



Empowered lives.  
Resilient nations.

G H A N A

## TERM OF REFERENCE (ToR) FOR THE RECRUITMENT OF INDIVIDUAL CONTRACTOR (IC)

### GENERAL INFORMATION

**Services/Work Description:** **Team leader: Senior Natural Resource Management and REDD+ Specialist**

**Project/Program Title:** Ghana Shea Landscape REDD+ Project

**Post Title:** International Consultant (IC)

**Consultant Level:** Level C (Senior Specialist)

**Duty Station:** 25 working days home-based; and 35 working days on duty station including travel to towns

**Expected Places of Travel:** Accra and Northern Ghana

**Duration:** 60 working days distributed over one year (most of the assignment to be conducted in April-June 2017)

**Expected Start Date:** Immediately after Signing the Contract

### I. BACKGROUND / PROJECT DESCRIPTION

#### **Background**

Ghana, with a population of 24,658,823 million<sup>1</sup> inhabitants, is classified as a medium human development country with an estimated Human Development Index (HDI) value of 0.579<sup>2</sup>. The main cash crops in Ghana are cocoa, oil palm, coffee, cotton, kola, rubber, cashew, shea and other agricultural crops accounting for 20 % of GDP<sup>3</sup>. Cocoa, the main cash crop accounted for about \$2.6 billion in export earnings in 2014<sup>4</sup>. With 835,466 tonnes of global cocoa exports and 50,000 tonnes<sup>5</sup> of shea nut production, Ghana is the second and third largest exporter of these products in the world and West Africa, respectively.

Ghana's forest lands are endowed with rich natural resources—gold, timber, non-timber forest products (NTFPs) etc. The country has a strong commitment to democratic governance, civic and traditional leadership.

The country is divided into three main ecological zones from south to north as follows; the High Forest Zone (HFZ), Transitional Zone (TZ) and the Savanna Zone (SZ). The Savanna Zone mainly exists in the northern part of the country, but stretches further south into the east coast and exists in three distinct forms; Coastal savanna, Guinea savanna and the Sudan savanna. Ghana's national definition of forest is "A piece of land with a minimum area of 0.1 hectares, with a minimum tree crown cover of 15% or with existing tree species having the potential

<sup>1</sup> 2010 Population Projection by Sex. Ghana Statistical Service

<sup>2</sup> Human Development Index Report 2015

<sup>3</sup> Ghana Statistical Service

<sup>4</sup> The State of the Ghanaian Economy in 2014. ISSER, University of Ghana, Legon-Accra

<sup>5</sup> Investing in Shea in West Africa A U.S. Investor's Perspective West Africa Trade Hub Technical Report (2010)

of attaining more than 15% crown cover, with trees which have the potential or have reached a minimum height of 2.0 meters at maturity in situ ". Using the criteria, tree cover of 15%, Ghana has about 13 million hectares of tree cover<sup>6</sup>.

With a current rate of deforestation and forest degradation estimated at 3% annual loss of forest cover<sup>7</sup>, (320,803ha/year), Ghana's forest resources face pressures from agricultural expansion, logging, wood harvesting for charcoal production and firewood, mining, wildfires and poaching. Ghana's economic growth and achievements have come at a significant cost to its forests. Having lost over 60% of its primary forest cover from 1950 to the turn of the last century (2.7 million hectares)<sup>8</sup> the future of Ghana's forests is an issue of major concern.

Forest degradation and deforestation pose a significant threat to Ghana for two main reasons. Forests provide many ecosystem services and functions that support the country's predominantly agrarian economy. Therefore, as Ghana loses its forest ecosystem, the sustainable supply of goods and services is hampered. In addition, deforestation is a major global contributor to climate change through CO<sub>2</sub> emissions. Ghana therefore runs the risk of remaining in its present status as net emitter of CO<sub>2</sub> if it is unable to halt deforestation and forest degradation. Given that climate change poses myriad threats to Ghana as a result of projected increases in temperature and changes in rainfall patterns, the effort to mitigate and adapt to climate change is of paramount importance to all Ghanaians. In order to address these challenges Ghana has participated in the REDD+ process since 2008.

