INDIVIDUAL CONSULTANT PROCUREMENT NOTICE

Date: 16 January 2019

Country: Cairo, Egypt

Description of the assignment: International consultant Development Financing Assessment (DFA) Development Finance Assessments Expert / Team Leader

Project name: UNDP MAPS engagement

Period of assignment/services (if applicable): 30 days

Proposal should be submitted at the following email address to procurementnotice.egypt@undp.org no later than 30 January 2019 at 2:00 pm Cairo Local time.

Any request for clarification must be sent in writing, or by standard electronic communication to the address or e-mail indicated above. The procurement unit will respond in writing or by standard electronic mail and will send written copies of the response, including an explanation of the query without identifying the source of inquiry, to all consultants.

1. BACKGROUND

Egypt objectives set out in the Sustainable Development Strategy (SDS) are an ambitious agenda for Egypt to achieve its national targets and SDGs by 2030. With the Sustainable Development Goals (SDGs) there is an opportunity to strengthen the focus of national goals on human development and sustainable development.

Egypt is among few countries which reported twice on the SDGs (2016 and 2018), through the Voluntary National Review. The United Nations welcomes the government’s early and strong commitment to the sustainable development agenda, which is also reflected in the timely appointment of the SDG national Committee chaired by the Ministry of Planning, Monitoring and Administrative Reform\(^1\) in charge of the coordination of the Government’s joint implementation of the SDS and SDGs.

\(^1\) On the 16\(^{th}\) of December 2015, a presidential decree was issued to form a national committee to follow up on the implementation of the Sustainable Development Goals 2030
Guided by the UN-led MAPS\(^2\) engagement for a common approach to support the implementation and mainstreaming of the SDGs in national plans, policies, strategies and budgets with the aim to accelerate critical SDG achievement, **UNDP will support the carrying out a Development Financing Assessment (DFA) for Egypt**, the study will include a) a comprehensive review of development finance landscape, b) mapping of Social Protection schemes and financing structure, c) analysis of the international/external investment and ODA pertaining to SDS goals and SDG; with a special focus on Social Protection, including gender issues.

The assessment will analyze general financing flows for SDGs to set the general baseline (**Landscape**) but will above all focus on the financing flows and systems relevant for **social protection**.

Social protection is understood as the set of policies and systems that address risk and vulnerability, as well as absolute deprivation of weaker segments of the society, through measures that are both social and public in character. In this study, a special attention will be made to social protection actions in the Government’s Program that aim “to develop a fair and effective social protection system to protect all families under the poverty line as well as increasing the subsidies to support 60% of the population below the poverty line”, also upgrading targeting systems to increase the number of families having access to decent housing services.

For the sake of simplicity, the assessment will further follow the ILO’s definition of social protection floors:

“*Social protection floors are nationally defined sets of basic social security guarantees that should ensure, as a minimum that, over the life cycle, all in need have access to essential health care and to basic income security which together secure effective access to goods and services defined as necessary at the national level.*”

The Development Finance Assessments (DFA) are the very first development finance studies of their kind that seek to move away from fragmented views on the use of the different sources of funds that are primarily dedicated to addressing development issues. Rather, it aims to help countries to review how their own stated national development policy objective are being reflected in public expenditures, and private investment, more broadly and how institutions might be adjusted to ensure that development finance is delivered in a coherent way across all areas of government. The DFA establishes the baseline of the existence of components of the INFF in the country, and makes recommendations for strengthening the INFF. It takes into account the social, economic and environmental dimensions of development and it analyses the roles that different development finance flows play for or against sustainable development considering all these dimensions.

**A. Scope of Work**

The DFA process consists of several phases including:

(i) DFA scoping mission and deciding institutional arrangements for the DFA,
(ii) DFA research and inception and
(iii) DFA main work and validation phase,
(iv) DFA finalization and follow up including Roadmap for strengthening an INFF in Egypt based on DFA findings

**Conceptual framework**

Taking the above context into account, the DFA’s general purpose is to assist governments to work towards **Integrated National Financing Frameworks (INFF)** and mobilize the capacities needed to
implement their national development and results frameworks through results oriented, evidence-based policies and sound institutional solutions.

