

## TERMS OF REFERENCE

### Portfolio: GOVERNANCE

#### A. GENERAL INFORMATION

Title: **Researcher on Women Empowerment and Gender Responsive Budgeting (IC-ReWEGRB)**

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 possibility of frequent travel to Angola, Guinea Bissau, Mozambique, Sao Tome and Principe and Timor-Leste)

Estimated Start Date: 27/09/2019

Duration: Long Term Agreement for one year, with the possibility of extension for two more years

#### 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 PALOP<sup>1</sup> 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 \(Pro PALOP-TL SAI\)](#)<sup>2</sup>.

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

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

<sup>2</sup> <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](#)<sup>3</sup>, 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 16<sup>4</sup>.

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 11<sup>th</sup> 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 Triangular<sup>5</sup> 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 10<sup>th</sup> 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 2017<sup>6</sup>, 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](http://www.undp.org/content/dam/undp/library/Democratic%20Governance/Parliamentary%20Development/global%20parliamentary%20report_EN.pdf).

<sup>4</sup> Idem, pg. 79, Box 37.

<sup>5</sup> 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".

<sup>6</sup> 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\\_1tQqduF\\_tcg](https://www.youtube.com/channel/UCqQShed9k1_1tQqduF_tcg)) and Facebook page (<https://www.facebook.com/propalop.tl>).

### Description of the assignment:

The programme responds to the right of citizens to information, and cross cuttingly supports the promotion of gender equity in public spending. Gender Responsive Budgeting, legislative oversight and social monitoring of public expenditure allocated to promote gender equality is promoted transversally, under each of the project's outputs and involving all project's beneficiaries. Its interventions are relevant to the achievement of SDG 5 (Attaining gender equality and empowering all women and young females). Crosscutting activities promoting gender responsive budgeting, legislative oversight and social monitoring of public expenditures focusing on gender equality continue to be implemented under each output.

The programme is aligned with UNDP Strategic Plan's signature solutions aiming to "Strengthen effective, inclusive and accountable governance" and to "Strengthen gender equality and the empowerment of women & girls".

Ministries of Finances in Angola, Cabo Verde, Mozambique, São Tome and Principe, and Timor-Leste are all taking steps to gradually implement programmatic state budgets, results-based budgeting/planning and gender responsive budgets. They are at different stages of implementation, but all need to strengthen their respective capacities in this domain. Parliaments and CSOs need also to lead in the advocacy for more gender responsive budgeting in each PALOP-TL, among others through a systematized approach to legislative oversight and social monitoring of public expenditure allocated to gender equality. This was done successfully in Cabo Verde with Pro PALOP-TL SAI support and an in-depth comparative study and mapping was developed<sup>7</sup>. This important baseline needs to be fostered and further developed in all other PALOP-TL countries.

Between 2014 and 2017, during the lifecycle of the first phase of the Pro PALOP-TL SAI, the mainstreaming of gender into the project's intervention logic was achieved mainly by three means:

1. Training the project's senior beneficiary institutions in gender responsive budgeting (GRB). This included provided guidance, expertise and technical support essentially to legislative budget committees, women caucuses, civil society organisations and ministries of finance (budget and plan directorates).
2. Developing and applying a standard methodology to scrutiny public expenditure focusing on gender inequalities resulting from gender-unsensitive public expenditure that could be customized to the legal, institutional, human and political contexts of the PALOP and Timor-Leste. The standard methodology developed by Pro PALOP-TL SAI was funded in the principle of "*follow the money*" and applies the premise that a policy that is not budgeted does not exist, as it's said: "*words do not change policy, budgets can*". The Pro PALOP-TL SAI standard methodology for legislative oversight and social monitoring of public expenditures with focus on gender inequalities was developed working with women caucuses, legislative budget committees, civil society organisations, the project's senior budget analysts, GRB and parliamentary strengthening specialists, in coordination MoFs in all PALOP and Timor-Leste.
3. Mapping all public policy, programme, foresight and strategic plans and documents; legislation; and budget documents; contributions, interventions, programmes, projects from partners; and institutions, human resources, players and influencers in the PALOP and Timor-Leste (plus Brazil and Portugal).

