

**REQUEST FOR PROPOSAL (RFP 93/2019)**

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| --- | --- |
| **Requesting Party:** Resident Coordination System -Strategic Planning and Programming | **DATE: August 8, 2019** |
| **REFERENCE: RFP 93/2019** for Facilitation of the process for preparation of the UN Common Country Analyses |

Dear Sir / Madam:

We kindly invite you to submit your Proposal in MKD, VAT presented separately for a Facilitation of the process for preparation of the UN Common Country Analysesin a sealed envelope to the address below:

Please be guided by the form attached hereto as Annex 2, in preparing your Proposal.

Proposals may be submitted on or before **30 August 2019, 11am** to the address below:

[UNDP](mailto:........@undp.org)-UNRC

**RFP 93/2019** for Facilitation of the process for preparation of the UN Common Country Analyses **Str. Jordan Hadzi – Konstantinov Drzinot 23,**

**1000 Skopje**

PLEASE NOTE THAT FINANCIAL OFFER MUST BE SUBMITTED IN A SEPARATE SEALED ENVELOPE. Companies failing to meet this requirement will be disqualified. Your Proposal must be expressed in the English Language, and valid for a minimum period of 120 days.

In the course of preparing your Proposal, it shall remain your responsibility to ensure that it reaches the address above on or before the deadline. Proposals that are received by UNDP after the deadline indicated above, for whatever reason, shall not be considered for evaluation.

Services proposed shall be reviewed and evaluated based on completeness and compliance of the Proposal and responsiveness with the requirements of the RFP and all other annexes providing details of UNDP requirements.

The Proposal that complies with all of the requirements, meets all the evaluation criteria and offers the best value for money shall be selected and awarded the contract. Any offer that does not meet the requirements shall be rejected.

Any discrepancy between the unit price and the total price shall be re-computed by UNDP, and the unit price shall prevail, and the total price shall be corrected. If the Service Provider does not accept the final price based on UNDP’s re-computation and correction of errors, its Proposal will be rejected.

No price variation due to escalation, inflation, fluctuation in exchange rates, or any other market factors shall be accepted by UNDP after it has received the Proposal. At the time of Award of Contract or Purchase Order, UNDP reserves the right to vary (increase or decrease) the quantity of services and/or goods, by up to a maximum twenty-five per cent (25%) of the total offer, without any change in the unit price or other terms and conditions.

Any Contract or Purchase Order that will be issued as a result of this RFP shall be subject to the General Terms and Conditions indicated herein. The mere act of submission of a Proposal implies that the Service Provider accepts without question the General Terms and Conditions of UNDP in this link: <http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html>

Please be advised that UNDP is not bound to accept any Proposal, nor award a contract or Purchase Order, nor be responsible for any costs associated with a Service Providers preparation and submission of a Proposal, regardless of the outcome or the manner of conducting the selection process.

UNDP’s vendor protest procedure is intended to afford an opportunity to appeal for persons or firms not awarded a Purchase Order or Contract in a competitive procurement process. **In the event that** you believe you have not been fairly treated, you can find detailed information about vendor protest procedures in the following link:

<http://www.undp.org/content/undp/en/home/operations/procurement/protestandsanctions/>

**UNDP encourages every prospective Service Provider to** prevent and avoid conflicts of interest, by disclosing to UNDP if you, or any of your affiliates or personnel, were involved in the preparation of the requirements, design, cost estimates, and other information used in this RFP.

UNDP implements a zero tolerance on fraud and other proscribed practices, and is committed to preventing, identifying and addressing all such acts and practices against UNDP, as well as third parties involved in UNDP activities. UNDP expects its Service Providers to adhere to the UN Supplier Code of Conduct found in this link : <http://www.un.org/depts/ptd/pdf/conduct_english.pdf>

