

TERMS OF REFERENCE

PORTFOLIO: Policy and Strategy Unit

A. GENERAL INFORMATION

Title: National Consultancy for the Development Finance Assessment

Project: Integrated National Financing Framework (INFF)

Direct Supervisor: Strategy and Policy Specialist

Duty Station: Praia, Cabo Verde

Estimated Start Date: 1 October 2020

Duration: 60 working days within 180 days

B. PROJECT DESCRIPTION OR BACKGROUND

Cabo Verde created a National Planning System (SNP) in 2014, which improved the quality of multiannual planning and provided the structures and instruments to implement a programmatic and budgetary planning cycle. The linkages herein between medium and short-term planning provide a foundation for Cabo Verde to integrate planning and finance. This process is paving the road towards results-based planning and budgeting, and a transparent and open government that allows for information sharing and joint decision-making, between the public administration and citizens, and for limiting illicit financial transactions and flows. Cabo Verde has aligned its strategic sustainable development plans nationally (PEDS 2017-2021) and locally (PEMDS) with the SDGs: 75% aligned to SDGs targets.

Cabo Verde is heavily reliant on trade, imports, and services linked to tourism, with a constrained financing landscape, limited fiscal space and domestic market, mainly due to its narrow resource base, territorial dispersion, limited connectivity, and relative isolation, thus inhibiting large-scale agriculture, manufacturing, and industry. It is challenging for Cabo Verde to mobilize public and private investment for the PEDS and SDGs. Some bottlenecks need to be addressed in terms of monitoring and review systems for both public and private finance, and institutional governance and coordination mechanisms and platforms for effective PEDS/PEMDS/SDG implementation.

UNDP led a Rapid Integrated Assessment during the MAPS/Integrated National Financing Framework (INFF) scoping mission in November 2019, produced an SDG Roadmap with SDGs accelerators identified: blue economy (tourism, fisheries, transport, renewable energy), digital economy, agribusiness, and human capital development. Consultations are being held at national and local/island levels on these SDGs accelerators identified by the SDG Roadmap, which will be further reinforced this year by a Government-led and UN-facilitated process to establish an "Ambition 2030" strategic vision, involving public and private stakeholders at all levels. Following the official consultations about establishing an Integrated National Financing Framework (INFF) with the Ministry of Finance, this Development Finance Assessment (DFA) constitutes the first phase in implementing the INFF in Cabo Verde.

Since the outbreak of the COVID-19, authorities of Cabo Verde have reacted decisively at a very early stage to contain and mitigate the impact of the pandemic. These measures include two-week quarantines for individuals returning from abroad and for COVID-19 suspects, closure of international air and sea borders, declaration of a State of Emergency with restrictions on inter-island transportation, closure of all non-essential services and activities, cancelation of large events and gatherings, and closure of public and private schools. Nevertheless, the number of COVID-19 cases is increasing in Cabo Verde, having reached 485 on June 6th 2020. The COVID-19 crisis is causing adverse health, socioeconomic, environmental and institutional impacts on Cabo Verde. In particular, the economic effects of the crisis in Cabo Verde will mostly manifest themselves through reductions in tourism revenues

and commodity trade incomes, contraction in foreign direct investment, and diminished remittances. The pandemic will impede fiscal consolidation, balanced public deficits, and poverty reduction in the short term, while the recovery is projected to be a slow and drawn-out process. In this context, the COVID-19 induced alterations to Cabo Verde's financing landscape have given rise to the need to thoroughly reconsidering the means and ends of effective public and private resource mobilization towards the acceleration of the SDG-aligned PEDS and Ambition 2030.

Given that the COVID-19 crisis continues to unfold, a multitude of variables at country, regional, and global levels remain unknown or subject to change. Accordingly, it is reasonable to project that many of the assumptions informing the formulation of key strategic documents, such as the Strategic Plan for Sustainable Development (PEDS), the UNDAF 2018-21, and the SDG Roadmap (including the accelerators and INFF), etc., will require recalibration due to changing global realities. The widely anticipated global recession, already evident in the form of simultaneous supply and demand shocks, may detract substantial public and private resources that could otherwise have been channeled towards countries like Cabo Verde.