As a result, the mainstreaming of gender into the project's intervention logic allowed to identify the way gender issues are dealt with in the beneficiary countries' public policies, the link of the project's interventions with these policies and the likely impact of these interventions on the gender equality issues.

As an initial step, an in-depth contextual analysis carried out by the Pro PALOP-TL SAI allowed to identify the main barriers to poverty reduction for women and girls, as well as other gender equality issues, in each beneficiary country. Subsequently, the project assessed the degree of the executives' openness and receptivity to gender issues, as well as the existence and reach of policies and programmes to support gender equality and women's

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<sup>7</sup> <https://www.agora-parl.org/pro-palop-tl-sai/context>.

empowerment. This analysis was anchored in existing stats and data gathered from various international<sup>8</sup> and national<sup>9</sup> sources. This analysis allowed to bring forward:

- All PALOP and Timor-Leste had the key gender policy priorities integrated in Government fiscal planning tools. The countries integrated gender-sensitive indicators as a result of efforts from their respective national statistics institutes or units aiming to improve gender statistics.
- All PALOP and Timor-Leste state budgets have funds earmarked for Government programmes aimed at supporting women's empowerment and/or for women's organisations.

Building on these baselines, the project team developed a **comprehensive comparative study** on gender responsive budgeting, bias and inequalities affecting gender that result from unbalance in state budget appropriations in the PALOP and Timor-Leste. This document needs to be updated and finalized with additional research and editing.

Complementarily, the project team carried out a **detailed mapping** of all legal instruments, including planning and budgetary tools available in each PALOP and in Timor-Leste, allowing to integrate and mainstream a gender approach in the budget cycles and documents and reflecting gender priorities in public policy. The mapping includes key stakeholders and partners, as well as opportunities and potential entry points for advocacy and engagement with the executive and other stakeholders of the PFM ecosystems, needed to ensure gender sensitive public and/or state budgets. This document needs to be updated and included in the comparative study.

The following deliverables of the project in each beneficiary country allowed to successfully streamline gender approach as a crosscutting issue in the project's intervention logic:

- A **gender sensitive budget analysis** in each PALOP and in Timor-Leste allowing to share with the key stakeholders of those PFM ecosystems:
  - **reliable data on public investments** that could foster gender equality through specific programmes or crosscutting/mainstreaming in several programmes;
  - **in-depth analysis crosschecking coherence** between these investments and the policy documents and national strategies to identify shortfalls in strategic planning and implementation.
- A **standardized approach and a working tool** to ensure effective legislative scrutiny and oversight of public expenditure allocated to promote gender equality (including gender responsive budgeting) made available and customized to the institutional, human and legal contexts in each PALOP and in Timor-Leste.
- A **strategy for advocacy, training and expert support** adapted to the specific context of each country.

All the above products need to be rationalized in a publication to showcase the achievements of the first phase of the Pro PALOP-TL SAI and, simultaneously, to feed into the second phase approach and interventions to promote gender equality in PFM in the PALOP-TL countries.

All the PALOP-TL identify the good management of public finances as one of their priority areas for the promotion of good governance. Furthermore, all these countries are engaged in translating the targets set by SDG 5 into their national public policies.

To this end, in order to support the mainstreaming of gender into the programme, UNDP Cabo Verde is recruiting a **Researcher on Women Empowerment and Gender Responsive Budgeting (IC-ReWEGRB)** that will work under the direct supervision of the Project Chief Technical Advisor (CTA). The IC-ReWEGRB will be based in Praia, Cabo Verde, (with frequent travel to Angola, Guinea Bissau, Mozambique, São Tome and Principe, Timor-Leste).

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<sup>8</sup> [Inter Parliamentary Union](#); [World Economic Forum](#); *United Nations Statistics Division- Inter Agency Expert Group on Sustainable Development Goals*; *Mo Ibrahim Foundation*.

<sup>9</sup> National Institutes of Statistics in each beneficiary country.

### C. PURPOSE

The IC-ReWEGRB's will be responsible for deliverables that contribute for the mainstreaming of gender in the programme's intervention logic and implementation, through research, comparative analysis and reporting on the Pro PALOP-TL SAI's approach and achievements (since 2014) promoting GRB and a standardized framework for legislative oversight and social monitoring of public expenditure allocated to promote gender equality targets in the PALOP-TL countries.