To move ahead on the 2030 Agenda, countries will need to consider their current and future financing frameworks for delivering the SDGs. This Agenda requires both significant increases in resources as well as changes in the way existing resources are used and prioritized, calling for more effective integrated approaches to managing public and private finance to achieve sustainable development. INFFs can help governments develop a holistic vision of fiscal planning and management that transcends traditional public financial management and identifying incentives to align resources of private nature.

The DFA will:

- Capitalize on the growth-enhancing reforms initiated by the government and tackle the adverse effects of the reforms programme by exploring diversified financing resources.

- Take into account key sources of funding relevant to the Egyptian context (for example remittance transfers, informal sector funding mechanism, banking reform and financial inclusion, etc).

- Establish a greater understanding of, and recommendations on how to enhance, Egypt’s future financing landscape for the successful implementation of its National Plan SDS and beyond.

- Bring the focus on Social Protection systems in Egypt and identify available/existing financing tools supporting social protection schemes (confer ILO Financing Social Protection and World Social Protection Report for pointers on conceptual framing)

- Set out the financial challenges and opportunities ahead in supporting the achievement of the SDGs, and

- Capitalize on South-South expertise in financing Egypt Social Protection systems, and utilizing UNDP global experience and knowledge in carrying out this exercising in Egypt.
The scope of the DFA work in Egypt is summarized as follows:

i) Mapping and analysis of financing for development flows and their associated policy and institutional frameworks, with a focus on Social protection systems and schemes. Development finance flows will be analysed according to two main categories: by source (domestic/external) and distinguishing them by public or private nature. This analysis will look to assess both quantitative trends in the changing nature of the development finance landscape over the past 10-15 years (depending on publicly available data), as well as provide perspectives of implications on existing policies pertaining to various flows on social protection.

ii) Assessment of national planning and budgeting systems and their results orientation, with particular focus on social protection. The DFA will focus on the potential means to finance the country’s national development priorities. The assessment will seek to identify how priorities have been formulated in the national Four Year Plan (government Plan) at thematic levels, as well as in the Yearly Investment Plan. The DFA will include a particular focus on an assessment of the alignment of national development priorities and targets with financial strategies and allocations. The analysis will include an assessment of the degree to which plans and policies include targets which are costed and the coherence between sector / thematic plans and the Global Goals.

iii) Analysis of policy and institutional options for strengthening the alignment of priority flows with the National Development Plan and the Global Goals. The consultant, in consultation with the support of the Technical Support Team and the Egypt Expert, will identify three or four financing flows for further in-depth analysis, based on their potential to generate financing options for Egypt over the coming years. Initial consultations suggest the following flows for further analysis, to be finalized during the 1st mission:

- Social Impact Investment
- Remittances
- Foreign Direct Investment
- ODA - options for increasing strategic and catalytic use and complementarity with other flows
- Public and private social protection schemes around tax and domestic resources mobilization
- Other sources pertaining to the Egyptian context

iv) Document Egypt’s Integrated National Financing Framework – landscape and on Social Protection for achieving the national development goals and Global Goals. The DFA document the alignment of development finance flows with national priorities and results, with special focus on gender.

As deliverables the DFA will:

- Provide an overview of the evolution of the flows of financing for development and their allocation and contribution to national priorities and results, as expressed in plans and policies at national, sector and sub-national levels (Landscape)
- Document the systems, institutions and policies in place to ensure financing is aligned with Egypt’s national development priorities and the concept of LNOB of the SDGs (Landscape)
- Assess the role of the planning and budgeting process for Social Protection linking both public and private finance with results (Social protection)
- Analyse the interfaces and complementarities between different flows and sources of development finance in contributing to achieve national priorities and the SDGs (Landscape and Social Protection)
• Explore Social Impact Investment (SII) opportunities in Egypt
• Ensure that gender and women inclusion and empowerment are integrated in the study, particularly in the Social Protection coverage, access and budgeting. (*Social protection*)

The below overall and specific objectives will guide the assessment

**Overall objectives**

• Establish a baseline by taking stock of existing financing frameworks and assessing the extent to which an Integrated National Financing Framework (INFF) or some of its building blocks are already in place
• Provide a roadmap for implementation to help governments put in place the building blocks of an INFF, building on on-going policy and institutional reforms to take forward the DFA findings and recommendations
• Identify the specific roles and responsibilities of the government entities in taking forward the DFA recommendations as well as the capacities they will need
• Help the Government develop the capacities needed to implement their national plans and strategies through evidence-based dialogue, results-oriented policies, and sound institutional solutions and systems.