Ghana has submitted its draft national Forest Reference Level (FRL) to the UNFCCC for technical assessment. This submission will go through an iterative process of technical review and feedback from the UNFCCC, responses from Ghana and possible updates prior to its finalization expected by November, 2017, resulting in an assessed FRL and UNFCCC technical assessment report.

Ghana's Intended Nationally Determined Contribution (INDC) was prepared through a comprehensive and participatory process and submitted, after Cabinet approval, on 23 September 2015 in accordance with UNFCCC Decisions 1/CP.19 and 1/CP.20. The NDC underscores Ghana's commitment to international efforts at maintaining global average temperature increase below 2°C whilst at the same time pursuing her national development ambition of attaining fully fledged middle-income status by 2020.

### **Context: REDD+ Process in Ghana**

Ghana is pursuing the international REDD+ mechanism under the UNFCCC to significantly reduce emissions from deforestation and forest degradation. Major progress has been made towards readiness for REDD+ implementation and the key building blocks as stipulated by the Warsaw Framework of 2013. These comprise of the National REDD+ Strategy, submission of a National Forest Reference Level, initial design of the Safeguards Information System and the National Forest Monitoring System in accordance with methods, guidance and processes established by the UNFCCC. As noted Ghana's draft national forest reference level was submitted on 3<sup>rd</sup> January, 2017 to the UNFCCC for technical assessment.

Ghana is part of two international platforms that provide technical and financial support to REDD+: the UN-REDD Programme (an FAO/UNDP/UNEP partnership) and the Forest Carbon Partnership Facility (FCPF (World Bank). In addition, Ghana has received bilateral assistance from Japan, Germany and the EU in the form of technical support. Non-state actors (civil society organizations and the private sector) have been involved in

---

<sup>6</sup> <http://www.globalforestwatch.org/country/GHA>

<sup>7</sup> Draft National RL submitted to UNFCCC

<sup>8</sup> Owusu, J.G.K, Abeney, E.A, Frimpong, E.A (1999). Workshop for media personnel on forestry and wildlife reporting

the process. Through IUCN's Pro-poor REDD+ project <sup>9</sup>and similar interventions from other CSOs<sup>10</sup>, multi-stakeholder processes and two-way communication channels have been developed and used in the REDD+ process in Ghana. Additionally, through collaborative efforts between IUCN, Ghana's Forestry Commission and other partners, a [Gender and REDD+ Roadmap](#)<sup>11</sup> was drafted in 2011, which has also served as a guide on gender for other REDD+ processes, including the FCPF Environmental and Social Assessment and later the National REDD+ Strategy. A Gender Sub-working group was set up to support gender integration in REDD+. These structures and processes continue to offer great opportunity to ensure multi-stakeholder engagements, promote equity, social justice and accountability, and improve governance.

The goals set by Ghana for REDD+ implementation are to:

1. Significantly reduce emissions from deforestation and forest degradation over the next twenty years, while enabling carbon stock enhancement through sustainable forest management and forest restoration strategies such as forest plantation establishment.
2. Preserve Ghana's forests in order to sustain their ecosystem services, conserve biological diversity, and maintain a cultural heritage for generations to come;
3. Transform Ghana's major agricultural commodities and Non-Timber Forest Products (NTFPs) into climate-smart production systems and landscapes;
4. Expand platforms for cross-sector and public-private collaboration and sustainable economic development;
5. Generate innovative, substantial and sustainable economic and non-economic incentives and benefits to improve livelihoods across all regions of Ghana.

The Ghana REDD+ Strategy (GRS), which was launched in November 2016 has been validated by a broad section of stakeholders and has also received high level political endorsement. The Strategy identifies a set of strategic options for addressing the direct and indirect drivers of deforestation and forest degradation. Three (3) broad interventions representing a strategic grouping of the various strategy options were identified; the idea being that by implementing the strategy options in concert and in accordance with the relevant eco-zones or national context, they will have the highest potential to significantly impact the direct and indirect drivers. Work was then conducted to identify practical interventions and activities to realize REDD+ impacts.