### D. SCOPE OF WORK

The IC-ReWEGRB work in close coordination with the project experts to:

- Carry out a thorough desk-review of the first phase gender-related products and additional comparative research to feed into a handbook on Pro PALOP-TL SAI approach and achievements promoting GRB and a standardized framework for legislative oversight and social monitoring of public expenditure promoting gender equality in the PALOP-TL countries.
- Collect data and indicators related to gender during the programme learning and capacity development activities, in particular, on gender responsive budgeting and legislative/social oversight/monitoring of public expenditure with focus on gender inequalities delivered in all beneficiary countries.
- Report on the programme learning and capacity development activities, in particular, on gender responsive budgeting and legislative/social oversight/monitoring of public expenditure with focus on gender inequalities delivered in all beneficiary countries.

He/she will prepare concept notes and/or papers based on the project achievements and impact in promoting GRB in the PALOP-TL countries, using comparative analysis and collecting best practices.

### E. EXPECTED OUTPUTS / DELIVERABLES

Item	Deliverables		Qty	Sept. 2019/Sept. 2020	
	Products	Services		Due Date	Estimated Time to complete
1	<b>PRODUCT 1. *</b> Detailed work plan available and approved by the supervisor.	Under the supervision of the CTA, prepare a detailed work plan including desk-review, comparative research and drafting of a handbook on Pro PALOP-TL SAI approach and achievements promoting GRB and a standardized framework for legislative oversight and social monitoring of public expenditure promoting gender equality in the PALOP-TL countries.	1	04/10/19	5 working days after signature of contract
	<b>PRODUCT 2. *</b> Desk-review concluded and approved by the supervisor.	Under the supervision of the CTA, carry out a thorough desk-review of the Pro PALOP-TL SAI (2014-17) gender-related products, review and reorganization with the aim to prepare the handbook referred in product 1.	1	25/10/19	First draft available 05 working days after due date
	<b>PRODUCT 3. *</b> Comparative research completed and made available.	Under the supervision of the CTA, complete a comparative research to collect best practices, alternative methodologies and conceptual frameworks on GRB and legislative	1	05/11/19	First draft available 10 days after due date

		oversight and social monitoring of public expenditure promoting gender equality with the aim to prepare the handbook referred in product 1.			
	<b>PRODUCT 4. *</b> Handbook on Pro PALOP-TL SAI approach and achievements promoting GRB and legislative oversight of public expenditure promoting gender equality in the PALOP-TL countries submitted (up to 120 pages)	Under the supervision of the CTA, draft the handbook.	1	06/12/19	First draft available 15 days after due date
	<b>PRODUCT 5. * Publications and special edition of Pro PALOP-TL ISC</b>				
2	At least 1 paper focusing on gender and PFMS at country level in the PALOP-TL countries submitted (up to 15 pages each)	Under the supervision of the CTA, prepare at least 2 papers based on Pro PALOP-TL SAI achievements and impact in promoting GRB in the PALOP-TL countries, using comparative analysis and collecting best practices.	1	22/11/19	First draft available 10 days after due date
	<b>PRODUCT 6. ** GRB Country Work Plan in each PALOP and TL (10 working days GRB Workshops per country)</b>				
3	<ol style="list-style-type: none"> <li>1. Collect data and indicators related to gender</li> <li>2. Provide technical support for the preparation and delivery of the training workshop.</li> <li>3. Prepare the GBR National Workshop Report</li> </ol>	<p>Under the supervision of the CTA:</p> <ul style="list-style-type: none"> <li>• Collect data and indicators related to gender during the programme learning and capacity development activities, in particular, on gender responsive budgeting and legislative/social oversight/monitoring of public expenditure with focus on gender inequalities delivered in all beneficiary countries.</li> <li>• Report on the programme learning and capacity development activities, in particular, on gender responsive budgeting and legislative/social oversight/monitoring of public expenditure with focus on gender inequalities delivered in all beneficiary countries.</li> </ul>	6	**	First draft of the report available 15 working days after completion of each workshop
Item	Deliverables		Qty	Oct. 2020/Sept. 2021	
	Products	Services		Due Date	Estimated Time to complete
1	<b>PRODUCT 7. *</b>	Under the supervision of the CTA, prepare a detailed work plan including desk-review, comparative research and	1	02/10/20	5 working days after signature of contract

