



# Project Transparent and Accountable Economic Governance in Guinea-Bissau

## *Terms of reference*

Recruitment of a professional expert in project monitoring and evaluation to build the project monitoring and evaluation system and support its implementation

### General information

<b>Title of the mission</b>	Implementation of the monitoring and evaluation system, accountability and learning, finalization of the project's logical framework, collection and analysis of monitoring data, as well as design of the dashboard of indicators and support for the implementation of the SERA system
<b>Beneficiary(s)</b>	Primary beneficiaries include <ul style="list-style-type: none"><li>• Ministry of Finance:<ul style="list-style-type: none"><li>- Directorate-General for the Budget</li><li>- General Directorate of the Treasury</li><li>- General Directorate of Debt</li></ul></li></ul>

	<ul style="list-style-type: none"> <li>- General Directorate of Forecasting</li> <li>- General Directorate of Public Procurement</li> <li>- General Directorate of Internal Control</li> <li>- General Inspectorate of Finance</li> <li>• Court of Auditors</li> <li>• National Popular Assembly</li> <li>• Civil society organisations</li> </ul> <p>Secondary beneficiaries include</p> <ul style="list-style-type: none"> <li>• Ministry of the Economy, Spatial Planning and Integration: <ul style="list-style-type: none"> <li>- General Directorate of the Economy</li> <li>- Directorate General of Planning and Regional Integration</li> </ul> </li> <li>• National Institute of Statistics</li> <li>• Sectoral ministries (Health and Education)</li> </ul>
<b>Country</b>	Guinea-Bissau
<b>Total number of days planned</b>	66 days in total for the duration of the project (2025-2028)
<b>Mission period</b>	<p>66 days</p> <p>30 days for 2025 10 days for 2026 10 days for 2027 16 days for 2028</p>

## 1. MISSION CONTEXT

### 1.1 Mission summary

As part of the "Transparent and accountable economic governance" (GETR), Expertise-France is recruiting an international expert whose mission will be to:

- Conduct an analytical review of the project's logical framework and propose a revision of the logical framework accordingly;
- To appreciate the consistency and risk analysis during the launch phase;
- Formalise a monitoring and evaluation plan, which must be coordinated with the reporting tools of the European Union, to allow for monitoring the progress and results of the project as well as to enable its management.
- Formalize automated monitoring tools for indicators and other data collection tools (dashboards, surveys...)
- Train and ensure the appropriation of the project teams of the device and tools (project manager, deputy project manager, resident experts...).
- Prepare the mid-term and final evaluation missions
- Assess the clarity of the results and corresponding indicators defined in the monitoring-evaluation plan to ensure that the results are measurable;
- To articulate the monitoring-evaluation plan with the reporting tools of the European Union;
- Support the project teams in data monitoring and analysis
- Contribute to the capitalization of the project through the monitoring and evaluation system.
- Contribute to the valorization (dissemination and infusion) of the learning produced thanks to the monitoring and evaluation system.

The mission of the expert must allow Expertise France to:

- Being able to communicate and report to the European Union and beneficiaries (Ministry of Finance, Court of Auditors, National Popular Assembly, Civil Society Organizations, Ministry of Economy, National Institute of Statistics and Sectoral Ministries);
- Improve project management, effectiveness, coherence, efficiency, sustainability, impact and relevance with a gender and environmental perspective by anticipating the challenges and being able to adapt strategic and operational activities as they occur;
- Have a dashboard for monitoring indicators allowing automated feeding from the collected data and ensure that this tool is taken in hand by the project team;

### 1.2 Presentation of the project

The "Transparent and accountable economic governance" (GETR) project, funded by the Delegation of the European Union in Guinea-Bissau and implemented by Expertise France, has as its **overall objective over a period of 4 years to "promote transparency and accountability of public finances in Guinea-Bissau"**.