Through an extensive consultative process through the NRS, and focus group discussions, one national and two sub-national programmes have emerged as the priority REDD+ programmes for Ghana:

National Programme:

- Ghana's Policy and Legislative Reforms on Tree Tenure and Carbon Rights (Policy and Legislative Reform Programme).

Sub-national Programmes:

- The Emission Reductions Programme for the Cocoa Forest Mosaic Landscape (The Ghana Cocoa-Forest REDD+ Programme).
- The Emission Reductions Programme for the Shea Landscape of the Northern Savannah Woodland (The Shea Savannah Woodland Programme)

The cumulative effects of all these initiatives will contribute to reduce emissions and enhance carbon stocks and provide data which Ghana will use to report emission reductions and enhanced removals by sinks in its

---

<sup>9</sup> Building effective poor REDD-plus interventions: How enhanced multi-stakeholder processes can ensure REDD-plus works for vulnerable people (Nov.2010), IUCN.

<sup>10</sup> Respecting Safeguards, The case of Ghana's REDD+ process in "Is REDD-Readiness taking us in the right direction, Case Studies from Accra Caucus (2011)"

<sup>11</sup> Ghana's work on gender and REDD+ has been highlighted as good practice and was showcased in the new UNREDD Methodological Brief on Gender here.)

REDD+ Technical Annex of its Biennial Update Report (BUR) to the UNFCCC to request Results-Based Payments (RBPs) as required by COP decisions.

### **Objective**

The overall objective of this assignment is to develop a proposal to be submitted to the Green Climate Fund (GCF) to support the effective implementation of the Emission Reductions Programme for the Shea Landscape of the Northern Savannah Woodland.

Each of the assessment's analyses by various consultants will feed into the GCF proposal. Specific objectives of each element of the integrated analysis and specific tasks for each are provided in each Terms of Reference.

### **Scope**

The geographic area of this assignment is the Northern Savanna, which is the specific area in which GCF resources will be invested. It covers a surface area of 9.7 million ha covering three (3) administrative regions (namely; Northern, Upper East and Upper West). The proposed measures and interventions targeted at addressing the drivers of deforestation and forest degradation are linked with the production and supply chains of major commodities and defined by clear ecological boundaries. The scope of the assessment will give attention to the priority areas identified in the GCF proposal template.

This analysis will cover a wide range of actors, including public agencies such as Ministries, Departments and Agencies (MDAs); private enterprises; multinational bodies and corporations; domestic small, medium and large scale businesses; civil society groups; and communities. The Consultants will identify and examine key stakeholders, particularly those that can contribute effectively to developing the GCF proposal, including actors working in the following sectors:

1. Forestry (including timber and non-timber forest products enterprises), Natural Resources, Agriculture, Lands, Mining, Environment, and Tourism (including eco-tourism)
2. Financial sector actors
3. Energy, mining, quarrying, construction, infrastructure development, and transport, as appropriate
4. Civil society organizations and companies that have demonstrated social responsibility
5. Rural communities, especially forest-dependent communities

### **Approach/Methodology**

The Consultants will use a participatory approach. The methodology will comprise, inter alia, a review of relevant literature; cost-benefit analyses, market research, financial and economic analyses, key informant interviews, and consultation meetings with stakeholders representing government, the private sector, donor agencies, NGOs, and other key stakeholders; and visits to businesses and forest-dependent communities.

The Consultants will work closely with one another and with the consultants working on the related analyses that also contribute to the proposal development, to ensure synergies across their different approaches and areas of inquiry. At the outset of the assignment, the consultants shall produce a SMART-G (Specific, Measurable, Achievable, Realistic, Time-bound, and Gender-aware) inception plan that describes the scope, approach, methodology, timetable, and expected outputs of the assignment. Before the end of the assignment, the consultants shall design and conduct a multi-stakeholder workshop to discuss the draft proposal, with appropriate participation of concerned institutions. They will then integrate the comments and recommendations received into a GCF proposal and related final reports.