**Thank you and we look forward to receiving your Proposal.**

**Annex 1**

**Description of Requirements**

|  |  |
| --- | --- |
| Context of the Requirement | Office of the UN Resident Coordinator |
| Brief Description of the Required Services | Facilitation of the process for preparation of the UN Common Country Analyses |
| List and Description of Expected Outputs to be Delivered | As per TOR (Annex 4) |
| Person to Supervise the Work/Performance of the Service Provider | **UNRCO Data Management and Results Monitoring & Reporting Officer** |
| Frequency of Reporting | **As per the Terms of Reference** |
| Manner of submission of the proposal | **One hard copy** & **only** “ the Technical proposal shall be submitted on USB **in word format”**  Financial offer shell be sealed in a separate envelope.  DO NOT present your financial offer on a USB, otherwise will be disqualified. |
| Location of work | Exact Address/es *[pls. specify]*  **Skopje** |
| Expected duration of work | Maximum available time for completing the assignment is 4 months upon signing of the contract.  September 2019 - November 2019 |
| Target start date | **Early September 2019** |
| Latest completion date | **Mid-December 2019** |
| Travels Expected | **It is the Contractor’s responsibility to anticipate and plan for necessary travel at their own expense.** |
| Implementation Schedule indicating breakdown and timing of activities/sub-activities | **Required**  Not Required |
| Names and curriculum vitae of individuals who will be involved in completing the services | **Required**  Not Required |
| Currency of Proposal | Euro  **Local Currency – MKD** |
| Value Added Tax on Price Proposal | **must be inclusive of VAT and other applicable indirect taxes, and VAT presented separately**  must be exclusive of VAT and other applicable indirect taxes |
| Validity Period of Proposals *(Counting for the last day of submission of quotes)* | 60 days  90 days  **120 days**  In exceptional circumstances, UNDP may request the Proposer to extend the validity of the Proposal beyond what has been initially indicated in this RFP. The Proposal shall then confirm the extension in writing, without any modification whatsoever on the Proposal. |
| Partial Quotes | **Not permitted**  Permitted |
| Payment Terms | Upon completion of each Deliverable in the TOR |
| Person(s) to review/inspect/ approve outputs/completed services and authorize the disbursement of payment | **UN Resident Coordinator** |
| Type of Contract to be Signed | Purchase Order  ***Minime* Contract**  Contract for Professional Services  Long-Term Agreement[[1]](#footnote-1) *(if LTA will be signed, specify the document that will trigger the call-off. E.g., PO, etc.)*  Other Type of Contract *[pls. specify]* |
| Criteria for Contract Award | Lowest Price Quote among technically responsive offers  **Highest Combined Score (based on the 70% technical offer and 30% price weight distribution)**  Full acceptance of the UNDP Contract General Terms and Conditions (GTC). This is a mandatory criterion and cannot be deleted regardless of the nature of services required. Non-acceptance of the GTC may be grounds for the rejection of the Proposal. |
| Criteria for the Assessment of Proposal | **Technical Proposal (70%)**  Expertise of the Firm 100 points  Methodology, Its Appropriateness to the Condition and Timeliness of the Implementation Plan 300 points  Qualification of Key Personnel 300 points  **Financial Proposal (30%)**  To be computed as a ratio of the Proposal’s offer to the lowest price among the proposals received by UNDP. |
| UNDP will award the contract to: | **One and only one Service Provider**  One or more Service Providers, depending on the following factors: |
| Contract General Terms and Conditions[[2]](#footnote-2) | General Terms and Conditions for contracts (goods and/or services)  **General Terms and Conditions for de minimis contracts (services only, less than $50,000)**  Applicable Terms and Conditions are available at:  <http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html> |
| Annexes to this RFP | **Form for Submission of Proposal (Annex 2)**  **Technical Evaluation Annex 3**  **Detailed TOR *Annex 4*** |
| Contact Person for Inquiries  (Written inquiries only)[[3]](#footnote-3) | ***procurement.mk@undp.org***    Any delay in UNDP’s response shall be not used as a reason for extending the deadline for submission, unless UNDP determines that such an extension is necessary and communicates a new deadline to the Proposers. |
| Other Information *[pls. specify]* |  |

**Annex 2**

**FORM FOR SUBMITTING SERVICE PROVIDER’S PROPOSAL**

***(This Form must be submitted only using the Service Provider’s Official Letterhead/Stationery[[4]](#footnote-4))***

Skopje

August 8, 2019

To: UNDP Procurement Unit

Dear Sir/Madam:

We, the undersigned, hereby offer to render the following services to UNDP in conformity with the requirements defined in the RFP 93/2019 dated 8/8/2019 , and all of its attachments, as well as the provisions of the UNDP General Contract Terms and Conditions:

1. *The Service Provider must describe and explain how and why they are the best entity that can deliver the requirements of UNDP. The technical proposal must highlight the prior experience of the bidder in the area of polling. Bidders shall include a list of prior relevant projects/polls and information on the scope, clients and date of implementation/duration.*
2. **Methodology and approach**

|  |
| --- |
| *The Service Provider must describe how it will address/deliver the demands of the RFP; providing a detailed description of the essential performance characteristics, reporting conditions and quality assurance mechanisms that will be put in place, while demonstrating that the proposed concept will be appropriate to the local conditions and context of the work.* |

1. **Qualifications of Key Personnel as per TOR requirements**:

*If required by the RFP, the Service Provider must provide:*

1. *Names and qualifications of the experts that will perform the services under this TOR*
2. *CV s reflecting their relevant experience as per the TOR requirements.*
3. *Availability Confirmation* 
   1. ***Availability confirmation form*** (to be filled by all proposed experts)

I \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ (name, last name), agree that the entity \_\_\_\_\_\_\_\_\_\_\_\_\_ (name of the applicant entity) will use my CV for the tender application under this RFP

I declare that the information provided in my CV is accurate, and I am able to provide relevant evidence (reference letters, job contracts, etc.) upon request.

If the entity \_\_\_\_\_\_\_\_\_\_\_\_\_ (name of the applicant entity), is selected for contract, I agree to be available under the conditions given in the ToR.