The action aims to "**encourage strategic administrative reforms in order to consolidate the foundations of sound public financial management by strengthening budgetary discipline, ensuring that financial resources are allocated efficiently in line with policy priorities and improving the effectiveness and efficiency of public service delivery. In addition, the action aims to strengthen financial control bodies and procedures, including by encouraging civil society participation, in order to enhance the fight against corruption.**"

In accordance with the overall objective of this action, the project aims more specifically **at two objectives:**

**Table No. 1. Specific objectives**

<b>Specific objective n° 1</b>	<b>Improve the effectiveness of public finance management systems, procedures and capacities, with particular attention to gender and the environment</b>
<b>Specific objective n°2</b>	<b>Strengthen the framework and conditions for participation, transparency and control in governance and anti-corruption</b>

The **expected achievements** are as follows:

**Table No. 2. Deliverables**

<b>Specific objective n° 1</b>	Strengthening the capacities of public finance actors in terms of gender- and environment-sensitive budgetary and strategic planning
	Programming and budgeting systems and processes are strengthened while taking into account gender and environment
	Procurement and internal control expenditure execution systems and processes are improved
<b>Specific objective n°2</b>	Public and equal access to information on public finances is encouraged
	Strengthening the capacities of the Parliament, the Court of Auditors and civil society in terms of public financial management control
	Improvement of anti-corruption mechanisms

The main **beneficiary administrations** are:

**Table 3. Beneficiary administrations**

<b>Ministry of Finance</b>	Directorate-General for the Budget Directorate-General for Forecasting and Economic Studies Directorate General of Treasury and Accounting General Directorate of Public Debt General Directorate of Financial Control General Directorate of Public Authorities National Heritage Secretariat General Inspectorate of Finance Other Directions
<b>Ministry of the Economy, Planning and Regional Integration</b>	General Directorate of the Plan National Institute of Statistics
<b>Public institutions</b>	Parliament Court of Auditors
<b>Civil society</b>	Associations

The project's launch phase, which began on 1 February 2025, was devoted to institutional dialogue with the beneficiary administrations as well as with technical and financial partners. It also allowed the development of the programme of activities and the consolidation of a first version of the logical framework, as defined in the technical offer.

This first version presents an initial vision of the intervention logic of the project, integrating the assumptions related to the commitment of local authorities and beneficiaries.

**The work of consolidating the logical framework** carried out during the launch phase was aimed at clarifying the nature of the indicators, the calculation methods, the means of verification as well as the definition of the target values. This work constitutes a first basis, but it will need to be deepened and consolidated by the expert as part of his mission.

The project is implemented by a **project team** composed of:

- Two resident experts in budget management and programming and financial control;
- From an administrative and financial manager;
- Of a team leader and his/her deputy;
- Short-term experts, beaded and referents, from the public and private sector.

The governance of the project **is organized around two bodies:**

- The **Steering Committee**: Strategic body that meets once a year to review the progress of the project, the results obtained and decide on possible adjustments or reorganizations;
- The **Technical Committee**: Operational forum that meets quarterly on project status and business planning.

Quarterly reviews organized between the project and the headquarters of Expertise France aimed at presenting the planning of activities for the year, the budget to be mobilized, and at assessing the execution of planned activities.

An intermediate and final evaluation of the project is planned and will be carried out by one or more independent experts.

## 2. OBJECTIVES AND EXPECTED RESULTS

### 2.1 Expertise France's monitoring and evaluation policy

Expertise France is the expert agency for designing and implementing international technical cooperation projects.

In this regard, it pays particular attention to the monitoring and evaluation of the effects generated by the interventions it implements, in addition to the monitoring of products, activities and resources that it carries out in a logic of good operational management. It undertakes to take account of accountability towards the beneficiaries at all stages of the project, from its development through all stages of action and until the final evaluation.

This policy is part of a desire for transparency, by providing accessible and timely information to beneficiaries on the procedures and processes that involve them in order to ensure that a dialogue can be established between the agency and project stakeholders.

Expertise France thus takes up the six evaluation criteria of the OECD Development Assistance Committee (relevance, coherence, effectiveness, efficiency, impact and sustainability) generally recognized at the international level. These criteria may be supplemented by additional criteria.