### **Consultant team composition and qualifications**

The consultant team will include an appropriate balance of international and national expertise, which may vary depending on the qualifications of the individual members. The international specialists shall also have extensive international experience. Experience in Ghana desired. Overall, the team will comprise the following:

- **Team leader: Senior Environment/NRM/Climate Change and REDD+ Specialist**
- Natural Resource Management and REDD+ Specialist (1)
- Natural Resource Management and REDD+ Specialist (2)
- Economist/Financial Specialist
- Value Chain Specialist/Shea Market Analyst
- Gender and Safeguards Specialist

Additional staff may be assigned from the Forestry Commission/National REDD+ Secretariat to work together with the team.

### **Tasks of the team**

All members of the assessment team will assist in the following general or overall tasks and in the preparation of the deliverables. In addition, detailed tasks have been specified for each of the analyses. Each consultant shall work as a team member of national and international consultants and proactively support the work of the team leader. Each consultant may be required to undertake other action or work necessary to complete the assignment. Based on the Concept Note that has been developed by the Forestry Commission, UNDP Country Office and UNDP REDD+ Team, a team of five consultants will be required to develop a full GCF proposal.

All members of the Consultant team will carry out part of the following kinds of analytic tasks in their respective areas of inquiry:

- Develop a detailed work plan for each section in the GCF Proposal Template
- Develop an operational plan to implement Programme Components and sub-components
- Define the national context in detail and identify and analyze drivers of deforestation and barrier to the plus factors, as well as trends in drivers within the Shea Landscape
- Conduct market overviews for the Shea, woodfuel and Timber markets
- Develop a theory of change and define the detailed components of the programme, including activities and the planned measures
- Determine the impact potential of the project and describe the paradigm shift potential of the project as well as the social (including gender) and environmental risks and benefits. Explain how the nested approach in Ghana will work
- Conduct analyses on financial viability; economic and financial analysis and viability of the project; define financial elements of the programme including cost-effectiveness and efficiency. Provide economic and financial justification (both quantitative and qualitative) for the Grant approach, and providing options for scenarios that would better justify a request for a concessional loan. Explore co-financing options and how investments could be leveraged and mobilized in the long term
- Assess risks and conduct environmental and social assessments

## **II. SCOPE OF THE WORK**

The Team Leader will be the primary contact throughout the proposal development, coordinate the overall analytic effort, and be responsible for editing and final compilation of the GCF proposal. The Team leader will carry out the following tasks general tasks and the specific tasks, jointly with the Senior Natural Resource management and REDD+ specialist and the other members of the team:

### **General Tasks**

1. Review and assess technical reports from the other consultants, literature from relevant studies, synthesize the results from these works, identify gaps that need to be filled, and where required, propose recommendations in key areas of improvements to ensure that key elements are captured for the eventual development of the GCF proposal;
2. Liaise with other consultants, key institutions and partners with the view to drawing, synthesizing and inputting information for the development of the GCF proposal;
3. Identify and formulate priority activities that will feed into the GCF proposal;
4. Assess the technical feasibility, risks and sustainability of proposed interventions or options identified in the GCF proposal;
5. Coordinate liaison with the other consultants and finalize the GCF proposal in Ghana;
6. Actively collaborate with the UNDP and the National REDD+ Secretariat and key stakeholders to ensure optimization of key and strategic opportunities required for the development of the GCF proposal;
7. Integrate inputs and comments into GCF proposal from GCF Secretariat, Inter-Governmental Technical Assistance Panel (ITAP) and other review processes;
8. Undertake any other action or work necessary to complete the assignment.

### **Specific tasks**

The specific task are in line with the GCF proposal template.