**Specific Assessment Objectives**

• Provide an overview of the evolution of the flows of financing for development and their allocation and contribution to national priorities and results.
• Analyse the interface between different flows and the complementarities between the different sources of development finance in contributing to achieve sustainable development improvement objectives.
• Draw together existing resource mobilization projections and scenario analysis around selected priority flows.
• Assess the links between finance and results through the relations between the national planning and budgeting processes.
• Assess the roles and responsibilities of national institutions in managing or influencing the development of individual financial flows.
• Propose practical ways of strengthening the alignment of development finance with national priorities and results through relevant policy and institutional reform recommendations
• Provide opportunities for country stakeholders to exchange experiences and ideas with other countries in the region.
• Set in motion the strengthening of cross-government coordination
A team comprised of Senior Development Finance Expert – Team Leader (30 days) and an Egypt Development Finance Expert (20 days) will be engaged to steer different aspects of the study. The Team Leader has overall responsibility for the review, drafting, quality assurance and timely completion of the DFA, with technical support from a remote Technical Support Team (TST) of UN experts.

Specific Duties and Responsibilities of the Egypt Development Finance Expert.

In order for a DFA team to deliver the expected deliverables in line with the above scope of work, the Egypt Expert will focus on the following aspects of the study:

- **Work closely with the international consultant on identifying key area to cover on social protection** that will be examined in full in the DFA, in addition to assisting the international consultant in conducting a one day workshop for government employees on DFA methodology and tools.
- **Conducting a comprehensive analysis of the social protection system** and gender (schemes) in Egypt and its associated financial flow- sources and trends (focus areas to be identifying) that will complement and be integrated in the final DFA report (mapping and analysis of social protections systems, schemes and associated policy).
- **Inform and contextualize social protection in Egypt in the DFA report**, this includes analysis of the latest policy actions on Social protection, legal framework revisions, reform actions and government programmes.
- **Undertake an assessment of national planning and budgeting systems** and their results orientation; contribute to analysis of policy and institutional options for strengthening the alignment of priority flows with the National Development Plan and the Global Goals; and documentation of Egypt’s Integrated National Financing Framework.
- **Support in collect of data on funding streams** pertain to social protection programmes in Egypt, meeting with relevant focal points from government and utilizing secondary data.
- **Examine the Leaving No One Behind principle of the social Protection** in Egypt this means coverage of all vulnerable segments of the Egyptian society: including children, youth, persons with disabilities, people living with diseases, indigenous people, refugees, others.
- **Contribute to DFA outline and data analysis**.

The Development Finance Expert / Team Leader will have overall responsibility for the quality and timely completion of the Egypt social protection DFA. The report, comprising the elements set out below, should be no more than 50 pages with annexes. The DFA Expert / Team Leader should ensure reflecting the DFA Methodological Guidance (version of March, 2016), UNDG’s Guide to The Joint Resource Mobilization, and UNDGs Guide to the Common Budgetary Framework.
Institutional Arrangements

- **The Development Finance Expert / Team Leader** will report directly to the UNDP Resident Representative in close consultation with MoPMAR, the Technical Support Team (TST) and the Egypt Expert.

- **The Egypt Development Finance Expert** specialized on policy analysis on its implication on social protection, preferably with a gender background. S/he will report to the team leader, in close consultation with MoPMAR and the Technical Support Team (TST)

- **Ministry of Planning team** who will guide the process, data availability and facilitate meetings with key national entities. The Ministry team will review and clear the final document.

- **Technical Support Team (TST)** is composed of members from UNDP Country Office and Head office in New York

### 3. REQUIREMENTS FOR EXPERIENCE AND QUALIFICATIONS

**Education:**

- Advanced university degree in economics, development studies and/or social sciences or related field is required.

**Experience:**

- Minimum 10 years of relevant experience in public financing, economic analysis and research work at senior level;

- Public Financial Economic Management and ODA management expertise

- Policy Analysis, Research and data collection experience with a focus on budget, expenditure management, ODA including Aid for Trade and climate finance

- Good understanding of Social Protection framework and financing mechanisms

- Strong and applied skill in Gender analysis and mainstreaming

- Knowledge of financial flows as part of Public Private Partnerships, commercial and concessional loans, and Innovative Financing for Development

- Experience working in the Arab Speaking region / North Africa is an advantage

- Experience working on Development Finance Assessments in the region an advantage.