Despite the evolving nature of the situation, the UN system, together with the government and its partners, seeks to 'build forward' in the wake of crisis and enhance Cabo Verde's capacities to withstand future global systemic shocks through a combination of revised strategic priorities as well as corresponding sources of sustainable financing will be necessary. In order to inform the process leading to these outcomes, an expanded Post-Crisis Needs Assessment (PCNA+) is being conducted that will set the contours for recovery by delivering a comprehensive impact assessment, needs diagnostic, and strategic recommendations.

The INFF/DFA will be harmonized and synchronized with this broader holistic assessment approach informing the joint Government-UN post-COVID-19 strategic vision leading to the realization of Cabo Verde's Ambition 2030. Ultimately, the data collection and analysis process produced through the DFA will simultaneously contribute to the PCNA+ report by offering insights and contributions to the final PCNA+ report, while also producing a standalone roadmap for the INFF implementation process that is clearly contextualized and anchored in the Ambition 2030 and informed by other dimensions of the PCNA+ process in the areas of Economy, Social, Environment, and Institutions. As such, the INFF DFA will be inextricably linked to the establishment of the core Government-UN strategic development agenda.

C. PURPOSE

A. Development Finance Assessment (DFA): a brief overview

As the first step towards implementing the Integrated National Financing Frameworks (INFF) process in Cabo Verde, a Development Finance Assessment (DFA) will offer a review of the post-COVID-19 financing landscape (including public and private domestic and international financing flows), which will also identify opportunities to mobilize additional sources of finance and use of existing financial resources more efficiently towards SDG achievement.

The DFA is a tool to help governments put in place robust integrated financing strategies as recommended by the Addis Ababa Action Agenda to respond to and build forward after the COVID-19 pandemic. The Inter-Agency Task Force for Financing for Development (IATF) has identified four building blocks for operationalizing an INFF outlined in the DFA Guidance Note 3.0, which will be adapted to the context of Cabo Verde. Within the context of COVID-19, the DFA can help governments find new ways to finance recovery and sustainable development, building on the concept of an INFF to help strengthen policies, institutions and actions for mobilizing different types of finance for economic, environmental, social and institutional results into a single, coherent financing framework that can be integrated within Ambition 2030. The DFA can particularly support the Government of Cabo Verde in the inception, assessment and diagnostic phases of this process, culminating in the articulation of an INFF roadmap harmonized with the broader set of recommendations identified as part of the PCNA+ process.

The DFA offers support for governments and their partners in identifying and building consensus around solutions to address financing challenges, particularly with regards to institutional reforms that offer enhanced incentive

structures for financing flows. The aim is also to make finance issues accessible to policy and decision makers beyond the technical specialists in ministries of finance. It follows a process of multi-stakeholder consultation informed by accessible analysis on finance policy issues and what they mean for a wide range of actors and builds an agreed roadmap.

The DFA is structured as a government-led process, with an oversight team (OT) normally led by the Ministry of Finance, in coordination with relevant ministries and units. The DFA builds consensus for reform in the areas above under the leadership of the oversight team and through consultations that engender participation in, and ownership of, reforms from a wide spectrum of actors throughout the country drawing from public and private spheres and all levels of organization (i.e. local, island, and country-level). It aims to demystify technical debate on public and private finance and brings together decision makers from across government, the private sector, International Financial Institutions (IFIs), CSOs, development partners and other actors. By engaging this wide group of actors and making financing dialogue more accessible, the DFA aims both to build a broader base of support for reform agendas and to identify innovative solutions to the challenges of financing the SDGs in the post-COVID-19 recovery phase.

The DFA contracted Consulting Firm or Institution will support the UNDP Country Office in its role of assisting the government in the INFF implementation process through the initial Development Finance Assessment and will offer an outline of technical assistance needs, including capacity development of key ministries and policy makers, within the Integrated National Financing Framework roadmap.

D. SCOPE OF WORK

The Consulting Firm or institution (CF) will contribute to the Development Finance Assessment (DFA) process under the leadership of an International Consultant (IC) contracted separately. Together, the CF or institution and the IC will produce a DFA report, including a proposed roadmap for the establishment of an INFF in Cabo Verde, and relevant contributions to the PCNA+ (either in the form of a chapter or dedicated INFF sections within various chapters – to be determined by the PCNA+ technical coordination team) in order to harmonize the DFA within the broader strategic framework of the post-COVID-19 recovery phase and the Ambition 2030.