	Detailed work plan available and approved by the supervisor.	drafting of a handbook on Pro PALOP-TL SAI approach and achievements promoting GRB and a standardized framework for legislative oversight and social monitoring of public expenditure promoting gender equality in the PALOP-TL countries.			
	<b>PRODUCT 8. *</b> Desk-review concluded and approved by the supervisor.	Under the supervision of the CTA, carry out a thorough desk-review of the Pro PALOP-TL SAI (2014-17) gender-related products, review and reorganization with the aim to prepare the handbook referred in product 1.	1	23/10/20	First draft available 05 working days after due date
	<b>PRODUCT 9. *</b> Comparative research completed and made available.	Under the supervision of the CTA, complete a comparative research to collect best practices, alternative methodologies and conceptual frameworks on GRB and legislative oversight and social monitoring of public expenditure promoting gender equality with the aim to prepare the handbook referred in product 1.	1	03/11/20	First draft available 10 days after due date
	<b>PRODUCT 10. *</b> Handbook on Pro PALOP-TL SAI approach and achievements promoting GRB and legislative oversight of public expenditure promoting gender equality in the PALOP-TL countries submitted (up to 120 pages)	Under the supervision of the CTA, draft the handbook.	1	04/12/20	First draft available 15 days after due date
	<b>PRODUCT 11. * Publications and special edition of Pro PALOP-TL ISC</b>				
2	At least 3 papers focusing on gender and PFMS at country level in the PALOP-TL countries submitted (up to 15 pages each)	Under the supervision of the CTA, prepare at least 2 papers based on Pro PALOP-TL SAI achievements and impact in promoting GRB in the PALOP-TL countries, using comparative analysis and collecting best practices.	3	16/11/20 21/12/20 18/01/21	First draft available 10 days after due date
	<b>PRODUCT 12. ** GRB Country Work Plan in each PALOP and TL (10 working days GRB Workshops per country)</b>				
3	<ol style="list-style-type: none"> <li>1. Collect data and indicators related to gender</li> <li>2. Provide technical support for the preparation and delivery of the training workshop.</li> <li>3. Prepare the GBR National Workshop Report</li> </ol>	<p>Under the supervision of the CTA:</p> <ul style="list-style-type: none"> <li>• Collect data and indicators related to gender during the programme learning and capacity development activities, in particular, on gender responsive budgeting and legislative/social oversight/monitoring of public expenditure with focus on gender inequalities delivered in all beneficiary countries.</li> <li>• Report on the programme learning and capacity development activities, in particular, on gender</li> </ul>	6	**	First draft of the report available 15 working days after completion of each workshop



		responsive budgeting and legislative/social oversight/monitoring of public expenditure with focus on gender inequalities delivered in all beneficiary countries.			
Item	Deliverables		Qty	Due Date	Oct./Dec. 2021
	Products	Services			Estimated Time to complete
1	<b>PRODUCT 13. *</b> Comparative research completed and made available.	Under the supervision of the CTA, complete a comparative research to collect best practices, alternative methodologies and conceptual frameworks on GRB and legislative oversight and social monitoring of public expenditure promoting gender equality with the aim to prepare the handbook referred in product 1.	1	08/10/21	First draft available 15 days after due date
	<b>PRODUCT 14. *</b> Handbook on Pro PALOP-TL SAI approach and achievements promoting GRB and legislative oversight of public expenditure promoting gender equality in the PALOP-TL countries submitted (up to 120 pages)	Under the supervision of the CTA, draft the handbook.	1	01/11/21	First draft available 15 days after due date
2	<b>PRODUCT 15. ** GRB Country Work Plan in each PALOP and TL (10 working days GRB Workshops per country)</b>				
	<ol style="list-style-type: none"> <li>1. Collect data and indicators related to gender</li> <li>2. Provide technical support for the preparation and delivery of the training workshop.</li> <li>3. Prepare the GBR National Workshop Report</li> </ol>	<p>Under the supervision of the CTA:</p> <ul style="list-style-type: none"> <li>• Collect data and indicators related to gender during the programme learning and capacity development activities, in particular, on gender responsive budgeting and legislative/social oversight/monitoring of public expenditure with focus on gender inequalities delivered in all beneficiary countries.</li> <li>• Report on the programme learning and capacity development activities, in particular, on gender responsive budgeting and legislative/social oversight/monitoring of public expenditure with focus on gender inequalities delivered in all beneficiary countries.</li> </ul>	3	**	First draft of the report available 15 working days after completion of each workshop
*Home-based products					