The adoption of this principle requires:

- Result-based planning of projects and programmes in terms of desired changes and articulation of underlying assumptions;
- A clear definition of results and corresponding indicators, so that the results are measurable;
- Formalization of monitoring on a regular basis for quick decision-making, knowing that effective monitoring during the project reinforces the evaluation of projects;

- An evaluation of the effectiveness of Expertise France projects and programs including a baseline study, a mid-term evaluation and an ex-pots evaluation to evaluate the medium-term effect and the bases contributing to a sustainable impact.
- A monitoring and evaluation system that goes beyond tracking results and effectiveness must allow us to learn about our ways of doing things and to orient our actions according to these learnings.

## 2.2 Mission objectives

The main purpose of the mission is to:

- **Conduct an analysis of the project's** consolidated logical framework to ensure that it is consistent with the general and specific objectives of the project;
- **In terms of indicators:**
  - Verify that the **defined indicators are evaluable** according to the six criteria established by the OECD Development Assistance Committee;
  - Ensure that the **methods for calculating indicators** correspond to the nature of the indicators and the means of verification;
  - Ensure that the **selected indicators** can be subject to monitoring and data collection, including in the gender dimension;
  - If necessary, identify other indicators to complement the internal project logic framework, allowing us to track in detail the progress of the project and aiming to document learning;
- Formalize the monitoring and evaluation system by developing a **detailed monitoring-evaluation and learning plan** for the project, including the precise modalities of data collection **for each indicator. This system should notably include an adapted reporting system consistent with that in force in the European Union;**
- Design the **dashboards for monitoring indicators** with a view to automating reporting based on collected data and graphical representation facilitating data analysis;
- Design **data collection, consolidation and visualization tools** to feed the dashboard for monitoring indicators;
- Propose a **model of communication support and annual and quarterly reporting for the steering committee and the technical committee, while promoting moments dedicated to collective analysis and concerted decision-making;**
- Conduct training aimed at **fostering collective learning and strengthening the capacities of stakeholders so that they can collect, analyze and take advantage, at their level, of the learnings from the monitoring of indicators.**
- Formalize the **Terms of Reference (TRs) for evaluations based on an exchange with the steering committee and other relevant stakeholders to gather their expectations.**
- **Throughout the project, provide support to the team to adapt the device and tools SERA if necessary and in data analysis.**
- Plan the project capitalization **actions and support the team to implement them.**
- Present and verify **the technical and functional appropriation** of the tools by the project team.
- Register the logical framework of the project on the OPSYS platform, the official reporting tool of the European Union at the beginning of the consultancy and at each scheduled deadline (once a year). For information, the reporting period is twelve (12) months from the beginning of each implementation period.

## 2.3 Mission Deliverables

The expected results are as follows:

- A **logical framework of the project is finalized and validated** by the project team;
- Reports of training and capitalization exercises;
- The **indicators are revised and consistent** with the project's objectives;

- A **plan and monitoring-evaluation and change-oriented learning device detailing the definitions of indicators, the means of data collection, and the roles of each. e in this device**
- The **tools for collecting and analyzing**, consolidating, and visualizing data and the dashboard for monitoring indicators are **developed and validated** by the project team;
- The **communication and reporting deliverables (part SERA of the donor reports) are developed**, in line with the monitoring and evaluation system of the European Union and **validated** by the project team;
- The **project team's capabilities** in terms of understanding the logical framework and its implementation are **strengthened** and the tools made available are mastered.

### 3. MISSION DESCRIPTION

#### 3.1 Main activities

As part of the mission, the expert will notably carry out the following activities:

- **Analysis of needs and understanding of expectations:** study of the documents transmitted and exchanges with the project team;
- **Revision of the logical framework:** based on the logical framework established in the technical offer and reinforced during the project launch phase and exchanges with the project team;
- **Review of the results of the theory of change** in order to measure the effects produced by the project's actions and complete the quantitative and qualitative analysis present in the project's indicators.
- **Design of collection, analysis and sharing tools, as well as the dashboard:** developed from the logical framework;
- **Design of reporting, communication and preparation and animation of analysis and decision-making meetings based on data collected as part of the SERA system (at least 3 times a year during project reviews)**
- **Training** of the project team, including the partners in charge of collecting and managing the action: carried out after the delivery of the deliverables to the project team.