**Competencies:**

**Job Knowledge & Expertise:**

- Excellent organizational skills and ability to handle effectively multiple tasks without compromising quality, team spirit and positive working relationships with all colleagues;

- Dependability, reliability and initiative;

- Is motivated & demonstrates a capacity to pursue personal development & learning.

**Corporate Responsibility & Teamwork:**

- Serves and promotes the vision, mission, values, and strategic goals of UN;

- Plans, prioritizes, and delivers tasks on time;

- Participates effectively in a team-based, information-sharing environment, collaborating and cooperating with others;

- Responds flexibly & positively to change through active involvement.

**Results-Oriented:**

- Plans and produces quality results to meet established goals.
People Skills:
- Sets clear performance goals and standards; executes responsibilities accordingly.
- Partnering & Networking:
- Seeks and applies knowledge, information, and best practices from within and outside UN.

Innovation & Judgment:
- Contributes creative, practical ideas and approaches to deal with challenging situations;
- Pursues own personal and professional development;
- Strives for quality client-centered services (internal/external).

Language Requirements:
- Proficiency in English and Arabic Languages are essential.

4. DOCUMENTS TO BE INCLUDED WHEN SUBMITTING THE PROPOSALS.

Interested individual consultants must submit the following documents/information to demonstrate their qualifications:
1. Proposal:
   (i) Explaining why they are the most suitable for the work
   (ii) Provide a brief methodology on how they will approach and conduct the work (if applicable)

2. Financial proposal
3. Personal CV including past experience in similar projects and at least 2 references

5. FINANCIAL PROPOSAL

- Contracts based on daily fee
The financial proposal will specify the daily fee, travel expenses and per diems quoted in separate line items, and payments are made to the Individual Consultant based on the number of days worked.

Travel:
All envisaged travel costs must be included in the financial proposal. This includes all travel to join duty station/repatriation travel. 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.
6. EVALUATION

Individual consultants will be evaluated based on the following methodology:

1. **Lowest price and technically compliant offer**

When using this method, the award of a contract should be made to the individual consultant whose offer has been evaluated and determined as both:

a) responsive/compliant/acceptable, and
b) offering the lowest price/cost

“responsive/compliant/acceptable” can be defined as fully meeting the TOR provided.

Attachment:

ANNEX I TOR
ANNEX I

Individual Contract Terms of Reference (TOR)

Development Finance Assessment- Team Leader

(International Consultant)

A. Project Title: UNDP MAPS engagement
B. Project Description

Guided by the UN-led MAPS\(^6\) engagement for a common approach to support the implementation and mainstreaming of the SDGs in national plans, policies, strategies and budgets with the aim to accelerate critical SDG achievement, UNDP will support the carrying out a Development Financing Assessment (DFA) for Egypt, the study will include a) a comprehensive review of development finance landscape, b) mapping of Social Protection schemes and financing structure, c) analysis of the international/external investment and ODA pertaining to SDS goals and SDG; with a special focus on Social Protection, including gender issues.

The assessment will analyze general financing flows for SDGs to set the general baseline (Landscape) but will above all focus on the financing flows and systems relevant for social protection.

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\(^6\) mainstreaming, acceleration and policy support
environmental dimensions of development and it analyses the roles that different development finance flows play for or against sustainable development considering all these dimensions.

C. Scope of Work

The DFA process consists of several phases including;

(v) DFA scoping mission and deciding institutional arrangements for the DFA,
(vi) DFA research and inception and
(vii) DFA main work and validation phase,
(viii) DFA finalization and follow up including Roadmap for strengthening an INFF in Egypt based on DFA findings

Conceptual framework

Taking the above context into account, the DFA’s general purpose is to assist governments to work towards Integrated National Financing Frameworks (INFF) and mobilize the capacities needed to implement their national development and results frameworks through results oriented, evidence-based policies and sound institutional solutions.

To move ahead on the 2030 Agenda, countries will need to consider their current and future financing frameworks for delivering the SDGs. This Agenda requires both significant increases in resources as well as changes in the way existing resources are used and prioritized, calling for more effective integrated approaches to managing public and private finance to achieve sustainable development. INFFs can help governments develop a holistic vision of fiscal planning and management that transcends traditional public financial management and identifying incentives to align resources of private nature.