<p><b>I. Detailed work plan</b></p> <p>Provide a detailed work plan</p>
<p><b>II. Report on the Overall National Context, Analysis of Drivers of Deforestation and forest Degradation, Barriers to the +</b></p> <p>This deliverable should provide all the information required to complete the GCF proposal template sections mentioned under each task below:</p> <p><b>a) Define National Context: Strategic Context and Country Ownership:</b></p> <ul style="list-style-type: none"> <li>- Description of relevant national, sub-national, regional, global, political, and/or economic factors that help to contextualize the proposal, including existing national and sector policies and strategies.</li> <li>- Existence of a national climate strategy and coherence with existing plans and policies, including NDCs. Should include a description of how the Ghana REDD+ Strategy (GRS) on which the programme is based contributes to country's NDC or other identified priorities for low-emission and climate-resilient development.</li> </ul> <p><b>b) Identify and analyse drivers of deforestation and barriers to the + as well as trends in drivers in general and more specifically in the Shea Landscape</b></p> <p><b>Project / Programme Objective against Baseline:</b> description of the baseline scenario. This should include:</p> <ul style="list-style-type: none"> <li>- FREL (emissions baseline),</li> <li>- Key barriers, challenges and/or policies) and the impact that the project will aim to achieve in improving a baseline scenario.</li> <li>- As the shea savanna landscape is being proposed as being part of a nested approach, need to develop and explain how the nested scheme will operate in practice</li> <li>- Ascertain whether a separate estimate of C stock enhanced for FRL will need to be conducted</li> </ul>
<p><b>III. Report on the proposed policies and measures to address drivers</b></p> <p>This deliverable should provide all the information required to complete the following sections:</p>

**a) Develop a Theory of Change of the National REDD+ Strategy and definition of components of the programme**

**Programme Objective against Baseline:** Theory of Change of the Ghana REDD+ Strategy detailing the impacts, the outcomes and the impact that the project/programme will aim to achieve in improving the baseline scenario.

**Programme Description:**

- Description the main activities and the planned measures of the programme according to each of its components.
- The same Theory of Change of the GRS developed for C.2 should be cross referenced here and offer Information on how the activities are linked to objectives, outputs and outcomes that the project/programme intends to achieve. The objectives, outputs and outcomes should be consistent with the information reported in the logic framework in section H.
- Provide a diagrammatic representation of the theory of change, clearly outlining drivers of deforestation and barriers to enhancement of carbon stocks and linking that to the main outputs and outcomes envisaged.

**Value Added for GCF Involvement** specifying why the GCF involvement is critical for the programme, in consideration of other alternatives.

**Impact Potential:** explaining how the whole of the proposal is expected to perform against the FREL submitted to the UNFCCC. Do not attempt to attribute emission reduction to specific policies and measure. Produce emission reduction estimates using basic proportional equation based on the FREL. GCF support X% of the implementation of the GRS and therefore will produce X amount of total emission reductions which will be reported in REDD+ Technical Annexes to the BUR over the project lifetime.

**Paradigm Shift Potential**

Potential for scaling up and replication (Provide a numerical multiple and supporting rationale) Description of how the proposed project/programme's expected contributions to global low-carbon and/or climate-resilient development pathways could be scaled-up and replicated including a description of the steps necessary to accomplish it.

Potential for knowledge and learning: Description of how the project/programme contributes to the creation or strengthening of knowledge, collective learning processes, or institutions.

Contribution to the creation of an enabling environment: description of how proposed measures will create conditions that are conducive to effective and sustained participation of private and public sector actors in low-carbon and/or resilient development that go beyond the program. Description of how the proposal contributes to innovation, market development and transformation. Examples include:

- Introducing and demonstrating a new market for deforestation free commodities or a new technology for wood fuel in the country.
- Using innovative funding scheme such as payment for environmental services or making federal transfer to municipalities conditional to the respect for land use plans.
- Specific comments relating to efficient woodstoves; As one of the activities proposed are efficient wood stoves, ascertain whether this is feasible within the shea savanna context. What conditions will need to be met, who will supply and train etc..