Name and last name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

(as in your ID document)

Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**The Financial offer must be presented per Deliverables in the TOR**

**TABLE 1: Offer to Supply Services Compliant with TOR**

To: UNDP

Dear Sir/Madam:

We, the undersigned, hereby accept in full the UNDP General Terms and Conditions, and hereby offer to deliver supervisory services in conformity with **RFP 93/2019** **for Facilitation of the process for preparation of the UN Common Country Analysis.**

**Table 1: Summary of Overall Prices**

|  |  |
| --- | --- |
|  | **Amount(s)** |
| **Professional Fees** (from Table 2) |  |
| **Other Costs** (from Table 3) |  |
| **Total Amount of Financial Proposal** |  |

**Table 2: Breakdown of Professional Fees (THIS IS JUST a SAMPLE)**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Name** | **Position** | **Fee Rate** | **No. of Days/months/ hours** | **Total Amount** |
| *A* | *B* | *C=A+B* |
| Expert 1 (team leader) |  |  |  |  |
| Expert 2 |  |  |  |  |
| Expert 3 |  |  |  |  |
| Support staff |  |  |  |  |
| ..etc |  |  |  |  |
|  |  |  |  |  |
| **Subtotal Professional Fees:** | | | |  |

**Table 3: Breakdown of Other Costs**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Description** | **UOM** | **Quantity** | **Unit Price** | **Total Amount** |
| Workshops (broken down per item) | Participant |  |  |  |
| Subsistence allowance | Day |  |  |  |
| Miscellaneous travel expenses | Trip |  |  |  |
| Local transportation costs | Lump Sum |  |  |  |
| Out-of-Pocket Expenses |  |  |  |  |
| Surveys or other methods of data collection |  |  |  |  |
| Data analysis |  |  |  |  |
| Other Costs: (please specify) |  |  |  |  |
| **Subtotal Other Costs:** | | | |  |

**Table 4: Breakdown of Price per Deliverable/Activity**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Deliverable/**  **Activity description** | **Time**  (person days) | **Professional Fees** | **Other Costs** | **Total** |
| Deliverable 1 |  |  |  |  |
| Deliverable 2 |  |  |  |  |
| Deliverable 3 |  |  |  |  |
| ….. |  |  |  |  |

Payment is deliverables based

*[Name and Signature of the Service Provider’s Authorized Person]*

*[Designation]*

**Annex 3: *Evaluation criteria***

A two-stage procedure is utilized in evaluating the proposals, with evaluation of the technical proposal being completed prior to any price proposal being opened and compared. The price proposals will be opened only for submissions that passed the minimum technical score of 70% of the obtainable score of 700 points in the evaluation of the technical proposals (expertise of the firm in similar projects, methodology and approach and qualifications of the staff with relevant experience) and the price has allocated 300 points.

Contract will be awarded to the company with the highest aggregate score based on technical and financial proposal.

**Technical Evaluation**

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Summary of Technical Proposal Evaluation Forms** | | **Score Weight** | **Points Obtainable** | **A** | **B** | **C** | **D** | **E** | **F** | **G** |
| 1. | Expertise of the company / Organization |  | 150 |  |  |  |  |  |  |  |
| 2. | Proposed Methodology, Approach and Implementation Plan |  | 300 |  |  |  |  |  |  |  |
| 3. | Proposed Team |  | 250 |  |  |  |  |  |  |  |
|  | **Total** | | **700** |  |  |  |  |  |  |  |

|  |  |  |
| --- | --- | --- |
| Technical Proposal Evaluation  **Form 1** | | Maximum Points obtainable |
|
| **Expertise of the Firm/Organization** | | |
| 1.1 | The company/organization shall have a track record of minimum 3 years of experience in conducting context analysis and/or leading or facilitating strategic planning initiatives (needs assessments, feasibility studies, researches and analyses) in development areas. | Max 40 |
| 1.2 | Proven experience in developing and carrying out at least 3 relevant projects of comparable nature and degree of complexity to this one. | Max 60 |
| 1.3 | Proven experience in working with national and/or local institutions, facilitating processes and stakeholders’ engagement. Experience in usage of systemic approach. | Max 25 |
| 1.4 | Experience in usage of data analytics tools (both tech or non-tech based) or methods and usage of data for evidence-based strategic planning (not a disqualifying criteria) | Max 25 |
|  | | **150** |

|  |  |  |
| --- | --- | --- |
| Technical Proposal Evaluation  **Form 2** | | Maximum Points obtainable |
| **Proposed Methodology, Approach and Implementation Plan** | | |
| 2.1 | To what degree does the Proposer understand the task? Is the scope of task well defined and does it correspond to the TOR? | Max 80 |
| 2.2 | Have the important aspects of the task been addressed in sufficient detail? | Max 60 |
| 2.3 | Is the proposal based on understanding the work and the project and was this data input properly used in the preparation of the proposal? | Max 80 |
| 2.4 | Is the presentation clear and is the sequence of activities and the planning logical, realistic and promise efficient implementation to the project? | Max 80 |
|  |  | **300** |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Technical Proposal Evaluation  **Form 3** | | | | Maximum Points obtainable |
| **Proposed Team** | | | | |
| **3.1** | **Team Leader** |  |  | **Maximum obtainable points** |
| **Qualifications of the Team Leader/Expert 1** | | **YES/NO for minimum requirements** |  |  |
|  | Proven relevant professional experience of at least 10 years |  | 10 years | Max 20 |
| >10 years | Max 30 |
| Educational background: Advanced University Degree (Master or equivalent) in Development studies, Economics, socio-economics, international relations or another related field. |  | Master’s degree | 15 |
| PhD | 20 |
| Proven record of at least 3 context analysis or strategic planning project as team leader |  | 3 assignments | Max 20 |
| 3-5 assignments | Max 25 |
| > 5 assignments | Max 30 |
| Record of demonstrated competencies in the areas as listed in the ToR |  | All 7 areas of competencies | Max 20 |
|  | **Max points:** |  | **100** |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **3.2** | **Experts** |  |  |  |
| **Qualifications of the experts (evaluation as a team, not individuals)** | | **YES/NO for minimum requirements** |  |  |
|  | Minimum University degree in development studies, economics, socio-economics, international relations or related field; a master’s degree is a strong asset. |  | University degree (whole team of experts) | Max 20 |
| Master’s degree (whole team of experts) | Max 40 |
| At least 5 years of relevant professional experience |  | 5 years relevant professional experience (whole team of experts) | Max 30 |
| >5 years relevant professional experience (whole team of experts) | Max 50 |
|  | Proven record of at least 2 projects in their area of expertise.  *A team will get max number of points if all team members have the listed number of projects.* |  | 2 projects | Max 30 |
| 3-5 projects | Max 45 |
| >5 projects | Max 60 |
|  | **Max points:** |  | **150** |
|  | | | **250** |