The DFA will provide an overview of the financing flows (public, private, domestic and international), and their allocation and contribution to national priorities and results, as expressed in the PEDS, Ambition 2030, the SDG Roadmap and other relevant plans and policies. The DFA will provide an assessment on the institutional framework, governing policies, and strategies of the various financing flows, including remittances, with the aim of providing concrete recommendations for integration of all flows into one single strategy, which can be considered as the foundational basis to develop the resource mobilization strategy of the COVID-19 adapted PEDS.

The UNDP Country Office, in consultation with the Cabo Verde oversight team (OT), will have overall responsibility for ensuring that the DFA process and DFA report reflect the 2020 3.0 DFA Guidebook and are properly adapted to the Cabo Verde context.

The CF or Institution will drive the process under the guidance of the Cabo Verde oversight team, UNDP country office in Cabo Verde, including but not limited to the following activities throughout the various phases of the DFA process.

The contracted Firm or Institution expected to work through the four Building Blocks of UN DESA INFF methodology to develop the DFA report as follows:

Building block 1: assessing financing needs, trends, risks and binding constraints

Conduct an updated mapping and analysis of financial flows and instruments for development in the Cabo Verde context, including its political-economic situation and institutional frameworks (legal, regulatory, informal, etc.). Particular consideration should be devoted to the impact of COVID-19 in such flows (including impact on revenues,

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FDI, remittances, different loans and grants, as well as other domestic, international, public and private flows). The assessment will ensure that the key recent relevant diagnostic reports (e.g. PEFA, UNCTAD IPR, etc.) and their recommendations are integrated. Emphasis should also be placed on opportunities and challenges for development financing deriving from the private sector at the global and regional levels, with a particular focus on trade and regional integration (e.g. ECOWAS, AfCFTA, etc.).

- Assess institutional constraints (especially regulatory frameworks governing domestic and international transactions and forms of exchange) that inhibit financing of sustainable development priorities and identify opportunities for overcoming these constraints, such as capacity limitations for financial inclusion, the role of MSMEs and the informal sector, lack of technical knowledge, regulatory frameworks, political economy considerations, development partner coordination. Particular emphasis should be placed on identification of recurring transaction costs and administrative burdens, including certification processes and licensing processes, that lead to market access barriers, bottlenecks, or otherwise adversely impact incentive environments for financing flows within and towards Cabo Verde.
- Review **public finance** policies and institutions in the Cabo Verde context, including MTEF, domestic revenue mobilization strategy, debt management strategy, medium term expenditure plan implementation strategy, development cooperation strategy (including budget support group), investment promotion strategy, and PPP policy. This process should include ascertaining the legal and technical requirements for national implementation of UN programmes via the state budget and corresponding insertion to the Budget Support Group (GAO). In conjunction with the work of the GAO, including results of PEFA exercises, thorough analysis of public financial management systems to identify gaps and weaknesses
- Review of **private finance** institutional framework in Cabo Verde, including its effects on transaction costs, opportunity costs, and other incentive structures creating opportunities and constraints for private financial flows, especially Foreign Direct Investment, within and across Cabo Verde's borders. Emphasis should be placed on potential financing flows derived from regional integration, including relevant trade agreements and regimes, as well as Cabo Verde's strategic position as a pivot point between several regions in the mid-Atlantic (ECOWAS, AfCFTA, PALOP/Mercosul/CPLP, EU via GSP+, US via AGOA, etc.).
- Map risks (environmental, economic, financial, political, social (e.g. health, social protection, etc.), and other risks pertinent in Cabo Verde) and the potential impacts of known, likely and possible future trends, drawing from available literature and analysis, including particular focus on the risks in the short and medium to longer term associated with the impacts of COVID-19.
- Conduct scenario modelling of financing flows for future trends or potential risks and gaps by building different scenarios at different macroeconomic indicator values (e.g. GDP growth, inflation) or under different finance policy reforms/adjustments (e.g. tax reform, budget adjustment, elimination of trade barriers, international resource mobilization, etc.) in the COVID-19 context.
- Map the inclusive digital finance landscape (e.g. digital savings, credit, insurance, payment) including the digital governance capacities in Cabo Verde, with a focus on women's financial inclusion through a gender financing profile.
- Development and promotion of recommendations for key financing solutions for the accelerators prioritized in the SDG Roadmap, including blue economy, climate-finance solutions, diaspora, remittances, impact investment and south-south cooperation. These should draw from the sector-specific deep dives being conducted separately, providing a broader framework within which the sectorial deep dives are clearly linked and anchored.

