

## TERMS OF REFERENCE FOR INDIVIDUAL CONTRACTORS/ CONSULTANTS

PART I		
Title of Assignment	<i>International consultancy: Technical support to and capacity building of the Parliamentary Budget Office of Malawi</i>	
Section	Social Policy	
Location	Lilongwe, Malawi	
Duration	6 months	
Start and End Date	<b>From:</b> 25/01/2021	<b>To:</b> 25/07/2021

### BACKGROUND

The Parliament of Malawi established its Parliamentary Budget Officer (PBO) in 2017, to support its oversight function and produce evidence on macroeconomic and fiscal topics. Currently, the PBO is composed of 5 junior staff, 4 of which contracted by the Parliament itself with the role of budget analysts and an additional staff contracted by UNICEF. The main role of the PBO is to provide independent, non-partisan oversight of the budget all through the year. The role of the PBO is especially paramount during the tabling of the Budget Proposal and of the Mid-Year Budget Review, when Parliament is requested over a period of three weeks to discuss and vote the proposal prepared by Government. The PBO reports chiefly to the Budget Committee.

UNICEF Malawi has been supporting the PBO and the Parliament at large since 2017. More specifically, UNICEF has financed a junior national PF4C Analyst position sitting in the PBO to provide additional analytical capacity as well as to help coordinate UNICEF's parliamentary engagements (budget hearings and presentations, PFM trainings for MPs etc.). Furthermore, UNICEF has contributed in building additional capacity in the PBO in terms of budgetary analysis, specifically for the social sectors, and regularly supports the the PBO in the analysis of the Government's budgetary documents and in the preparation of the reports for the Budget Committee during the tabling of the the Budget Proposal and the Mid-Year Budget Review. Along these lines, UNICEF also produced a Parliamentary Guide to assess the child-friendliness of the National Budget, to ensure proper attention is given by both the PBO and the MPs to investments in children.

### JUSTIFICATION

At 4 years from its establishment, the PBO has managed to support the Parliamentary Committees and Clusters all through the budget process, under the supervision of the Clerks and with support from UNICEF, according to the requirements. However, the PBO is yet to reach the desired level of autonomy in and capacity to satisfactorily carry out its functions, as originally intended. The current structure of the PBO, with 5 analysts of comparable level and no senior staff, does not allow for a correct and smooth functioning of the office. Despite the capacity building occasions and the missions abroad to learn from other similar institutions, the situation has not significantly changed over the past years.

The assessment of the Parliament of Malawi is that the PBO in its present composition requires the continued and focused support of a senior profile to provide extensive on-the-job coaching and capacity building to its staff and to guide them through the different duties assigned to them during the budget process. Such support

will also contribute to better position the PBO vis-a-vis key partners in Government, such as the Treasury and the Accountant General, who are instrumental for an effective fulfilment of their tasks.

## **PURPOSE OF THE ASSIGNMENT**

The senior consultant will be posted full time in the PBO and will provide continuous on-the-job coaching and support to the PBO staff in carrying out their functions, especially in relations to the budget process and the production of evidence on macroeconomic and fiscal topics for the Staff of Parliament. The assignment will start before the Mid-Year Review process for the 2020/21 budget is initiated (February 2021) and will finish with the vote on the budget proposal for 2021/22 (July 2021).

The work of the consultant and that of the PBO will contribute to an enhanced oversight capacity of the Parliament of Malawi when it comes to the proposals for the Annual Budget and the Mid-Year Budget Review the Government of Malawi will table in 2021. At the end of the six months, the consultant will have supported the PBO in its daily work and overseen the production of the required reporting whilst building additional analytical capacity in the PBO staff and improving their drafting and presenting skills.

Furthermore, the consultant will prepare a set of recommendations on the future of PBO for the Parliament of Malawi, having reviewed the current Terms of Reference for the office, to be handed over to the Clerk of Parliament and UNICEF. This will take the form of a capacity gap analysis and consider the HR needs and structure of the PBO (how many staff, which profile, which seniority) as well as the required set of skills and competencies needed to ensure a proper functioning of the office and quality outputs. Best practices from comparable systems in the neighborhood could be used to enrich the framework of the recommendations. Such recommendations should be presented in terms of possible options and should be costed.

## **SCOPE OF WORK/OBJECTIVES**

The consultancy will respond to three key objectives; (i) provide continued capacity building and on-the-job coaching of the PBO staff, (ii) support in the drafting of the Mid-Year Budget Review Analytical Report and the Budget Proposal Analytical Report, two key deliverables for the PBO, and (iii) support the production of one evidence based piece on Debt and its fiscal consequences for Malawi.

Furthermore, the consultancy will start with a preliminary needs assessment carried out from a distance and in preparation to the start of the actual capacity building work in country. Such assessment will be structured into a capacity building plan to be submitted for approval to Parliament and followed during the six months of the country-based support. Lastly, by the end of the assignment, the consultant will provide the Parliament of Malawi and UNICEF with an assessment of the functioning of the PBO with the consequent review of its Terms of Reference and the presentation of a number of options for the future of the office. These will allow the Parliament of Malawi to chart the way forward for further strengthening the analytical capacity of the PBO in the coming years.

This six-months assignment is considered by the Parliament of Malawi and UNICEF to first step towards bringing the PBO to fulfil its role, in line with what other Parliamentary Budget Offices do around Africa and the world. The consultancy will be instrumental in defining which next steps are needed, although it is clear that the PBO needs the stable presence of senior staff to be fully functional.

## REPORTING REQUIREMENTS

**To whom will the consultant report (supervisory and any other reporting/communication lines):**

The consultant will report to the Social Policy and Economic Specialist of UNICEF Malawi.