The DFA will:

- Capitalize on the growth-enhancing reforms initiated by the government and tackle the adverse effects of the reforms programme by exploring diversified financing resources.
- Take into account key sources of funding relevant to the Egyptian context (for example remittance transfers, informal sector funding mechanism, banking reform and financial inclusion, etc).
- Establish a greater understanding of, and recommendations on how to enhance, Egypt’s future financing landscape for the successful implementation of its National Plan SDS and beyond.
- Bring the focus on Social Protection systems in Egypt and identify available/existing financing tools supporting social protection schemes (confer ILO Financing Social Protection and World Social Protection Report for pointers on conceptual framing)
- Set out the financial challenges and opportunities ahead in supporting the achievement of the SDGs, and
- Capitalize on South-South expertise in financing Egypt Social Protection systems, and utilizing UNDP global experience and knowledge in carrying out this exercising in Egypt.

D. Expected Outputs and Deliverables

i) Mapping and analysis of financing for development flows and their associated policy and institutional frameworks, with a focus on Social protections systems and schemes. Development finance flows will be analysed according to two main categories: by source (domestic/external) and distinguishing them by public or private nature. This analysis will look to assess both quantitative trends in the changing nature of the development finance landscape
over the past 10-15 years (depending on publicly available data), as well as provide perspectives of implications on existing policies pertaining to various flows on social protection.

**ii) Assessment of national planning and budgeting systems and their results orientation, with particular focus on social protection.** The DFA will focus on the potential means to finance the country’s national development priorities. The assessment will seek to identify how priorities have been formulated in the national Four Year Plan (government Plan) at thematic levels, as well as in the Yearly Investment Plan. The DFA will include a particular focus on an assessment of the alignment of national development priorities and targets with financial strategies and allocations. The analysis will include an assessment of the degree to which plans and policies include targets which are costed and the coherence between sector / thematic plans and the Global Goals.

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- Other sources pertaining to the Egyptian context

**iv) Document Egypt’s Integrated National Financing Framework – landscape and on Social Protection** for achieving the national development goals and Global Goals. The DFA document the alignment of development finance flows with national priorities and results, with special focus on gender.

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<tr>
<th>Deliverables/ Outputs</th>
<th>Activity</th>
<th>Estimated Duration to Complete</th>
<th>Target Due Dates</th>
<th>Review and Approvals Required (Indicate designation of person who will)</th>
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<th></th>
<th>An overview of the evolution of the flows of financing for development and their allocation and contribution to national priorities and results, as expressed in plans and policies at national, sector and sub-national levels <em>(Landscape study)</em></th>
<th>Initial discussion, desk review of available information and data (financing flows, instruments and solutions)</th>
<th>1 weeks</th>
<th>Early February</th>
<th>UNDP Officer</th>
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<td>2</td>
<td>A study on the systems, institutions and policies in place to ensure financing is aligned with Egypt’s national development priorities and the concept of LNOB of the SDGs <em>(Landscape study)</em></td>
<td>Mapping of national and sectoral policies</td>
<td>1 week</td>
<td>Second half of February</td>
<td>UNDP Officer</td>
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<td>3</td>
<td>Analysis of the interfaces and complementarities between different flows and sources of development finance in contributing to achieve national priorities and the SDGs—with a focus on Social Impact Investment (SII) opportunities in Egypt <em>(Landscape and Social Protection)</em></td>
<td>In-country data collection (flows, instruments and solutions) and institution mapping</td>
<td>1 weeks</td>
<td>Early March</td>
<td>UNDP Officer</td>
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<td>4</td>
<td>Conduct a capacity building workshop on the topic of DFA to government officials and staff</td>
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<td>4 days</td>
<td>Early March</td>
<td>UNDP Officer</td>
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5) Drafting final study encompassing the above. The final report will ensure that gender and women inclusion and empowerment are integrated in the study, particularly in the Social Protection coverage, access and budgeting. **Landscape and Social Protection**

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<tr>
<th>Study</th>
<th>Synthesis, Analysis, identification of challenges, recommendations and drafting of a draft report</th>
<th>Mid March</th>
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6) Final study including Landscape and Social Protection.