Building block 2: financing strategy

- Provide an analysis of the bottlenecks and opportunities for mobilizing new sources of finance, including those related to the SDG accelerators and strengthening the alignment of key flows with priorities in the PEDS and SDGs.
- Develop solutions and recommendations for reforms to public finance policies and institutional structures with a view to supporting an integrated finance approach to respond to COVID-19 and financing the PEDS, including policies to adjust public spending more effectively as a means of including marginalized populations and workers in the informal economy (particularly women and youth from the poorest islands and municipalities),

exploring innovative taxation models to address tax avoidance and enhance tax revenues, tap into climate finance solutions, and leverage South-South cooperation.

- Develop solutions and recommendations for governance changes with a view to supporting the development of a more integrated approach to private finance policy that can respond to the PEDS and the COVID-19 recovery plans, including guidance on type of policies and instruments to promote private impact investment and private participation in public investments (e.g. bonds, funds, and other securities), promote financial inclusion of enterprises and populations with limited financial access, strengthen supply chains of MSMEs, facilitate crossborder trade, and channel remittances and diaspora expertise towards PEDS and SDGs.

Building block 3: monitoring and review

- Evaluate the financing tracking systems in place and institutional statistical capacity for monitoring public and private finance and their contributions to sustainable development outcomes and in particular effects of the COVID-19 pandemic on financing trends considering issues such as the availability and comprehensiveness of real-time data.
- Assess the roles of key external actors such as the private sector, CSOs, think tanks, IFIs, and other development partners in external accountability and scrutiny.
- Identification of relevant data and technical requirements necessary for establishing a development finance dashboard, including the possibility of integrating the dashboard within the UN Info platform.

Building block 4: governance and coordination

- Map the associated institutional frameworks and mechanisms in place through which the Government manages its financing policy toward these different forms of financing in line with PEDS and the COVID-19 response and recovery priorities.
- Provide recommendations for strengthening the institutional structures that are in place for more integrated management of financing policy, building on the concept of an INFF oversight team.
- Map the systems used in the past to coordinate and link financing policy with planning as well as those newly put in place because of COVID-19 to identify reforms and changes that can enhance the systems in order to build stronger, more holistic, integrated, intersectoral, and multilevel digital governance across public and private finance.
- Analyze coordination mechanisms within government on financing, considering issues such as how synergies and trade-offs between policy areas are addressed as well as coordinated implementation of policy priorities. Map the platforms and mechanisms that exist for coordination with external actors such as the private sector, civil society and development partners (including partner coordination forums and working groups) to identify opportunities to strengthen coordination of financing policy and dialogue with external partners.

Financing roadmap

- Based on all the above, develop a financing roadmap highlighting the combination of financing solutions, institutional changes and capacity development that would need to be considered and articulate an agreed process and recommendations for a national financing strategy, including a proposition of practical options for Cabo Verde's Financing for Development pathway and COVID-19 financial response to build back better.
- These recommendations and roadmap should be harmonized with other assessments and recommendations emanating from the PCNA+ process, including analytical contributions within the various pillars of the PCNA+ (Economy, Society, Environment and Institutions), either via dedicated sections spread across each relevant chapter or as a dedicated chapter on development finance.

Different phases of the DFA process

The DFA and the work to be delivered by the IC(s) will be organized around the following phases, where the research and analysis and development of the report will consider the different building blocks as explained above:

1. Desk Research
2. Consultation Mission (Collection of data, workshop organization/participation, and analysis)

3. Development of INFF/DFA Report and contribution to PCNA+ (First draft of recommendations for discussion with stakeholders)
4. Feedback from UNDP (Country Office and Africa Finance Sector Hub) and OT
5. Second mission (Workshops and consultations with key stakeholders; Discussions of key recommendations and how they can be integrated; Roadmap agreed)
6. Consolidation of all inputs and drafting of final version of DFA Report
7. Extraction of relevant information and elements for contribution to PCNA+
8. Validation of Report
9. Launch of Report with its proposed INFF roadmap

Please see the DFA process module in the DFA guidebook 3.0 for further details on the DFA process.