Contribution to regulatory framework and policies. Description of how the project/programme strengthens the national / local regulatory or legal frameworks to systematically drive investment in low-emission activities, promote development of additional low-emission policies, and/or improve climate-responsive planning and development. Examples include:

- Certification and traceability of commodity production
- Land use planning that includes deforestation criteria

**Sustainable Development Potential.** Identification and quantification of the multiple benefits of REDD+ including the Environmental, social and economic co-benefits, including gender-sensitive development impact with regards to the gender related work integrate as follows; estimate the number of jobs that will be created and provide the rationale for



this – this information will need to be disaggregated by sex to the extent possible, wherein it estimates how many of these jobs are targeted to be filled by women and men, especially since the shea butter value chain is dominated by women.

Provide information on how a gender perspective will be integrated across the entire project (perhaps with providing a brief few sentences on the gender dynamics within the country as well)

**Needs of the Recipient.** Description of how the project/programme addresses the following needs:

- Describe the scale and intensity of vulnerability of the country and beneficiary groups, and elaborate how the project addresses the issue
- Economic and social development level of the country and the affected population
- Absence of alternative sources of financing (e.g. fiscal or balance of payment gap that prevents from addressing the needs of the country; and lack of depth and history in the local capital market)
- Need for strengthening institutions and implementation capacity.

**Technical Evaluation.** Conduct an assessment from the technical perspective. If a particular technological solution has been chosen, describe why it is the most appropriate for this programme.

-

#### **IV. Implementation plan for the prioritized policies and measures (this can be the whole or a subset of the GRS)**

This deliverable need to provide all the information necessary to complete the following sections:

##### **a) Develop an operational plan to implement Programme Components and sub-components**

**Programme Description.** Refinement of the programme description based on new inputs. In doing so Please explain how best available technologies and practices are considered and applied. If applicable, specify the innovations/modifications/adjustments that are made based on industry best practices.

**Logic Framework.** In line with GCF requirements

**Background Information on Programme Sponsor** (Executing Entity) Describe the quality of the management team, overall strategy and financial profile of the Sponsor (Executing Entity) and how it will support the programme in terms of equity investment, management, operations, production and marketing.

**Institutional / Implementation Arrangements:** clearly define which entities will be responsible for the execution of each of the proposed activities (each sub-components of the log frame) including a comprehensive plan for stakeholder engagement

**Timetable of Programme Implementation** including activities and outputs by quarter over programme lifetime. This should be consistent with log frame.

**Exit Strategy:** explaining how the programme sustainability will be ensured in the long run, after the programme is implemented with support from the GCF and other sources, taking into consideration the long-term financial viability demonstrated.

Important here to describe which institutions and agents will have been implicated in the project and how capacity and enabling environments will have been strengthened and created that would support continuity of the markets

##### **Arrangements for Monitoring, Reporting and Evaluation**

**Engagement with NDAs, civil society organizations and other relevant stakeholders.**



If consultations have not been conducted they will need to take place. If they have taken place the consultant will need to provide a description of the multi-stakeholder engagement plan and the consultations that were conducted when this proposal was developed. The documentation supporting the whole consultation process in Annex to the deliverable.

**Other deliverables:**

- Presentation (powerpoint, Prezzi or equivalent) of the implementation plan to summarize to proposal for policy makers and civil society.
- Provide minutes of all consultation meeting including participants
- Summary of consultations

### III. EXPECTED OUTPUTS AND DELIVERABLES

Deliverables	Timeline
Submission of an acceptable inception report, following a SMART approach, and including assignment's work plan and methodological tools to be employed, together with a summary power-point presentation	5 days after contract signing
Submission of an acceptable draft GCF proposal	1 June 2017
Submission of finalized deliverables: namely GCF proposal and all accompanying reports which integrates comments from the UNDP REDD+ team and key stakeholders	20 June 2017
Integration of inputs and comments on the GCF proposal by the GCF Secretariat, Inter-Governmental Technical Assistance Panel (ITAP) and other review processes	Dependent on timeliness of feedback from GCF. Up to April 2018

The following guidelines refer to the outputs/deliverables for all consultants being recruited:

**In-briefing:** The in-brief shall include discussion of the itinerary and issues related to conducting the assessments or analytical work.