Offeror’s response to the solicitation document is evaluated and points are attributed based on how well they meet the defined desirable criteria.

A proposal shall be considered non-responsive and rejected, if it fails to substantially satisfy the requirements of the TOR, or it fails to achieve a minimum technical score (70% of 700 points or 490 points) as specified in the RFP.

The price proposal of the Proposals will be opened only for submissions that passed the minimum technical score of 70% of the obtainable score of 700 points in the evaluation of the technical proposals.

The offer with the lowest price will receive the total 300 points. Other offers with higher prices will receive their respective scores according the following formula:

Lowest Bid

               ------------------- x 300

               Proposed Bid

The proposal will be awarded with the highest aggregate score based on technical and financial proposal. The remaining financial proposals of Offeror’s whose technical proposals are deemed unacceptable or unqualified shall remain unopened can be returned back to the vendor.

**Important note:** UNDP reserves the right to withdraw the Request for Proposals without making a selection during the selection process, having ascertained that the financial proposals submitted to this bid are exceeding the set ceiling for this assignment.

**Quality Control**

The Contractor should ensure an internal quality control during the implementing and reporting phase of the assignment. The quality control should ensure that the analyses and reports produced comply with the above requirements and meet adequate quality standards before sending them to UNDP for comments.

The quality control should ensure consistency and coherence between findings, conclusions and recommendations. It should also ensure that findings reported are duly substantiated and that conclusions are supported by relevant judgment criteria.

The views expressed in the report will be those of the contractor and will not necessarily reflect those of UNDP and EU. Therefore, a standard disclaimer reflecting this will be included in the report.

**Annex 4**

**United Nations**

**Sustainable Development Cooperation Framework 2021-2025**

**North Macedonia**

Step 3 of the process:

Common Country Analysis

**Terms of Reference**

**Consultancy Services for facilitation of the CCA**

**Project number & title:** UN RC Office – UNSDCF Development Process

**Subject: Common Country Analysis**

**Location:**  Skopje

**Estimated duration:** September 2019 - November 2019

**Location:** Home-based (in-country travel might be required)

**Practice area:** Resident Coordination System -Strategic Planning and Programming

The UN and the Government are starting the process of development of the new UN Sustainable Development Cooperation Framework (Cooperation Framework) for the period 2021-2025. With the UN Reforms, as per the GA Resolution 72/279 on the UN development system repositioning, the Cooperation Framework is the most important instrument for planning and implementation of UN development activities in each country. It is a strategically focused framework that represents the UN development system’s collective offer to support the country in the implementation of 2030 Agenda for Sustainable Development and in addressing key SDG priorities and gaps.

* 1. It begins and ends with an analysis of the national development landscape and SDG priorities and gaps, including through the lens of the imperative to leave no one behind.
  2. It advises on pathways to maximize synergies across the SDGs and manage trade-offs in an inclusive manner, in order to reflect the shift from the Millennium Development Goals (MDG) paradigm to the more integrated approach required by the 2030 Agenda.
  3. It sets out sustainable development objectives jointly agreed with the government, tailored to the specific country context and reflecting the comparative advantage of the UNDS.
  4. The Cooperation Framework include joint and entity-specific programme activities. Entity-specific programming must ensure it is part of the Cooperation Framework response to the integrated ask of the 2030 Agenda alongside other relevant UN development contributions.

The Cooperation Framework is to be developed jointly with the Government of North Macedonia, in consultative process of several steps, including: conception and initiation, definition and planning, implementation, performance monitoring and reporting, and evaluation and closure.

For this process, a Common Country Analysis (CCA) is required as an essential element for the formulation of the new Cooperation Framework, in particular, for the identification of the programme priority areas.

The CCA will provide the essential baseline for development of the theory of change for the Cooperation Framework. It will drive the identification of what type of transformational change is needed and achievable in the country, the strategies for achieving this change, and the evidence base (e.g., sources of data, evidence, and baselines for the new Cooperation Framework. Annex 1 provides the global guidance on the content and structure of the United Nations CCA. The analysis will be linked to the country’s national economic, social, environmental and development priorities, which will include the EU accession process and take into consideration the requirements and obligations that the country will need to fulfill as soon as the negotiations process is opened. The CCA will also use existing analysis on the SDG linkage to the EU accession chapter to determine where there may be gaps that the United Nations and other partners should focus on.