\*\*Products to be delivered in each beneficiary country – each training workshop is expected to be delivered in 10 working days mission (ALL TRAVEL EXPENSES WILL BE COVERED BY UNDP AND DO NOT NEED TO BE INCLUDED IN THE FINANCIAL PROPOSAL. INCLUDE ONLY FEES AND COSTS RELATED WITH PERSONAL TRAVEL/HEALTH INSURANCES).

## **F. INSTITUTIONAL ARRANGEMENTS**

The IC will be supervised by the Chief Technical Advisor of the Pro PALOP-TL SAI (Phase II) project. All costs related to the travel to the beneficiary countries needed to deliver outputs 6, 12 and 15 will be fully covered by UNDP Cabo Verde and should not be included in the financial proposals. These costs include travel tickets, UNDP Daily Substance Allowance for each beneficiary country, travel insurance (reimbursable) and terminal expenses (airport-Hotel-airport in departure point and arrival point).

UNDP Cabo Verde and UNDP Country Offices in all beneficiary countries will provide logistic and technical support for the field missions. This support includes access to an office and internet, local transportation and support to liaise with the project beneficiaries.

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 candidate will determine the most appropriate methodology in the technical proposal. In terms of methodology, the deliverables shall be developed through analysis of evidences of disparities and inequality of budget allocations and expenditure. This will also involve inputs and technical support to the programme's training and sensitization/advocacy strategies, all contributing for the following results:

- i. Beneficiaries have increasingly acknowledged the importance of GRB;
- ii. National planning and budget processes in the PALOP and Timor-Leste reflect gender equality principles;
- iii. A proposal for gender monitoring and evaluation system of the national budget expenditure is proposed and in place
- iv. A study and comparative analysis on gender gaps in state budgets and public expenditures is available.

### **B. Reporting Requirements**

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

## **G. DURATION OF THE WORK**

One year, with the possibility of extension for two more years, subject to satisfactory performance of the Contractor and the project requirements for the provision of the services. The Prices shall be maintained for the whole contract duration.

The outputs/deliverables set in point E shall be made available in a total period of 26 months (from September 2019 to November 2021).

## **H. DUTY STATION**

Home based with frequent travel to the PALOP-TL countries (Angola, Cabo Verde, Guinea Bissau, Mozambique, Sao Tome and Principe, and Timor-Leste). The IC will perform the services from his/her location and carry out missions to the referred countries. The project management unit and UNDP CO in the referred countries 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 costs related to the travel to the beneficiary countries needed to deliver outputs 6, 12 and 15 will be fully covered by UNDP Cabo Verde and should not be included in the financial proposals. These costs include travel tickets, UNDP

Daily Substance Allowance for each beneficiary country, travel insurance (reimbursable) and terminal expenses (airport-Hotel-airport in departure point and arrival point).

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

The required qualifications for the assignment are:

- a. Advanced degree in statistics and information management, social sciences, economics, governance or related fields;
- b. Minimum 3 years of “relevant” work experience in initiatives for Women Empowerment and gender mainstreaming in policies in at least one of the PALOP and Timor-Leste;
- c. Practical experience in budgeting analysis from a gender perspective and in facilitating processes of Gender Responsive Budgeting (experience in at least one of the PALOP and Timor-Leste is an asset);
- d. Record of publications on gender issues and demonstrated researcher and drafting capacity.
- e. Experience in working with Ministries of Finances, Gender Parliamentary Networks/Women Caucuses and CSO on gender policy and related issues.
- f. Working Knowledge (written and Spoken) and professional proficiency in Portuguese and English are required.

### Core Competencies

The IC-ReWEGRB is expected to have **core competencies**:

- g. Promoting Ethics and Integrity/Creating Organizational Precedents;
- h. Building support and political acumen;
- i. Building staff competence, creating an environment of creativity and innovation;
- j. Building and promoting effective teams;
- k. Creating and promoting enabling environment for open communication;
- l. Creating an emotionally intelligent organization;
- m. Leveraging conflict in the interests of UNDP & setting standards;
- n. Sharing knowledge across the organization and building a culture of knowledge sharing and learning;
- o. Fair and transparent decision making;
- p. Calculated risk-taking.

