

## Terms of Reference

### **National Individual Consultancy to build the capacity of Local Public Authorities on Public Finance management for children.**

**Location:** Singerei district

**Duration and timeline:** September 2019 – December 2019 (70 days)

#### **1. Background**

Policy and investment decisions made by the Government have a direct impact on children's lives and Moldova needs civil servants and civil society organizations, at all levels of the State, that understand the value of investing in children and youth.

Within the framework of its Country Programme for 2018-2022, UNICEF Moldova advocates for expanded coverage of social services and a more efficient, effective, transparent and equitable way of developing and implementing policies, including adequate financing, in favor of children, adolescents and youth. An important aspect of this work involves building the capacity of professionals of level-one and level-two Local Public Authorities (LPAs) <sup>1</sup> in planning and budgeting for children and youth policies.

A 2017 UNICEF analysis on local budgets showed that, after the recent fiscal decentralization, the financial accountability attributed to LPAs did not match available capacity to prioritize and plan the financing of social services for children. Therefore, this situation has affected the provision of quality social services for children in health, education, child protection, social protection and youth sectors, with specific services, such as early childhood education services; social assistance services (including child protection services); and youth programmes specifically remaining underfunded.

#### **2. Purpose of the consultancy**

The purpose of this consultancy is to support Singerei district to strengthen the capacities of LPAs (Levels one and two) in Public Finance Management (PFM), including by assessing needs and provision of technical assistance for budget and expenditures planning and analysis contributing to impactful implementation of child related policies at local level.

In seeking to further build PFM and budget planning and analysis skills, the consultancy will support local stakeholders in budget and expenditures analysis at district and municipal levels and in planning, costing and executing local child related social sector service budgets which better link budget preparation to children, adolescents and youth related policies thereby contributing to enhanced access to quality and equitable services for child, adolescents and youth.

#### **3. Objective of the consultancy**

The objective of this consultancy will be to strengthen **the capacity of LPAs and stakeholders in Singerei district on Public Finance Management for children** through

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<sup>1</sup> Level one is the municipal level and level two is the district/ raion level.

on the job training, specifically on strategic planning, budget formulation, budget execution and monitoring, and budget reporting.

The collection of **necessary budget data** from levels I and II LPAs is a prerequisite for the successful completion of the task and is an essential preparatory phase for the capacity strengthening and building exercise.

Documenting lessons learned will be an important part of the assignment too.

During all stages of the consultancy, the consultant will discuss and report on progress and address any technical issues arising during the consultancy with UNICEF Moldova.

#### 4. Details of how the work should be delivered

The consultancy will be delivered at district level with relevant time dedicated for data collection and consultations with UNICEF in Chisinau as required.

The assignment will consist of the following key activities:

- a/. Assessing capacity development needs for LPAs.
- b/. Based on the assesses develop a comprehensive, needs tailored capacity building plan for both LPA I and II levels.
- c/. Delivery of training, which will include on the job training on the entire budget cycle, including: budget and expenditures analysis (incl. effectiveness and efficiency of resource use), participatory identification (with children, parents, adolescents and youth) of financing needs, budget planning based on needs (and in alignment with child, adolescents' and youth related national policies), identification of financing gaps, identification of possible sources of revenue to fill the gaps, participatory budget monitoring and reporting.

The selection of the municipalities will be decided jointly with UNICEF Moldova. The budget analysis will be based on budget and expenditure data on allocations from the Ministry of Finance, line ministries, and local public authorities, as well as the Medium-Term Expenditure Frameworks.

#### 5. Deliverables and delivery dates

No.	Activity	Deliverables <i>All deliverables should be in English language</i>	Milestones in working days
1.	Inception phase and planning.	<ul style="list-style-type: none"> <li>• Inception report in English, including a methodology, a workplan and a roadmap for the deliverables and activities of the consultancy.</li> </ul>	4 days
2.	Capacity gap assessment, data collection and development of capacity building plan for both LPA levels. Specific activities include:  - Capacity gaps assessment on LPAs in public finance management	<ul style="list-style-type: none"> <li>• Capacity gaps assessment report on LPAs' PFM capacity needs and</li> </ul>	10 days

	<p>related child social services</p> <ul style="list-style-type: none"> <li>- Budget data collection</li> <li>- Budget and expenditures analysis (incl. effectiveness and efficiency of resource use)</li> </ul>	<p>provision of recommendations/ capacity building plan on PFM for LPAs.</p> <ul style="list-style-type: none"> <li>• Tables with relevant budget data sets prepared</li> <li>• Sector specific short budget briefs prepared (based on UNICEF template to be discussed at the inception phase) covering: education (including pre-school), health, child protection, social protection and youth sectors</li> </ul>	<p>8 days</p> <p>10 days</p>
3.	<p>Capacity building of LPAs' in child friendly budget formulation, execution and monitoring. Specific activities include:</p> <ul style="list-style-type: none"> <li>- participatory identification (with children, parents, adolescents and youth) of financing needs, including identification of financing gaps and of possible sources of revenue to fill the gaps. To include at least 2 workshops with stakeholders</li> <li>- On the job support for budget planning based on needs (and in alignment with child, adolescents' and youth related national policies)</li> </ul>	<ul style="list-style-type: none"> <li>• Workshop reports</li> <li>• Short narrative with budget needs (costed required services), budget gaps and proposed sources of financing covering: education (including pre-school), health, child protection, social protection and youth services</li> <li>• Narrative report on capacity building actions conducted, challenges and how they were overcome</li> <li>• Sector specific local draft budget formulation for 2020 covering: education (including pre-school), health, child protection, social protection and youth services</li> </ul>	<p>4 days for workshops</p> <p>10 days for short reports</p> <p>2 days</p> <p>10 days</p>
4.	<p>Documenting lessons learned</p> <p>Produce a Final Report of this consultancy, including an executive summary, documentation of the results, identifying lessons learned and providing recommendations for improved approach in future similar actions (maximum 12 pages)</p>	<ul style="list-style-type: none"> <li>• First draft report</li> <li>• Second draft report</li> <li>• Final report</li> </ul>	<p>By 1<sup>st</sup> December</p> <p>By 10<sup>th</sup> December</p> <p>By 12<sup>th</sup> December</p> <p>Total 12 days</p>
		Total days:	70 days