1. **Background**

For 20 years now, the United Nations has been a partner of the Government and people in North Macedonia with the goal to ensure inclusive and sustainable development, based on national priorities and plans. The work of the UN agencies is supported by the invaluable partnerships with Government, donors, local government institutions, national stakeholders, civil society, academia, the private sector and the media. UN activities in the country are carried out in the framework of the UN Partnership for Sustainable Development (PSD) for 2016-2020. The UNPSD aims to align UN activities with the Sustainable Development Goals (SDGs), globally, with the EU accession, regionally, and with the National Sustainable Development Sectoral Strategies.

The PSD has been focusing on five priority areas of cooperation: **employment, good governance, social inclusion, environmental sustainability and gender equality**.

The progress in implementation of the PSD has been regularly monitored by the Results Groups and reviewed by the Joint UN/Government National Steering Committee co-chaired by the Minister of Foreign Affairs and the UN Resident Coordinator.

**Objectives of the common country analysis**

The CCA provides an impartial and collective assessment (a description of country situation) and analysis of the country situation (a description of causes and their implications). The UN CCA examines the progress, gaps, opportunities and bottlenecks vis-a-vis the country’s commitment to the achievement of the 2030 Agenda, UN norms and standards and the principles of the UN Charter, and serves as the analytical foundation to the new Cooperation Framework.

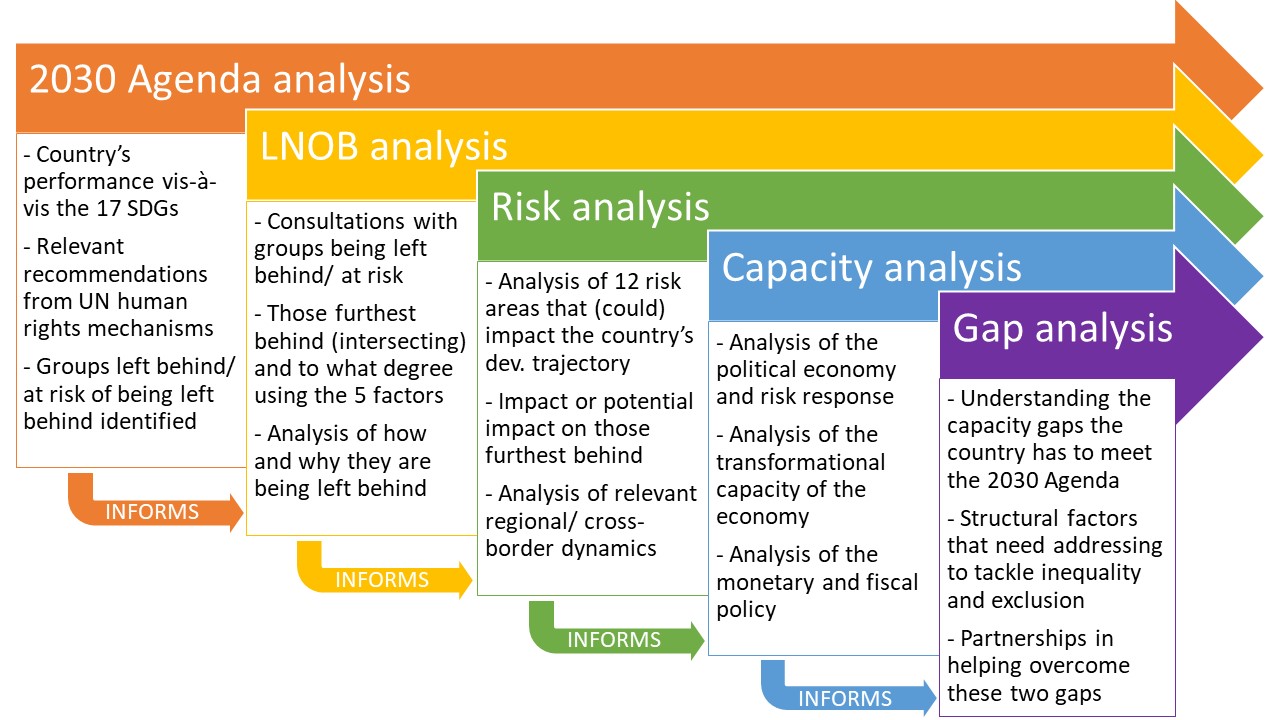
**The CCA is expected to provide an integrated, forward-looking analysis of the current political, socioeconomic and environmental situation in the country, as well as an updated assessment of development challenges and emerging priority areas for interventions**. This assessment **will consider the results of PSD 2016 - 2020 Evaluation (conducted in parallel) to the extent possible, review challenges, the lessons learnt and what remains as priorities from the past and from emerging issues.**

The CCA will also help government and civil society to assess progress towards the pursuit of the universal, indivisible and interdependent human rights, as set out in the Universal Declaration of Human Rights, other international human rights instruments. This places development policies and processes in a system of rights and corresponding obligations established by international laws. It therefore behooves that the new Partnership Framework fully mainstream the SDGs. The CCA will therefore also assess the country’s position vis-à-vis the SDGs in a way to inform the decisions on their prioritization.

