



Unidade-Disciplina-Trabalho

Ministry of Economy and Finance

Institutional Support Project for Customs Administration and Public Expenditure
Management (ISP-CAPEM)**TERMS OF REFERENCE FOR****The Recruitment of an Individual Consultant for the Preparation of the
Medium-Term Strategic Plan 2026-2028 for Internal Control of the General
Inspection of Finance****Place of work:** Sao Tome and Principe**Duration:** 60 days**Type of contract:** Individual Consultant contract (Lump-Sum)**I. CONTEXT AND JUSTIFICATION**

1.1 The General Inspection of Finance (IGF/GIF) of São Tomé and Príncipe is governed by Decree-Law No. 56/2006 of 29 December, as amended by Decree-Law No. 15/2004, which, in its article 3(1)(a), is responsible for ensuring the financial supervision of the Government of São Tomé and Príncipe (GoSTP), strengthening the financial control of the State's financial administration. Among other attributions, the IGF's mission is to exercise financial supervision, in accordance with the Decree-Law, and to ensure economy, efficiency and effectiveness in revenue collection and the use of public resources.

1.2 The GoSTP has received a grant from the African Development Fund (ADF/FAD) and the African Development Bank (AfDB), as administrators of the Transitional Support Mechanism (TSF), and is implementing an Institutional Support Project for Customs Administration and Public Expenditure Management (ISP-CAPEM). The development objective of the project is to improve revenue collection and strengthen the capacity to manage public expenditure, through the modernisation of customs administration and better management and control of expenditure. This shall be done through (a) the modernisation of customs administration and sustainable public debt management, with the aim of increasing the collection of trade revenues, improving efficiency and effectiveness in the control of legitimate business operations and preventing the growth of public debt to unsustainable levels; and (b) strengthen the management and supervision of public expenditure by designing and modernising financial management systems and increasing transparency and accountability in the use of public resources.

2.3 The Government intends to use part of this grant to hire a specialist to prepare the Medium-Term Strategic Plan for the General Inspection of Finance "IGF/GIF" of São Tomé and Príncipe.

**II. PURPOSE AND OBJECTIVE****2.1. Objective**

2.1.1 The objective of the assignment is to prepare the Strategic Plan for IGF that would provide strategic direction and guide implementation of its mandates. The Plan will provide a roadmap for a medium-term direction of the IGF in improving service delivery to its stakeholders. The plan shall cover the period 2026 to 2028. The Strategic Plan shall be updated at least annually to take into account the changes in circumstances.

2.1.2 This Strategic Plan aims to ensure the effective performance of internal auditors (IAs) at IGF and other public institutions. Further, the Plan shall ensure that the functions of IAs are conducted in line with the prevailing decrees, rules and regulations that conform with Internal Auditing Standards. It is envisaged that implementation of the Strategic Plan will also assist in addressing capacity development gaps of IAs of both IGF and Internal Audit Units in various agencies.

2.2 Scope of work

2.2.1 The consultant is expected to undertake the following:

- i) Undertake a desk review on the internal control environment including reviewing previous Technical Assistance (TA) mission reports, the government's policy guidelines on accounting and internal control, previous strategic plan, relevant assessments and recommendations, and the recommendations of the different relevant international instruments.
- ii) Review the MEF's and IGF's governance, risk management, and control processes.
- iii) Consult with MEF, IGF, professional oversight and accounting bodies including TdC and Institute of Internal of Auditors with a view to gather information, data and views that inform the development of the strategy.
- iv) Assessment of laws, regulations, and other requirements related to governance, risk management, and control processes.
- v) Identify and analyse the internal audit function's strengths, weaknesses, opportunities, and threats with a view to determine ways to improve the internal audit function and help internal auditors develop their competencies.
- vi) Undertake organizational and human resource assessment with a view to identify any gaps.
- vii) Assess the ICT environment and opportunities for introduction and application of technology that can improve the internal audit function's efficiency and effectiveness.
- viii) Identify the priority elements to improve the management of the Internal Control system in STP
- ix) Present and discuss with MEF and IGF a conceptual framework and recommendations for the preparation of the Strategic Medium-Term Plan for Internal Control.



Ministry of Economy and Finance
Institutional Support Project for Customs Administration and Public Expenditure
Management (ISP-CAPEM)

III. WORK METHODOLOGY

3.1 To develop the Medium-Term Strategic Plan 2026-2028, the consultant shall undertake virtual and physical reviews and consultations with a view to understand the accounting and internal control environment in Sao Tome and Principe.