E. EXPECTED OUTPUTS / DELIVERABLES

INFF DFA Report

The final DFA report should be structured as follows:

Executive Summary

1. Introduction
2. Sustainable Development Financing Trends
3. Financing Landscape (Institutions and Stakeholders)
4. INFF Building Blocks (1, 2, 3 & 4)
5. Sectorial Deep Dives, including summaries of deep dive reports
6. Recommendations for Financing Strategy
7. INFF Roadmap

Annexes

References

PCNA+ contributions

The contribution to the PCNA+ Phase 2 document will be determined in conjunction with the PCNA+ technical coordination team and relevant consultants.

Deliverables/ Outputs	Review and Approvals Required
Inception scoping	UNDP in consultation with OT
Consultations and workshops	UNDP in consultation with OT
First draft report	UNDP in consultation with OT
Validation workshops	UNDP in consultation with OT
Final draft report including PCNA+ contribution and roadmap	UNDP in consultation with OT

F. INSTITUTIONAL ARRANGEMENTS

The CF or Institution will work under the close supervision of the UNDP Country Office (CO) represented by the INFF focal point (Country Programme Specialist) within the Policy and Strategy Unit and receive additional guidance from the UNCT and the UNDP Africa Finance Sector Hub throughout the assignment period, and the leadership of an International Consultant (IC).

The contractor is expected to interact frequently with government counterparts, especially at the Ministry of Finance National Directorate for Planning (DNP), particularly with regards to (co-)organizing workshops and consultations.

The interim report must be approved by the UNDP Country Office, the UNDP Finance Sector Hub and the INFF technical team.

The final report must be approved by the INFF high-level committee upon recommendation by the INFF technical coordination team and the UNDP Country Office/Finance Sector Hub.

Consultants are expected to use their own technical equipment and devices.

G. DURATION

Deliverables/ Outputs	Estimated Duration to Complete	Target Due Dates
Inception scoping	5 days	October 2020
Consultations and workshop	10 days	November 2020
First draft report	15 days	December 2020
OT/UNCT technical team review		December 2020
Validation workshops	10 days	January 2021
Complete draft report including PCNA+ contribution and roadmap	15 days	January-February 2021
OT / UNCT review and approval by high-level INFF committee		February 2021
Final report integrating all UNCT inputs, comments, and feedback	5 days	March 2021

Total duration: 60 working days within 180 days.

Final product, including integration of inputs, comments, and feedback from UNCT, should be delivered no later than 15 March 2021.

The DFA report will be launched after the legislative elections in 2021.

H. DUTY STATION

The services will be Home based with frequent visit to government counterparts in Praia, Cabo Verde.

I. QUALIFICATIONS OF THE SUCCESSFUL CONTRACTOR AND KEY PERSONNEL

Profile of the organization or consortium comprising the CF:

1. The contracting organization can be an Institution, a single established company/consulting firm or a consortium.
2. The CF or Institution should demonstrate expertise in development finance and/or the financial services sector, including experience in provision of similar policy advisory services to governments emerging countries pertaining to development Finance or related subject. Experience in developing countries, especially Portuguese-speaking or West African countries, will be an added advantage.
3. The CF or Institution should demonstrate minimum 10 years' experience (combined experience of CF members) in similar assignments (development finance, public finance management, private sector finance, innovative financing).
4. The CF or Institution should demonstrate availability of appropriate skills to undertake in-depth and practical policy analysis work.

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Proposed key staff

Senior Consultant / Coordinator Qualifications

Education

- Master's degree or equivalent in Public Administration, Economics, International Relations, and the broad social sciences or other related disciplines is required;
- Ph.D. or equivalent advanced research degree would be an advantage; OR
- Law degree with successful completion of a bar exam (or equivalent certification permitting practice as a lawyer).