To adequately serve as the analytical foundation to the Cooperation Framework, the CCA should: **(i) demonstrate a broad, holistic and integrated approach that takes into consideration the interlinkages and integrated nature of the SDGs; (ii) reflect the interlinkages among the three dimensions of sustainable development and all spheres of the UN’s work; (iii) reflect the interlinkages between the SDGs and the human rights framework (including treaties and human rights monitoring mechanisms and gender equality frameworks); (iv) build on all sources of data and analysis from a broad range of partners; and (v) focus on prevention and the interlinkages between sustainable development, human rights, sustaining peace, and the shift away from response to preparedness, needed to meet the challenges of the future.**

Specifically, therefore, the assessment will:

1. **Draw from and add to existing data, statistics, analyses, reviews, research, capacities and resources** from within and outside the UN system to provide structured, comprehensive, accessible analysis of country situation with specific focus on SDGs, international human rights obligations and other international commitments through assessing recent trends, root causes, patterns of discrimination & inequality (including use of disaggregated data e.g. by gender, age, ethnicity and others) and investigation of disaster risks including the impact of climate change.
2. **identify multidimensional risks that could impact the development trajectory of the country, covering a full spectrum of development, humanitarian, peacebuilding and human rights issues.** It should foster common UN system understanding of groups left behind, and underlying drivers of risks, vulnerabilities and needs, including those that are social or related to conflict, disasters, climate change, the environment or the economy. As importantly, it will identify and assess crosscutting issues that impact on sectors and scaled approaches to development policy and programming.
3. Through **systems thinking approach, conduct an integrated causal analysis that establishes critical development gaps and bottlenecks, and create an understanding of key drivers** for transformational change in relation to national priorities and the SDGs, international human rights obligations and agreed international development goals implementation. The following analysis as presented in the graph below shall be undertaken.
4. **Deepen understanding of key development stakeholders**, their needs, context and capacities including the involvement of non‐government stakeholders and the private sector while establishing UN’s comparative advantage in North Macedonia.
5. Examine the **country’s financial landscape for sustainable development**, analyze financial flows, and identify the greatest opportunities to re-orient all sources of financing.
6. integrate an **analysis of relevant regional, sub-regional and trans-boundary dynamics and** their impact on achieving the 2030 Agenda. This may include inter alia trends and risks related to demographic dynamics, economics and trade, climate change and natural disasters, environmental degradation and ecosystem services, conflict and security, migration patterns and other issues as discovered relevant. This also helps identify opportunities for cross-border dialogue and collaboration between countries.
7. Provide **substantive input to the localization and prioritization of SDGs**.
8. **Identify Priority Development Areas** to enhance and accelerate progress and the SDGs based on systematic applications of human rights principles as well as sustainable development concerns.



*Picture 1: Types of Analyses to be undertaken*

Annex 2 provides detailed guidance on the process, the required analyses and the potential sources of data.

1. **Purpose of the consultancy**

The main purpose of this consultancy is to support the UNCT in North Macedonia to develop a high quality and evidence-based Common Country Analysis for North Macedonia which examines the progress, gaps, opportunities and bottlenecks vis-a-vis the country’s commitment to the achievement of the 2030 Agenda, human rights and UN norms and standards and the principles of the UN Charter. The analysis will complete with recommended vision for the UN Cooperation Framework, proposal of key priorities for consideration of the UN Country Team and the Government and that will serve as a basis for development of the Cooperation Framework’s theory of change. The CCA is a baseline for the monitoring and evaluation framework of the UN Cooperation Framework.

1. **Scope of Work**

Under direct supervision of the UN Resident Coordinator and the UN Country Team, the consultancy team will closely cooperate with the CCA task team in delivering the following tasks:

1. Undertake desk review of currently available UN or non-UN commissioned analytical reports, evaluations and other strategic national and regional documents
2. Conduct series of consultations with the UN agencies (through the results groups) to refine and finalize the detailed scope of work and the methodology submitted in the proposal;
3. Refine the timeline and develop a detailed action plan of activities, deliverable and key milestones
4. Organize series of workshops and interviews (or other types of consultations, per the proposed methodology) to collect relevant data, identify underlying causes, risks, development trends and mid-term perspectives and opportunities. The consultations process should include all elements as listed in section 2, and desirably rely on usage of innovative approaches and tools for foresight planning and visioning.
5. Propose structure for the Data and Analysis Repository and suggest data and documents for the initial filling in
6. Draft the CCA report
7. Based on the main findings, development trends and perspectives, propose a vision statement for the UN Cooperation Framework
8. Propose list of key priorities for consideration by the UN and the Government for the UN Cooperation Framework
9. Facilitate the process of consultations upon the draft CCA document (prior and during the Strategic Prioritization Retreat)
10. Finalize the CCA report

The UN RC Office and all agencies, using available support and resources from Regional Offices and HQ as relevant, will make available all necessary documents for review in the context of this exercise.

1. **Methodology**

The process of CCA development shall employ comprehensive and systemic approaches and tools for integrated, forward-looking analysis. Methodologies shall rely on secondary data and information wherever possible and involve collection of primary information in cases of data gaps. It should go beyond official national statistics to use new sources of data and diagnostic tools, including but not limited to the use of big data, targeted surveys using mobile technology and others, in accordance with the human rights-based approach to data, international data protection standards and in particular the UN Principles on Personal Data Protection and Privacy. Country-specific findings and recommendations of the Universal Periodic Review and other human rights mechanisms will provide an important basis for the analysis, highlighting relevant gaps and corresponding obligations. The methodology will enable an assessment of the country’s implementation of its commitment to Leave No One Behind (LNOB), by taking the [LNOB operational guidelines](https://undg.org/wp-content/uploads/2019/04/Interim-Draft-Operational-Guide-on-LNOB-for-UNCTs.pdf) as basis.