3.2 Among others, the consultant shall:

- i) Hold a project kick-off meeting to present methodology on how the assignment will be carried out;
- ii) Hold consultative meetings with key stakeholders to gather information and data for the development of the Strategy.
- iii) Hold an internal meeting (virtually or in person) with MEF and IGF with a view to present the first draft of the Strategic Plan and solicit their initial comments and suggestions on the report;
- iv) Hold a consultative workshop (physically) to present the second draft of the Strategic Plan to key stakeholders and solicit their view and feedback;
- v) Submit the third draft of the Strategic Plan to management for final review; and
- vi) Submission of the final version of the Strategic Plan.

A maximum of two trips to the country must be planned, one at the beginning of the process, and another at the end, for the presentation and validation of the Strategic Plan.

IV. REPORTING, ROLES AND RESPONSIBILITIES

4.1 Reporting and contract Management: The consultant will work under the supervision of the ISP-CAPEM Project Coordination Unit and report to the Project Coordinator on day-to-day management of the contract. He/she will be under the supervision of General Inspection of Finance of the MEF on all technical related matters. The IGF shall designate an officer to be responsible for the strategy development.

4.2 Coordination and Obligations: With support from Project Coordination Unit, the consultant will be responsible for communication, transport, printing of relevant materials, production of the final report and other logistical support. The IGF will provide an office space for the consultant while in Sao Tome and Principe and assist in organising meetings and workshops.



Ministry of Economy and Finance
Institutional Support Project for Customs Administration and Public Expenditure
Management (ISP-CAPEM)

V. EXPECTED DELIVERY AND APPROVAL TIMES

Expected Deliverable	Duration (days)	Expected payment (%)
Initial report and presentation of the work methodology, after signing the contract	10	10
Submission and approval of the first draft report	15	25
Submission and approval of the second draft Report	15	25
Submission and approval of the third draft Report	10	20
Presentation and delivery of the Final Version of the Medium-Term Strategic Plan for Internal Control (2026-2028) and the Final Mission Report.	10	20

All reports must be delivered in Portuguese language and be approved by the GoSTP.

VI. DURATION OF THE CONSULTANT'S MISSION

6.1 The duration of the mission is 60 working days, including the exploratory mission, as well as the preparation of reports, approval and delivery of the final reports.

VII. WORKING LANGUAGE

7.1 Good knowledge of spoken and written Portuguese, and mastery of English or French is an asset.

VIII. QUALIFICATIONS AND COMPETENCIES**• Education**

- A minimum of a master's degree in Auditing, Accounting, Finance and other relevant fields
- The publication of articles in specialized journals in the area of Internal Control is an asset.

• Professional experience

- At least seven years of experience working in the area of Financial Control, particularly with small island states and African countries;
- At minimum of ten years' experience in planning and conducting audits;



**Institutional Support Project for Customs Administration and Public Expenditure
Management (ISP-CAPEM)**

- Having developed at least three strategic plans, two being on internal or external audit
- Good knowledge of the Standards of INTOSAI, IFAC and other Control institutions;
- Good knowledge of spoken and written Portuguese, and mastery of English or French is an asset.
- **Skills**
 - Technical skills in writing reports;
 - Ability to work in a team;
 - Ability to work internationally, in an intercultural environment and in the context of developing countries;
 - Organizational capacity.

IX. CONSULTANT SELECTION CRITERIA

9.1 The eligibility criteria and selection procedure will be in line with the Bank's Procurement Framework, dated 2015, which is available on the Bank's website at <https://www.afdb.org/en/projects-and-operations/procurement/new-procurement-policy>.

9.2 The consultant will be selected based on the following criteria:

CRITERIA	WEIGHT
1. General qualifications and suitability for the proposed job	20
i.1. Academic qualification (10)	
i.2. Number of relevant qualification years (10)	
2. Relevant work experience and expertise	55
ii.1. Experience in the preparation of Medium-Term Strategic Plans, with emphasis on Financial Control, as a consultant (20)	
ii.2. At least 10 years of experience at a level higher than the level of Internal Control (20)	
ii.3. Experience working in countries in the region or similar countries (15)	
3. Experience with the Bank or other international multilateral organizations	15
4. Proficiency in spoken and written Portuguese (working knowledge of English or French, is an asset)	10
TOTAL	100

9.3 The candidate must submit his/her curriculum vitae (CV) and a brief expression of interest, highlighting relevant experience that demonstrates his/her suitability for the assignment.

9.4 The minimum score allowed to be selected is 70 points.