Additionally, he/she is expected to have **functional competencies**:

1. Contributing to positive outcomes for the client in a client-based approach that:
  - a. Anticipates client needs;
  - b. Works towards creating an enabling environment for a smooth relationship between the clients and service provider;
  - c. Demonstrates understanding of client’s perspective;
  - d. Keeps the client informed of problems or delays in the provision of services;
  - e. Uses discretion and flexibility in interpreting rules in order to meet client needs and achieve organizational goals more effectively;
  - f. Solicits feedback on service provision and quality.
2. Strong interpersonal and written and oral communication skills;
3. Ability to work well in multi-disciplinary teams.

## J. SCOPE OF BID PRICE AND SCHEDULE OF PAYMENTS

Payments will only be made for deliverables/products satisfactorily completed and accepted by the Project.

### **Financial Proposal**

Lump sum contracts:

The financial proposal shall specify a total lump sum amount, and payment terms around specific and measurable deliverables referred in point E (i.e. whether payments fall in installments or upon completion of the entire contract). Payments are based upon completion of the output/deliverables, cleared by the CTA.

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 per deliverables referred in point E.

### **Travel**

All costs related to the travel to the beneficiary countries needed to deliver outputs 6, 12 and 15 will be fully covered by UNDP Cabo Verde and should not be included in the financial proposals. These costs include travel tickets, UNDP Daily Substance Allowance for each beneficiary country, travel insurance (reimbursable) and terminal expenses (airport-Hotel-airport in departure point and arrival point).

The IC is requested to provide a quotation of the fees/cost for the services and a matrix indicating the level of work to be undertaken and associated timelines. The quotation must remain valid till the completion of the contracted work.

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](http://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

A. Individual consultants will be evaluated based on the following methodologies:

B. 1. Cumulative analysis

C. *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:*

D. *a) responsive/compliant/acceptable, and*

E. *b) Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation.*

F. *\* Technical Criteria weight; [70]*

G. *\* 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 x 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 x 0.7 + Sf x 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>
<b><u>Technical</u></b>	<b>70%</b>	<b>70</b>
<i>Criteria A (Candidate profile):</i> (1) Minimum 3 years of “relevant” work experience in initiatives for Women Empowerment and gender mainstreaming in policies in at least one of the PALOP and Timor-Leste. (2) Practical experience in budgeting analysis from a gender perspective and in facilitating processes of Gender Responsive Budgeting (experience in at least one of the PALOP and Timor-Leste is an asset); (3) Record of publications on gender issues and demonstrated researcher and drafting capacity.		20
<i>Criteria B (Candidate profile):</i> (1) Advanced degree in statistics and information management, social sciences, economics, governance or related fields. (2) Working Knowledge (written and Spoken) and professional proficiency in Portuguese and English.		10
<i>Criteria C (Candidate profile):</i> (1) Practical experience in budgeting analysis from a gender perspective and in facilitating processes of Gender Responsive Budgeting (experience in at least one of the PALOP and Timor-Leste is an asset).		30

(2) Experience in working with Ministries of Finances, Gender Parliamentary Networks/Women Caucuses and CSO on gender policy and related issues.		
<i>Criteria D (Methodological Proposal)</i> Knowledge and applied understanding of advisory services to national parliaments and women's groups on developing capacities to understand and to apply concepts, methodologies and practices related with gender budgeting and control of public expenditure; reference to the scope requested in the procurement note; adequacy of the proposed methodology with the objectives of the consultancy; detailed methodology, including the timeline of the consultancy		30
<i>Criteria E (Methodological Proposal)</i> Quality assurance of deliverables (M&E mechanisms and criteria)		10
<b><u>Financial</u></b>	<b>30%</b>	<b>30</b>
<b><u>Total</u></b>	<b>100%</b>	<b>100</b>
<b>M. ANNEXES to the TOR</b>		

**This TOR is approved by:**



Signature

Name and Designation Ricardo Godinho Gomes

Date of Signing 04/09/2019