**Inception Report and Meeting:** The Consultants shall provide a SMART-G inception plan for the assignment. The inception plan shall include a detailed proposed schedule and the instruments, questionnaires, checklists, list of proposed interviewees, and other methodological tools used to assess private sector engagement. Before beginning field work, a meeting will be organized with the REDD+ Secretariat and selected stakeholders. The Consultant team will present its methodology and solicit feedback from stakeholders during the meeting.

**Desktop Review:** The team will prepare a summary of the desktop review to be incorporated into the assessment report, and a complete report of literature reviewed and results of the desktop review.

**Workshop with Stakeholders:** The Consultants shall organize and facilitate a workshop on the proposal with the support of the REDD+ Secretariat and UNDP. Participants will include key representatives from Government, UNDP, and other relevant active and potential stakeholders. The purpose of the meeting will be to discuss the draft proposal. The REDD+ Secretariat will design, organize, and facilitate the workshop in consultation with UNDP and the consultants.

**GCF proposal and accompanying reports:** The Consultant teams shall prepare the GCF proposal and related reports addressing fully the Terms of Reference. The GCF proposal shall be of high quality and reflect

the comments/feedback provided by relevant reviewers. The final proposal shall be submitted to UNDP Ghana and the REDD+ Secretariat electronically. The annexes must include the data, data collection tools, schedules, interview lists, and relevant tables. The GCF proposal and accompanying reports must:

1. Present a thoughtful, well-researched, and well organized effort to achieve the objectives of the Terms of Reference.
2. Explain the methodology in detail and include the tools used in the analysis (e.g., checklists, interview and discussion guides, and questions) in an Annex in the final report.
3. Properly identify and list sources of information in an Annex

#### **IV. INSTITUTIONAL ARRANGEMENT / REPORTING RELATIONSHIPS**

The Consultant will work under the direct supervision of:

- the National REDD+ Coordinator (Forestry Commission)
- the UNDP Senior Regional Advisor (UNDP Regional Office)
- the UNDP Programme Specialist on Sustainable Development (UNDP Ghana Office)

Overall guidance will be provided by UNDP Country Director (Ghana) and the UNDP Policy and Technical Advisor.

The National REDD+ Secretariat has set up a task force of key national stakeholders that will support the development of the GCF project proposal, as well as review and provide inputs to the consultants' work. The consultant will therefore constantly liaise with this task force.

The consultant will also be expected to liaise with other UNDP staff involved in the project proposal development.

#### **V. LOGISTICS AND ADMINISTRATIVE SUPPORT TO PROSPECT IC**

UNDP and the National REDD+ Secretariat will provide office space if needed.

UNDP will cover the costs of field missions separately, so these costs should not be included in the financial proposal.

#### **VI. DURATION OF THE WORK**

The project document (in English) must be available mid-June, taking into account that the deadline for submission of the project document to the Green Climate Fund is set July 2017 and that the project will be presented to the GCF Board in October 2017. The length of the consultancy will depend on the review and feedback from the GCF, which would require refining the project proposal to address GCF's comments.

#### **VII. QUALIFICATIONS OF THE SUCCESSFUL INDIVIDUAL CONTRACTOR (IC)**

##### **Education:**

Candidates are required to hold an advanced degree in forestry, land management, natural resources management or development-related subjects based on the technical requirements of the assignment

##### **Experience:**

- At least 10 years of experience in successfully managing assignments of similar scope and scale related to related to natural resource management.
- Experience, and knowledge of the REDD+ mechanism, and preferable evidence of similar work in other countries
- Knowledge of GCF project proposal development procedures and requirements
- Proven experience in drafting project proposals
- Experience with the United Nations system is preferred
- Experience in Africa is required and experience in / knowledge of Ghana is preferred

**Language:**

- Excellent knowledge of English, including the ability to set out a coherent argument in presentations and group interactions;
- Capacity to communicate fluently with different stakeholders (civil society, government authorities, local communities, project staff).

