

Optional GUIDELINE

# Terms of Reference

for the planning of

SHORT-TERM TECHNICAL ASSISTANCE

under the

URBAN ENVIRONMENTAL MANAGEMENT PROGRAMME

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## **Guiding Template (optional) for Terms of Reference**

*- to be used for planning of Short Term Technical Assistance from  
the Urban Environment Programme*

### **Introduction**

*Flexibility is the key: You may use formats of your own institution or use the headlines + bullet points of this guideline for drafting ToR. The info needed is should basically be caught by this format.*

*A good terms of reference is a first step to a successful accomplishment of the assignment, you want.*

*The TOR will be the key reference document of the assignment to guide and direct the consultant, you, the PSC when processing your idea, etc. The ToR will be an integrated part of the procurement contract.*

*In this guideline:*

- √ ***Blue** letters indicate guidance and can be deleted in ToR proper.*
- √ ***Black** letters are meant for headlines and structure – which you may copy or elaborate as relevant.*

*On the following pages please find the guideline to set up the document...*

## 1. Key Data sheet

*This part will be on the front of the ToR and provide OVERVIEW.*

*Write in brief: headlines and the facts. (1p in total)*

1. Title of project:
2. Applicant institution(s), <i>incl. Department, address, mail, tel. web. If several partners, indicate coordinating institution</i>
3. Person(s) in charge <i>one in each institution incl. one coordinator. Name, position, Tel, Email.</i>
4. The <u>specific problem</u> is...
5. The <u>specific output(s)</u> to be delivered is/are:
6. Indicators of successful accomplishment.
7. Motivation <i>Reasons: (Max 200 characters) Why this output will provide a lasting solution. You may refer to other doc.s and attach these.</i>
8. INPUTs UEM Consultant (days): UEM-Other expenses (ZAR): Partners Staff days: Other expenses provided by partner (ZAR):
9. Dates: Commencement (Earliest + latest), Duration, End
10. Submission date, name + email of the person (if not the coordinator, point 3)

## 2. UEM Checklist

*This should confirm that the proposal supports the scopes and pursuits of your government (N, P or M) as well as those of UEM-programme.*

*Aim to explain why this particular project is necessary AND sufficient to make a difference.*

*10-20 lines should do the job. You may consider the following*

1. The contribution to the programme's development objective and the immediate objectives
2. Which of the 5 thematic foci the will the project will address?
3. Which of the Outputs of the programme will the project support.
4. Document alignment with political priorities of your institution. Use e. g. quotes and references to strategies, BPs etc.
5. Explain the links to the other activities, which your institution is conducting in relation to the UEM programme.

## 3. Project Budget Frames

*We need a budget. But all you need is to define the frames according to the 2 tables below. Rates, travels calculations etc. will be managed by the PSC Secretariat.*

*(You need not consider consultant's salary, overhead, p. Diem, international transport, local transport, etc. This will be detailed and procured for you by the PSC Secretariat. You will get the elaborated budget later and will manage the consultant on this basis.)*

### 3.1 Number of consultant days and staff days

	<b>Consultant Days</b>	<b>Partner 1, Days</b>	<b>Partner 2, etc</b>
<b>Preparation</b>			
<b>Task no. 1: xxxx</b>			
<b>Task no. 2: xxxx</b>			
<b>Etc.</b>			
<b>...</b>			
<b>Reporting + wrap up</b>			
<b>TOTAL</b>			

### 3.2 Other expenses

	UEM	Partner 1	Partner 2	TOTAL
Expense 1				
Expense 2				
Etc.				
...				
<b>TOTAL</b>				

*Other expenses applied for could be: Publication, meeting, venue ...But not salaries to your own staff or other in-kind contributions.)*

### 4. Context of your institution / government

*If not already described in the above, consider a brief description (max 1/2 p) such as:*

- Relevance to strategies, business plans, etc.
- Your (NPM) government budgets in relation to the impact called for
- Institutions, civil society groups, and other stakeholders impacted by the project
- Links and support to policies implementation of poverty reduction

### 5. The assignment

*Describe in precise ways (3-5 pp):*

- The problem briefly
- **Each output.** State how it will solve or alleviate the problem
- **The activities as a step by step** plan. Specify a time budget: Assignment/Consultant days / staff days, etc
- **The inputs** needed and sufficient to do the activities, and which are to be delivered from  
(a) the consultants side  
(b) your side
- **The approach** / strategy if not self-evident from the above.
- **Primary and secondary target groups** for the project and the outputs. If for example the output is a report, who should read and use it ? Politicians, citizens, technicians, administrators in your institution etc.
- **Preconditions**, assumptions and risks. If any. What needs to be in place to do the project successfully (some council decision, some hardware or software, etc.)

## **6. Management,**

*Describe (max 1/2 p)*

- Management of the project (*i.e., Department, List persons with name, position, tel. and mail + the particular responsibility*)
- List of resource persons (*in your administration and others*)
- Decision and approval procedures

## **7. Monitoring, Reporting**

*Describe ways of reporting (max 1/2 p). I. e.: Define reports, contents + deadlines Reporting to the PSC Secretariat is your responsibility, but you may request a draft from the consultant in the TOR.*

*Consider:*

- The output (typically a report)
- The needs for reporting to your own administration.
- Drafts for reporting to the PSC Secretariat: Completion note + Draft pres release see below (see the manual for the STTA-facility).

## **8. Financial Management**

*The procedures for financial management will be elaborated by the PSC Secretariat (using a company.)*

*Write: “This follows the procedures outlined in the contract of the assignment.”*

## **9. Annexes**

*Make a list of annexes. Consider*

1. Extracts from institutions strategies, business plans, etc
2. Technical and other information necessary (*for successful delivery of the assignment, such as earlier technical reports etc.*)

## **10. See Also**

*The MANUAL for SHORT TERM TECHNICAL ASSISTANCE under the Urban Environment Management Programme (2. ed. 2007-02-08) – always available from the PSC Secretariat. Contact details overleaf.*

## **More info and guidance**

**If in lack of information...**

**If in need to discuss or settle a matter...**

**If in want to submit a proposal**

### **Contact**

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**The PSC Secretariat,  
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N, P AND M governments of South Africa & Danida**