Experience:

- Key expert should have at least 5 years of relevant experience, with increasing responsibility and independence, in the areas of public finance, budget review, public expenditure review, development finance, private investment and/or innovative financial instruments, preferably with international organizations or national development agencies;
- Demonstrated understanding of substantive policy issues in the field of development finance, public finance, or economic and development cooperation;
- Specialized knowledge of development issues, particularly economic and development cooperation issues, development finance challenges, and related fields in developing countries globally and in the Africa region;
- Demonstrated experience in conducting reviews and analysis in related areas and produced high quality review reports, and excellent knowledge of data collection, analysis and statistics tools;

Language:

- Excellent written and oral English skills required; knowledge of Portuguese would constitute an asset

Technical Competencies:

- Experience in conducting reviews and analysis in related areas and produced high quality review reports, and excellent knowledge of data collection and analysis;
- Excellent client orientation and interpersonal skills and able to communicate effectively at all levels of the organization;
- Capable of working in a highly pressured environment with extreme deadlines, managing many tasks simultaneously;
- Ability to manage complexity and ability to handle confidential and sensitive issues in a responsible and mature manner;
- Impeccable analytical skills and able to research, analyze, and draft well and able to present convincingly;
- Exercises the highest level of responsibility;
- An excellent team player, projecting a positive image and ready to take on a wide range of tasks to create an enabling environment for the supervisor, focusing on results for the client and responds positively to feedback;
- Willingly shares knowledge and experience and makes contributions to UNDP practice areas (e.g., documented knowledge, community of practice building initiatives); and
- Understanding of the United Nations system, operations and structures - this includes demonstrating keen political awareness, particularly in relation to the principles of development effectiveness and transparency.

Corporate Competencies:

- Demonstrates integrity and fairness, by modelling the UN/UNDP's values and ethical standards;
- Promotes the vision, mission, and strategic goals of UN/UNDP; and
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.

Senior Technical Expert Qualifications

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Education

- Master's degree or equivalent in Public Administration, Economics, International Relations, and the broad social sciences or other related disciplines is required; OR
- Law degree with successful completion of a bar exam (or equivalent certification permitting practice as a lawyer).

Experience:

- At least 5 years of relevant experience, with increasing responsibility and independence, in the areas of public finance, budget review, public expenditure review, development finance, private investment and/or innovative financial instruments, preferably with international organizations or national development agencies;
- Demonstrated understanding of substantive policy issues in the field of development finance, public finance, or economic and development cooperation;
- Demonstrated experience in conducting reviews and analysis in related areas and produced high quality review reports, and excellent knowledge of data collection, analysis and statistics tools;
- Advanced quantitative research and/or econometric skills and experience with related data analysis tools.

Language:

- Excellent written and oral English skills required; knowledge of Portuguese would constitute an asset

Technical Competencies:

- Experience in conducting reviews and analysis in related areas and produced high quality review reports, and excellent knowledge of data collection, analysis and statistics tools;
- Advanced quantitative and econometric skills and experience with related data analysis tools are an advantage.
- Excellent client orientation and interpersonal skills and able to communicate effectively at all levels of the organization;
- An excellent team player, projecting a positive image and ready to take on a wide range of tasks to create an enabling environment for the supervisor, focusing on results for the client and responds positively to feedback;
- Willingly shares knowledge and experience and makes contributions to UNDP practice areas (e.g., documented knowledge, community of practice building initiatives); and
- Understanding of the United Nations system, operations and structures - this includes demonstrating keen political awareness, particularly in relation to the principles of development effectiveness and transparency.

Corporate Competencies:

- Demonstrates integrity and fairness, by modelling the UN/UNDP's values and ethical standards;
- Promotes the vision, mission, and strategic goals of UN/UNDP; and
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.

J. SCOPE OF BID PRICE AND SCHEDULE OF PAYMENTS

The financial proposal shall specify a total lump sum amount, and payment terms around specific and measurable (qualitative and quantitative) deliverables. Payments are based upon output, i.e. upon delivery of the services specified in the TOR. The all-inclusive financial proposal should include a breakdown of this lump sum amount (including professional fees, travel, living allowances, etc.)

The consultant will be paid on a lump sum basis subject at completion of agreed tasks as follows:

1. Submission of synopsis/inception report (10%)
2. Draft initial DFA report (40%)
3. Final Draft DFA report and roadmap (50%)

The firm will receive payment of fees subject to approval of the deliverables agreed upon in the Terms of Reference and approval by the immediate supervisor. This Term of Reference does not consider advance payments.