The approach of the CCA process shall be participatory, that is, ensuring all stakeholders participation and ownership. It is expected that the CCA exercise should be complementary to the current PSD 2016-2020 evaluation and results from this evaluation will feed the CCA process and vice versa. Agencies will make available to the team all recent relevant evaluations and reviews, as well as sectoral context analysis.

The consulting team will ensure that the human rights-based approach (i.e. make references to human rights commitments as well as recommendations received by UN human rights mechanisms in respective areas) and gender mainstreaming as well as all other UN programming principles are taken into consideration.

The consulting team shall provide detailed and well elaborated methodology in the proposal.

1. **Key Deliverables and Payment Schedule**

The main deliverable of this assignment is the common country analysis report, to be written in English language. The report will be developed based on the guidelines in the Annex 2, and will follow the outlined structure in the Annex 1 of the Terms of Reference. It will include an assessment of country context and the 2030 Agenda and its linkages with the EU accession agenda, consideration of existing data and data gaps and the enabling political, policy and legislative environment, the rights-based analysis of the drivers of inter-sectoral and development challenges, capacity gaps of rights holders and duty bearers, the UN comparative advantage and the UN and national capacity development assessment, the risk and opportunities, future scenarios and contingencies (risk analysis), identification of priority areas of development intervention, of key issues and challenges and suggestions of areas of opportunity for the UN intervention.

The report will include proposal for the UN vision in the Cooperation Framework and recommendation for key priority areas.

The report will be assessed using UNDG Quality Checklist for CCAs.

|  |  |
| --- | --- |
| **Key Deliverables** | **Payment schedule/amounts** |
| 1. Desk review of available documents 2. Consultations with UNCT and agencies 3. Refined methodology, action plan and timeline | 2 weeks after signing of the contract (expected - last week of September 2019)  30% of total value of contract (upon acceptance of the deliverables) |
| 1. Interim report on the consultations process 2. Draft CCA report | 8 weeks after signing of the contract (expected – Mid-November 2019)  50% of total value of contract (upon acceptance of the first draft) |
| 1. Final CCA report | 10 weeks after signing of the contract (expected end November 2019)  20% of total value of contract (upon approval of the CCA final report) |

The final CCA report should be ready to feed into the new UNDAF strategic workshop/UNCT Prioritisation Retreat tentatively scheduled for December 2019.

1. **Coordination, Management and Reporting**

The CCA task team will be established as main body to carry out the work of the CCA development. CCA Task team will use all available information sources that will provide evidence on which to base conclusions and recommendations.

The engaged consultancy team will closely with the CCA task team.

1. **Qualifications & Experience required**

The consulting services provider shall have proven experience in leading or facilitating strategic planning processes, preferably in development areas. Local think-thanks registered both as company or NGO can submit proposals to this call. The offeror should have at least 3 projects of comparable nature and degree of complexity. List of these projects needs to be submitted along with contact details for reference checking purposes (please indicate the e-mail addresses of contact persons).

The scope of work requires a team of skilled professionals with previous relevant experience and complementary expertise in strategic planning and visioning, systemic analysis, data and statistics, processes facilitation, networking and efficient wide consultations abilities.

The team members shall be able to respond to the requirements of the following mandatory areas of expertise. Any of the team members can be assigned as team leader. The offeror will clearly state in the offer who is the team leader as well as clearly state who of the team members has the required area of expertise.

The team leader will fulfil the following competencies and qualifications

1. **Team leader competencies:**

* Knowledge of country’s development challenges and understanding of the development vulnerabilities
* Demonstrated research methods and writing skills; ability to deliver high quality report in a short period of time
* Thorough knowledge of systemic approaches and strategic planning process
* Grounded familiarity with and application of participatory and innovative methods of data gathering and UN Guiding/Programming Principles: i) Leave no one behind; (ii) Human rights-based approach; iii) gender equality and women’s empowerment; iv) resilience; v) accountability; and vi) sustainability
* Familiarity with the 2030 Agenda and SDG nationalization and reporting processes
* Experience and knowledge of the UN system and the UN programming processes is an asset
* Knowledge of innovative analytical approaches (e.g., foresight, human-centred design, new data) is an advantage

**Qualifications:**

* Advanced university degree (Masters and equivalent) in development studies, economics, socio-economics, international relations or related field; PhD will be considered as an asset;
* At least 10 years of relevant professional experience;
* Team leader of at least 3 strategic planning projects.
* Excellent written and spoken English and Macedonian.

The team of experts shall be able to respond to the requirements of the following mandatory areas of expertise, while recognizing that one team member might have more of the listed areas of expertise:

|  |  |
| --- | --- |
|  | **Areas of expertise** |
| **1.** | Consultations facilitation |
| **2.** | Strategic planning and systems thinking |
| **3.** | SDG Agenda |
| **4.** | Data and statistics |
| **5.** | Development financing |
| **6.** | Risks analysis |

**The team members will have the following qualifications:**

* University degree in development studies, economics, socio-economics, international relations or related field; Master of equivalent will be an asset;
* At least 5 years of relevant professional experience.
* Experience in at least 2 projects in the areas of their expertise.
* Excellent written and spoken English and Macedonian.
* Demonstrated excellent facilitation and analytical skills.