The deliverables will be validated gradually at each step by the project team.

#### 3.2 Deliverables

The deliverables are as follows: Year 2025

**Table no. 4. Deliverables expected**

Deliverables	Format	Calendar
Revised logical framework	Excel	T0 + 10 days
Monitoring-evaluation and learning plan	Word or PPT	T0 + 15 days
Data collection, consolidation and visualization tools	Kobo, OdK, Excel, Power BI/table or equivalent	T0 + 20 days
Operational dashboard for monitoring indicators	Excel	T0 + 25 days
Communication materials, training, learning and reporting (PPT presentation and training program)	Word	T0 + 25 days
PPT presentation and training program (to materials and tools for collection and analysis)	Video conference (1/2 day)	T0 + 25 days
M&E mission and training	Bissau	T0 + 30 days



*In subsequent years, the consultant will be responsible for producing the following deliverables:*

- *Drafting of the SERA part of the donor reports (once a year)*
- *Support for the presentation of project results for each project review (three times a year)*
- *Filling of the OPSYS platform (once a year)*
- *TDRs of the intermediate and final evaluations*

The deliverables must be presented in Portuguese and French.

## 4. MISSION STATEMENT

### 4.1 Modalities

The expert will work under the supervision of the Project Manager based in Guinea-Bissau, the SERA team at headquarters, as well as the Project Officer from the GOUV/TGR Department at Expertise France headquarters, throughout the duration of the mission.

To successfully carry out the mission, he/she will have the following documents:

- The technical offer of the project including the logical framework and the theory of change;
- The reinforced logical framework during the project launch phase.
- Any document necessary for its mission.

The availability of the project team is ensured to carry out interviews during all phases of the mission (preparatory, implementation and production of deliverables). The exchanges will take place by videoconference and the working language will be Portuguese.

### 4.2 Location and duration of the mission

The mission will take place in Bissau (missions/trips) over a duration of 66 days in total (number of days per year: 30 days in 2025, 10 days in 2026, 10 days in 2027 and 16 days in 2028) from the date of signing the contract with Expertise France (T0).

The projected start date is August 11, 2025.

## 5. PROFILE SOUGHT

### 5.1 Qualification and experience

- Postgraduate degree (Master 2) in organization and management of public administration, financial and administrative management, information systems, international cooperation, project construction/evaluation;
- At least 10 years of experience in monitoring, information management, data collection and/or evaluation for international projects, preferably in the field of public finance;
- Previous experience of at least 3 years in the context of projects supporting public finance management;
- Experience in the design and management of databases and dashboard for monitoring indicators;
- Experience in designing and delivering training in the field of monitoring and evaluation.

### 5.2 Professional skills

- Excellent understanding of results frameworks and indicators as well as international M&E standards and applications, particularly on projects funded by the European Union;
- Excellent writing, data collection, analysis and visualization skills;



- Skills in knowledge sharing and instructional design are highly desirable;
- Good working knowledge of Guinea-Bissau would be appreciated;
- Competent use of Microsoft Office applications and data collection and processing software (Kobo, Survey CTO, Eval&Go, STATA, SPSS, Power BI/Tableau, etc.);
- Excellent coordination and teamwork skills. Skills to foster peer learning, collective intelligence or collaborative learning would be particularly appreciated.
- Excellent written and oral proficiency in Portuguese and French.
- Fluency in English would be considered favorably.

## 6. ADDITIONAL INFORMATION

Interested candidates must submit their application online (CV and cover letter).

CV of the candidate including a list of similar consultations with references or highlighting elements of the CV relevant to the completion of this mission.

In parallel, interested candidates must submit:

- A financial and methodological proposal (maximum 7 pages) indicating the daily rate by email to: [susana.cifuentes@expertisefrance.fr](mailto:susana.cifuentes@expertisefrance.fr), [rodrigue.olavarria-tapia@expertisefrance.fr](mailto:rodrigue.olavarria-tapia@expertisefrance.fr), and [camille.baudry@expertisefrance.fr](mailto:camille.baudry@expertisefrance.fr)