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<th>Study</th>
<th>Validation, consultation and finalisation of a report</th>
<th>5 days</th>
<th>Mid March</th>
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### E. Institutional Arrangement

- **The Development Finance Expert / Team Leader** will report directly to the UNDP Resident Representative in close consultation with MoPMAR, the Technical Support Team (TST), and the Egypt Expert.
- **The Egypt Development Finance Expert** specialized on policy analysis on its implication on social protection, preferably with a gender background. S/he will report to the team leader, in close consultation with MoPMAR and the Technical Support Team (TST)
- **Ministry of Planning team** who will guide the process, data availability and facilitate meetings with key national entities. The Ministry team will review and clear the final document.

**Technical Support Team (TST)** is composed of members from UNDP Country Office and Head office in New York

### F. Duration of the Work

This assignment requires **30 days of work**

### G. Duty Station

This assignment is home based, and will require 10 days visit to Cairo for data collection and delivering the capacity building workshop to government employees.

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10 The IC modality is expected to be used only for short-term consultancy engagements. If the duration of the IC for the same TOR exceeds twelve (12) months, the duration must be justified and be subjected to the approval of the Director of the Regional Bureau, or a different contract modality must be considered. This policy applies regardless of the delegated procurement authority of the Head of the Business Unit.
H. Qualifications of the Successful Individual Contractor

Education:

- Advanced university degree in economics, development studies and/or social sciences or related field is required.

Experience:

- Minimum 10 years of relevant experience in public financing, economic analysis and research work at senior level;
- Public Financial Economic Management and ODA management expertise
- Policy Analysis, Research and data collection experience with a focus on budget, expenditure management, ODA including Aid for Trade and climate finance
- Good understanding of Social Protection framework and financing mechanisms
- Strong and applied skill in Gender analysis and mainstreaming tools
- Knowledge of financial flows as part of Public Private Partnerships, commercial and concessional loans, and Innovative Financing for Development
- Experience working in the Arab Speaking region / North Africa is an advantage
- Experience working on Development Finance Assessments in the region an advantage.

Competencies:

Job Knowledge & Expertise:

- Excellent organizational skills and ability to handle effectively multiple tasks without compromising quality, team spirit and positive working relationships with all colleagues;
- Dependability, reliability and initiative;
- Is motivated & demonstrates a capacity to pursue personal development & learning.

Corporate Responsibility & Teamwork:

- Serves and promotes the vision, mission, values, and strategic goals of UN;
- Plans, prioritizes, and delivers tasks on time;
- Participates effectively in a team-based, information-sharing environment, collaborating and cooperating with others;
- Responds flexibly & positively to change through active involvement.

Results-Oriented:

- Plans and produces quality results to meet established goals.

People Skills:

- Sets clear performance goals and standards; executes responsibilities accordingly.
- Partnering & Networking:
- Seeks and applies knowledge, information, and best practices from within and outside UN.

Innovation & Judgment:

- Contributes creative, practical ideas and approaches to deal with challenging situations;
- Pursues own personal and professional development;
- Strives for quality client-centered services (internal/external).

Language Requirements:

- Proficiency in English and Arabic Languages are essential.
I. **Scope of Price Proposal and Schedule of Payments**

- **Contracts based on daily fee**

The financial proposal will specify the **daily fee, travel expenses and per diems** quoted in separate line items, and payments are made to the Individual Consultant based on the number of days worked.

**Travel:**

All envisaged travel costs must be included in the financial proposal. This includes all travel to join duty station/repatriation travel. 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.

J. **Recommended Presentation of Offer**

Interested individual consultants must submit the following documents/information to demonstrate their qualifications:

1. **Proposal:**
   - (i) Explaining why they are the most suitable for the work
   - (ii) Provide a brief methodology on how they will approach and conduct the work (if applicable)

2. **Financial proposal**

3. **Personal CV** including past experience in similar projects

4. **At least 2 references**

K. **Criteria for Selection of the Best Offer**

Individual consultants will be evaluated based on the following methodologies:

1. **Lowest price and technically compliant offer**

   *When using this method, the award of a contract should be made to the individual consultant whose offer has been evaluated and determined as both:*

   a) responsive/compliant/acceptable, and

   b) offering the lowest price/cost

   “responsive/compliant/acceptable” can be defined as fully meeting the TOR provided.
This TOR is approved by: Sylvain Merlen

Name and Designation: Deputy Country Director (a.i)

Date of Signing: ______________________________