance of the UN Resident Coordinator, UN Resident Coordinator Office and the UNCT.
* Desk-review of the relevant and available UN and non-UN documentation as the baseline for preparation of the RMS.
* Facilitation of the consultation exercises (i.e. visioning/prioritization and validation exercises).
* Conduct of an in-country missions in support of the assignment and implementation of the objectives.
* Formulation of the 2022-2026 RMS in line with the standardized outline and based on the strategic inputs and contributions by UNCT and all engaged stakeholders.
* Regular communication and coordination with the UN RCO on all aspects of the assignment.

**Deliverable and Timeframe**

The assignment will be for 30 working days within the period of three months (13 December 2021 – 29 January 2022). The Consultants’ payment shall be made in six installments of:

* Mission costs upon signing of the contract and acceptance of the assignment.
* 20% upon submission of each Deliverable (5)

Budget: all costs directly related to this contract will be covered through the Office of the UN Resident Coordinator. Applicants are required to submit financial proposals for the conduct of assignment which will include all the costs associated with the assignment, including travel, accommodation, and fees.

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| **#** | **Deliverable** | **Payment Milestone (%)** | **Due Date** |
| 1 | Implementation plan outlining the process and methodology for achievement of the ToR objectives | 20% | 18 December 2021 |
| 2 | Desk-review of the available and relevant UN and non-UN data and documents and initial remote consultations with the RC/RCO/UNCT | 20% | 5 January 2022 |
| 3 | In-country mission to conduct consultations with the UNCT and key national / international counterparts and to collect additional data / assessments | 20% | 15 January 2022 |
| 4 | Submission of the initial full draft of the 2021-2025 RMS, including presentation to the UNCT and potentially other key stakeholders | 20% | 20 January 2022 |
| 5 | Submission of the final draft of the 2021-2025 RMS following the review of the draft and integration of the feedback provided | 20% | 29 January 2022 |
|  |  | 100% |  |

1. **COMPETENCIES**

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| **Core Values**   * Integrity: Demonstrating consistency in upholding and promoting the values of UN in actions and decisions, in line with the UN Code of Conduct. * Cultural Sensitivity/Valuing diversity: Demonstrating an appreciation of the multicultural nature of the organization and the diversity of its staff. Demonstrating an international outlook, appreciating differences in values and learning from cultural diversity.   **Corporate Competencies**   * Demonstrates integrity by modeling the UN values and ethical standards. * Promotes the vision, mission, and strategic goals of the UN in Suriname. * Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability. * Treats all people fairly without favoritism. * Excellent analytical and organizational skills.   **Development and Operational Effectiveness**   * Ability to lead strategic information collection, analysis and result-based use of information. * Ability to lead formulation of strategies and their implementation. * Ability to apply Resource Mobilization and Partnerships building theory to specific institutional contexts. * Excellent writing and presentation skills. |
| **Required Skills and Experience** |
| **I. Academic Qualifications:**   * Master’s Degree in the social sciences, economics or development studies.   **II. Years of experience:**   * At least ten years’ experience in the development sector, preferably in fundraising, resource mobilization or partnership building, development financing; Experience of UN system operations and donor assistance in normal development settings; Knowledge of UN’s Strategic Plan and Mission.   **III. Competencies:**   * Integrity: Demonstrating consistency in upholding and promoting the values of UN in actions and decisions, in line with the UN Code of Conduct. * Excellent analytical and organizational skills. * Ability to lead strategic information collection, analysis and result-based use of information. * Ability to apply Resource Mobilization and Partnerships building theory to specific institutional contexts. * Excellent writing and presentation skills. |

1. **CRITERIA FOR SELECTING THE BEST OFFER**

Method: Highest total score of weighted desk review and financial criteria: The price proposals of all consultants, who have attained a minimum 70% score at the Desk Review, will be compared. UN RCO will award a contract to the individual who receives the highest score out of a predetermined weighted, Desk Review and Financial criteria as follows: 70% Desk Review criteria, 30% Financial criteria.

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|  | **Shortlisting Criteria** | **Max. Points\*** |
| 1 | Relevance of Education / Degree | 30 |
| 2 | Years of Relevant Experience | 20 |
| 3 | Adequacy of Competencies for the Assignment | 30 |
| 4 | Local knowledge (related to country and engagement with the public sector) | 20 |
|  |  | **100** |

Once the candidates have attained a score of at least 70% on the desk review, based on the requirements in the Terms of Reference, only then, their financial proposals will be evaluated. The final evaluation process is based on a 70:30 weighting, with 30 points being allocated to the financial component.

The following formula (cumulative analysis) is used to determine the financial scoring: p = y (μ/z),

Where:

p = points for the financial proposal being evaluated

y = maximum number of points for the financial proposal μ = price of the lowest priced proposal

z = price of the proposal being evaluated

1. **GUIDELINES FOR SUBMISSION OF PROPOSAL**

**DOCUMENTS TO BE INCLUDED WHEN SUBMITTING THE PROPOSALS**

Interested prospective individual consultant must submit the following documents/information to demonstrate their suitability:

1. **Proposal:** Brief proposal explaining why you are the most suitable for this consultancy including confirmation on availability to complete the project in the prescribed period;
2. **Personal Information:** (Personal History Form/CV) including past experience in similar projects.
3. **Offeror’s Letter to UNDP** Confirming Interest and Availability for The Individual Contractor (IC) Assignment
4. **Summary of in-country mission costs**: (in addition to quote for deliverables)

**Financial Proposal:** (in USD, specifying the total lump sum amount as well as the requested amount of the fee per day

1. **CONFIDENTIALITY AND PROPRIETARY INTEREST**

The Individual Consultant shall not either during the term or after termination of the assignment, disclose any proprietary or confidential information related to the consultancy service without prior written consent. Proprietary interests on all materials and documents prepared by the consultants under the assignment shall remain the property of the UN RCO.