**Functional Competencies:**

- Conceptual and analytical skills;
- Interpersonal and leadership skills;
- Reporting and writing skills
- Computer skills: full command of Microsoft applications (word, excel, PowerPoint) and common internet applications will be required.

**Core Competencies:**

- Demonstrates integrity by modelling the UN's values and ethical standards;
- Promotes the vision, mission, and strategic goals of UNDP;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Treats all people fairly without favouritism; and
- Fulfils all obligations to gender sensitivity and zero tolerance for sexual harassment.

**VIII. CRITERIA FOR SELECTING THE BEST OFFER**

As per the Invitation to Submit and Officer, qualified Individual Consultant is expected to submit both the Technical and Financial Proposals. Accordingly; Individual Consultants will be evaluated based on Cumulative Analysis as per the following scenario:

- Responsive/compliant/acceptable, and
- Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation. In this regard, the respective weight of the proposals are:
  - a. Technical Criteria weight is **70%**
  - b. Financial Criteria weight is **30%**

Criteria	Weight	Max. Point
<b>Technical Competence</b>	<b>70%</b>	<b>100</b>
Educational qualifications		10
In-depth knowledge and understanding of climate change, REDD+ process, GCF process and related experience		40
Experience in drafting project proposals and evidence of managing complex multi-national and multi-disciplinary teams as team leader		30
Experience with UN		10

Experience in Africa and specifically Ghana		10
<b>Financial (Lower Offer/Offer*100)</b>	<b>30%</b>	<b>100</b>
<b>Total Score</b>	<b>Technical Score * 70% + Financial Score * 30%</b>	

## IX. PAYMENT MILESTONES AND AUTHORITY

The prospective consultant will indicate the cost of services for each deliverable in US dollars all-inclusive<sup>12</sup> lump-sum contract amount when applying for this consultancy. The consultant will be paid based on the effective UN Official Rate of Exchange (UNORE) of proposal submission date (where applicable in case of national consultant), and only after approving authority confirms the successful completion of each deliverable as stipulated hereunder.

The qualified consultant shall receive his/her lump sum service fees upon certification of the completed tasks satisfactorily, as per the following payment schedule:

Deliverables	Payment Schedule
Submission of an Acceptable Inception Report, following a SMART approach, and including assignment's work plan and methodological tools to be employed, together with a summary power-point presentation	To be submitted to the FC and UNDP-Ghana. Clearance triggers 1 <sup>st</sup> payment of 20%.
Submission of an acceptable draft GCF proposal	To be submitted to the FC and UNDP-Ghana. Clearance triggers 2 <sup>nd</sup> payment of 40%.
Submission of acceptable finalized deliverables: namely GCF proposal and all accompanying reports which integrates comments from the UNDP REDD+ team	To be submitted to the FC and UNDP-Ghana. Clearance triggers 3 <sup>rd</sup> payment of 20%.
Integration of inputs and comments on the GCF proposal by the GCF Secretariat, Inter-Governmental Technical Assistance Panel (ITAP) and other review processes	To be submitted to the FC and UNDP-Ghana. Clearance triggers 4 <sup>th</sup> payment of 20%.

## X. CONFIDENTIALITY AND PROPRIETARY INTERESTS

The Individual Consultant shall not either during the term or after termination of the assignment, disclose any proprietary or confidential information related to the consultancy service without prior written consent. Proprietary interests on all materials and documents prepared by the consultants under the assignment shall become and remain properties of UNDP.

<sup>12</sup> The term "All inclusive" implies that all costs (professional fees, travel costs, living allowances, communications, consumables, etc.) that could possibly be incurred by the Contractor are already factored into the final amounts submitted in the proposal