K. RECOMMENDED PRESENTATION OF PROPOSAL AND OTHER RELEVANT INFORMATION

The following documents should be included in the proposal as per RFP Annex:

- Cover letter / statement of interest
- DFA concept note describing the approach
- Portfolio / Samples of previous work
- Proposed work plan, including responsibilities of key personnel
- CVs of key experts
- Financial Proposal that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs.

Technical proposal and Financial proposal (password protected) must be submitted as separate files with file names clearly indicated

All background compiled and deliverables produced by the expert are the property of the Joint Office. The expert must obtain written permission from the UNDP to use all or part of the documents for any other consulting or work.

L. CRITERIA FOR SELECTION OF THE BEST OFFER

The best offer will be selected using the Combined Scoring method – where the qualifications and methodology will be weighted a max. of 70%, and combined with the price offer which will be weighted a max of 30%.

Financial Proposal (30%)

To be computed as a ratio of the Proposal's offer to the lowest price among the proposals received by UNDP.

Summary of Technical Proposal Evaluation Forms		Points Obtainable
1.	Expertise of Firm / Organization submitting Proposal	300
2.	Proposed Methodology, Approach and Implementation Plan	400
3.	Key Personnel	300
	Total	1000

Section 1. Bidder's qualification, capacity and experience		Points obtainable
1.1	General Organizational Capability which is likely to affect implementation: Management structure, Financial stability and project financing capacity, project management controls, extent to which any work would be subcontracted	90
1.2	Relevance of specialized knowledge and experience on similar engagements done in the region/country. Experience in issues of public finance and the broader private finance (investment) and experience in developing DFA in another country is added advantage.	70
1.3	Quality assurance procedures and risk mitigation measures	60

1.4	Composition and structure of the team proposed. Are the proposed roles of the management and the team of key personnel suitable for the provision of the necessary services?	50
1.5	Organizational Commitment to Sustainability (mandatory weight)	30
Total Section 1		300

Section 2. Proposed Methodology, Approach and Implementation Plan		Points obtainable
2.1	Understanding of the requirement: Have the important aspects of the task been addressed in sufficient detail? Are the different components of the project adequately weighted relative to one another?	100
2.2	Description of the organization's approach and methodology for meeting or exceeding the requirements of the Terms of Reference	100
2.3	Details on how the different service elements shall be organized, controlled and delivered	100
2.4	Assessment of the implementation plan proposed including whether the activities are properly sequenced and if these are logical and realistic	50
2.5	Demonstration of ability to plan, integrate and effectively implement sustainability measures in the execution of the contract	50
Total Section 2		400

Section 3. Management Structure and Key Personnel			Points obtainable
3.2	Qualifications of key personnel proposed	<i>Sub-score</i>	
3.2.1	Senior Consultant / Coordinator		160
	- General Experience in the area of financing, policy, law, institutions, planning and budgeting	30	
	- Specific Experience relevant to the assignment	30	
	- Relevant work experience in public finance management, financial law, private sector legal institutions, public-private partnerships, debt management, good knowledge of economic and development cooperation issues in West Africa or Portuguese-speaking countries, including development finance challenges, Knowledge of fiscal structures and Government systems and processes, particularly Planning, Budgeting and Policy Execution processes and their integration, Private sector development and Public Private Partnerships, and /or Municipal finance.	50	
	- Language Qualifications: English required	30	
	Portuguese language	20	
3.2.2	Senior Technical Expert		140

	General Qualification in the area of financing, policy, planning and budgeting	20	
	Relevant Experience in the area of public finance management, administration, debt management, sustainable finance and/or innovative development financing, demonstrated excellence in preparing papers, briefs and other documents for a variety of technical and non-technical audiences, data analysis. Extensive knowledge of data collection, analysis and statistics tools, Advanced quantitative and econometric skills and experience with related data analysis tools are an advantage, data analysis.	50	
	Technical capacity for performing service Suitable to the job - Ability to conduct interviews, including with senior Government officials and other stakeholders	40	
	English Language skill	20	
	Portuguese language skill	10	
Total Section 3			300

ANNEXES:

UNDP Cabo Verde – INFF/DFA Concept Note

SDG FUND Joint Programme Component 1

DFA Guidebook 3.0

DFA Slidedeck

This TOR is approved by: Opia Kumah, Head of Joint Office a.i.

Signature

Name and Designation

Date of Signing

Opia Mensah Kumah, Head of office a.i.
11/09/2020

Ce 19.11.20