**What type of reporting will be expected from the consultant and in what format/style will the submissions of reports/outputs be done:**

The consultant will be required to submit written deliverables in word format per email, as per the table in the section below.

**How will consultant consult and deliver work and when will reporting be done:**

The consultant will be required to work from the PBO office in the premises of the Parliament of Malawi. Reporting will be done both orally and in written form via email to the supervisor, as deemed necessary.

## EXPECTED DELIVERABLES

In alignment with the scope of work as described above, the consultant will be expected to perform the following activities and deliverables as per the schedule and estimated dates below:

Task	Deliverable/Outcome (e.g. Inception, progress, final reports, training material, workshop, etc.)	Estimated # of days	Planned Completion date	% of total fee payable
Preliminary needs assessment in preparation to the start of the capacity building work	Needs assessment and capacity building plan	5	31/12/2020	10%
Support the PBO in carrying out its functions in relation to the Mid-year Budget Review Process	Mid-Year Budget Review Analytical Report	21	28/02/2021	20%
Continued on-the-job coaching and training for the PBO staff in the areas of PFM and support to Parliament during the budget process	Training material and capacity building preliminary report	21	31/03/2021	10%
Continued on-the-job coaching and training for the PBO staff in the areas of PFM and support to Parliament during the budget process	Training material and capacity building final report	21	31/05/2021	10%
Support the PBO in the production of evidence pieces for the Staff of Parliament	Debt Brief	21	30/04/2021	10%

Assess of the current PBO functioning structures and a set of costed options for the way forward	Review of the PBO ToR and Costed Options Paper	21	30/06/2021	20%
Support the PBO in carrying out its functions in relation to the tabling and vote on the Budget Proposal	Budget Proposal Analytical Report	21	25/07/2021	20%

However, as the actual starting date may impact the dates estimated in the TOR, the exact timeframes and actual delivery dates will be jointly agreed upon between the consultant and the supervisor upon contract signature. A detailed workplan and delivery schedule will be discussed and agreed at the onset of the contract.

## 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

## PAYMENT SCHEDULE

All payments, without exception, will be made upon certification from the supervisor of the contract, of the satisfactory and quality completion of deliverables and upon receipt of the respective and approved invoice.

Travel (international and local) costs will be reimbursed on actual expenditures and upon presentation of original supporting documents. As per UNICEF operational guidelines, travel for international consultancies, will be in economy class and will use the most economical route.

## DESIRED COMPETENCIES, TECHNICAL BACKGROUND AND EXPERIENCE

### Academic qualification:

- A Master's degree in Economics, Public Affairs or comparable is required.

### Work experience:

- At least 10 years of relevant experience in supporting Parliaments/National Assemblies/Senates and their offices and bodies, particularly in relation to the budget cycle.
- At least 5 years managing teams of 3 or more people in relevant contexts.
- At least 5 years of experience in capacity building/coaching for national institutions.
- Any experience in the design/redesign of institutions and organizations is an added advantage.
- Experience in developing countries, particularly Sub-Saharan Africa, is an added advantage.

### Technical skills and knowledge:

- Knowledge of the functioning of Unicameral Parliamentary Systems is required.
- Knowledge of Public Finance Management, upstream and downstream, is required.
- Knowledge of development countries context is required.

**Competencies:**

- Capacity to effectively work and mediate in interinstitutional and political contexts.
- Capacity to manage multicultural teams.

**Languages:** English is mandatory. Any other language is an added advantage.

**ADMINISTRATIVE ISSUES**

UNICEF will regularly communicate with the specialist 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.

As per policy on consultants and individual contractors, the individual will be expected to complete a list of mandatory training, including 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. Within 5 days of the contract commencement, the consultant/individual contractor is requested to complete the applicable mandatory trainings.

The consultant is expected to provide his/her own laptop. The consultant will work from the facilities of the Parliamentary Budget Office and might be required to reach UNICEF's premises for meetings and debriefs.

**CONDITIONS**

- The candidate selected will be governed by and subject to UNICEF's General Terms and Conditions for individual contracts.
- No contract may commence unless the contract is signed by both UNICEF and the consultant.
- The consultant will be based in Lilongwe, Malawi
- The consultant will be paid an all-inclusive fee (stationary, communication and other miscellaneous expenses) as per the stipulated deliverable and payment schedule.
- Under the consultancy agreements, a month is defined as 21.75 working days, and fees are prorated accordingly for actual days worked.
- The consultant is not entitled to payment for overtime, weekends or public holidays, medical insurance, taxes, and any form of leave.
- Travel expenses for official in-country trips, including living costs, will be covered by the lumpsum.
- Transport will be provided to the consultant during in-country field travel, if planned and approved.
- No travel should take place without an email travel authorization from section prior to the commencement of the journey from the duty station.
- Standard UNICEF procedures will apply for invoicing and all other financial management requirements set out in the contract.
- Standard penalty clauses will also apply for late and poor-quality deliverables. The supervisor of the contract will provide the consultant with the criteria for the evaluation of the quality of each deliverable.
- Additional details of UNICEF rules, regulations and conditions will be attached to the contract.
- Consultants will not have supervisory responsibilities or authority on UNICEF budget.
- The assignment is an on-site (Parliament of Malawi) support.

## HOW TO APPLY

Interested consultants should provide the following:

1. Curriculum Vitae
2. Brief technical proposal (no longer than five pages) demonstrating the consultant's understanding of the assignment and approach/methodology to the assignment
3. Financial proposal including a breakdown of their all-inclusive fees (including professional fees, travel, living cost, visa and other costs). Complete the attached form.



Financial  
Proposal.xlsx

4. References details