## **6. Reporting requirements**

The consultant will be supervised by the UNICEF Social Policy Specialist, in consultation with other UNICEF sectors.

UNICEF Social Policy Specialist will provide technical guidance and oversight to the consultant and will act as a liaison between the national partners and the consultant and monitor implementation of the process.

## **7. Performance indicators for evaluation of results:**

The performance of work will be evaluated based on the following indicators:

- Completion of tasks specified in ToR;
- Compliance with the established deadlines for submission of deliverables;
- Quality of work;
- Demonstration of high standards in cooperation and communication with UNICEF and counterparts.

## **8. Qualifications and experience**

- Advanced university degree in Economics, Public Policy, Fiscal Reform, or any other relevant areas;
- A solid knowledge of PFM instruments and proven experience (at least 8 years) with government social sector budget analysis, at national and decentralised levels;
- Experience with collecting and working with complex financial data sets;
- Good analytical and writing skills, and the ability to present the results in a simple language, making use of visual aids (maps, graphs and other visual tools);
- Experience with the capacity building field and especially social policy;
- Ability to facilitate training sessions with local authorities and maintaining confidentiality;
- Excellent command of Romanian and English, both oral and written; knowledge of Russian is an asset;
- Strong communication (oral and written) skills;
- Previous work experience with Governmental Institutions or a UN agency will be considered a strong asset.

## **9. Content of technical proposal**

- Description of the candidate's relevant experience with similar type of assignments (max 300 words).
- Proposed approach and methodology (max 1500 words), including:
  - a. Timeline and milestones
  - b. Risk and mitigation measures
- Annex: Short Sample or links to related work previously conducted by the consultant

In addition, please provide your *Curriculum Vitae*.

### **10. Content of financial proposal**

The financial proposal shall specify an all-inclusive fee per day of work and travel costs for an estimated number of 20 days in the field. The fee will include all the estimated costs related to service providing under this ToR. If not included in the ToR, UNICEF will not reimburse costs not directly related to the assignment. This contract does not allow payment of off-hours, medical insurance, taxes, and sick leave.

### **11. Payment schedule**

The payments will be done in four tranches upon satisfactory review and written approval of the following deliverables by the supervisor:

- 30% upon provision of the Inception Report
- 20% upon completion of deliverables under activity 2 - Capacity gap assessment, data collection and development of capacity building plan
- 20% upon completion of deliverables under activity 3 - Capacity building of LPAs'
- 30% upon provision of Final Report.

The performance will be assessed based on completion of specific activities and milestones as described as above. UNICEF reserves the right to withhold all or a portion of payment if performance is unsatisfactory, if work/outputs are incomplete, or not delivered for failure to meet deadlines.

### **12. Definition of supervisory arrangements**

The specialist will work under the supervision of the Social Policy Specialist of UNICEF Moldova.

### **13. Work location and official travel involved**

**Location:** Home based and field missions.

**Travel:** Service provision will include field trips to UNICEF project sites within the country and communities in which UNICEF is present.

### **14. Support provided by UNICEF**

UNICEF will regularly communicate with the consultant and provide feedback and guidance and necessary support so to achieve objectives of the work, as well as remain aware of any upcoming issues related to the performance and quality of work.

UNICEF will provide an initial package of relevant documents and available research, and an initial list of relevant experts and counterparts to work with. UNICEF will also request relevant data – as agreed upon with the consultant – from relevant national counterparts.

### **15. Ethical considerations**

During the Assessment semi-structured interviews are envisaged. The Contractor will ensure that the process is in line with the United Nations Evaluation Group (UNEG)

Ethical Guidelines<sup>2</sup>. The Contractor should be sensitive to beliefs, manners and customs and act with integrity and honesty while interacting with stakeholders and beneficiaries. Furthermore, the Contractor should protect the anonymity and confidentiality of individual information. All participants should be informed about the context and purpose of the Assessment, as well as about the confidentiality of the information shared. The Contractor is allowed to use documents and information provided only for the tasks related to these terms of reference.

As per the DHR PROCEDURE ON CONSULTANTS AND INDIVIDUAL CONTRACTORS, together with the Notification letter, the contractors will be sent the link on Agora containing UNICEF policies on Prohibiting and Combatting Fraud and Corruption; Prohibition of discrimination, harassment, sexual harassment and abuse of authority and other relevant policies for their information and acknowledgment. The selected candidate must complete the applicable mandatory online courses on UNICEF's learning platform **prior to signature of contract. All certificates should be presented as part of the contract.**

### **16. Copyrights and utilization rights**

The copyright of all the products will belong to UNICEF Moldova. The consultant will not be authorised to publish or reproduce them anywhere else.

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<sup>2</sup> UNEG Guidelines <http://www.uneval.org/document/detail/102>