1. **Estimated duration of contract and Other Terms and Conditions**

The consultancy team will be engaged under a short-term contract for provision of services. The exercise will be undertaken within an estimated period of 3 months, starting from beginning of September to end of November 2019.

Amounts and terms of payment are subject to negotiations and will comply with the UN rules and regulations.

The offeror will be required to submit a detailed proposal outlining the approach and methodologies that will be applied for the CCA in consonance with the objectives and scope outlined above. A detailed budget breakdown (budget proposal) shall also be submitted in relation with the proposed approach.

1. **Supervision and Reporting Arrangements**

The consultancy team will report to and be overall guided by the UN RC and the UNCT, and supervised by the Chair of the CCA Task Team. The team will work on a daily basis with the UNDAF /CCA Task Team. The UNDAF/CCA Task Team will provide oversight to the CCA process, including providing comments on all written submissions.

1. **Application procedure and documents to be submitted**

Interested think-thanks (companies or NGOs) must submit the following documents/information to demonstrate their qualifications on or before **11:00 hrs,** **August 30th 2019**.

The submission should include the following documents:

1. Technical Proposal - explaining why they are the most suitable for the work, providing a detailed methodology on how they will approach and conduct the work, and highlighting their relevant work experience and skills for the assignment
2. The consultants’ CVs, mentioning detailed qualifications, experience and skills. UN P.11 form filled. References specified in P11 should be available and containing information for reference check, at least 3.
3. A financial proposal (lump sum) including the fees, workshops or other consultations mechanisms incurred costs and travel costs considered inherent to the consultancy. The financial proposal shall indicate the overall amount of the proposed all-inclusive and shall be presented in detailed breakdown costs. The fees shall be set taking into account the level and degree of consultant’s experience according to the United Nations standards and depending on the range they have adopted. The technical proposal must be presented separately from the financial proposal; otherwise the application will not be considered;
4. **Financial Proposal**

**Contracts based on all-inclusive lump sum:**

The financial proposal shall specify a total and **all-inclusive lump sum** amount, and payment terms, around specific and measurable deliverables (qualitative and quantitative). The Financial proposal must include a breakdown of this lump sum amount (including all number of all anticipated consultants’ working days by the consultant and for all other items separately).

1. **Evaluation criteria**

The award of the contract will be made to the service provider whose offer has been evaluated and determined as having received the highest combined score of the technical and financial scores.

* Technical Criteria weight: 70%
* Financial Criteria weight: 30%

Only service providers obtaining a minimum of 70 points out of 100 points at the technical evaluation per the following criteria will be considered for the financial evaluation.

* Criteria A: Previous experience in conducting similar assignments – 10 points
* Criteria B: Proposed methodology – 30 points
* Criteria C: Proposed team for the assignment – 30 points

ANNEX 1: UN Common Country Analysis for the Cooperation Framework and the 2030 Agenda

COUNTRY: North Macedonia

FIRST CONDUCTED IN YEAR 2019

Context analysis

|  |
| --- |
| Executive Summary  Summarize the main findings of the CCA that inform the UN development system’s contribution to North Macedonia’s implementation of the 2030 Agenda (500 words).   * + Provide a brief overview of the country situation with regards to the SDGs and progress towards achieving the 2030 Agenda.   + Summarize the national vision for sustainable development, the key national priorities and main challenges in achieving the SDGs, and country efforts to nationalize and localize the SDGs.   + Provide a brief overview of the groups left behind or at risk of being left behind, as well as the root causes for these groups and the legal barriers that exclude them as well as the key issues related to human rights, gender equality and women’s empowerment.   + Highlight the regional, sub-regional and cross-boundary factors affecting the country’s progress on the 2030 Agenda, as well as the synergies and complementarities with regional and continental strategies and frameworks.   + Provide a brief overview of the financing landscape for sustainable development at the country level, highlighting the existing and potential opportunities for leveraging financing for sustainable development.   + Outline the country’s trajectory for achieving the 2030 Agenda stemming from the country analysis, reflecting on the main gaps and bottlenecks that need to be addressed to accelerate SDG implementation.   + Provide a short analysis of the potential risks that may set back the country’s progress on the2030 Agenda and prevent resilience, stability, long-term inclusive development, human rights and peace. Where relevant, provide a brief overview of the humanitarian situation. |

**Focus: What is the current country situation and progress towards the 2030 Agenda, and where is transformative change needed to achieve it?**

*This section presents the contextual evidence and analysis generated by the UN system and synthesizes the various analytical outputs of the UN development, human rights, humanitarian, peace and security actors. It is complemented by country diagnostics from development partners and the Government, either as part of the UN development system’s ongoing multi-stakeholders’ engagement or through continuous and inclusive thematic dialogues.1 The context analysis uses the 2030 Agenda as its reference framework, examining all relevant SDGs as well as demonstrating the synergies across the SDGs. The analysis provides a concise overview of the country’s standing in each dimension of sustainable development (economic, social and environmental), reflecting on national development priorities and needs, existing gaps and challenges in achieving them, while taking into account the groups left behind or at risk of being left behind and root causes; the country’s implementation of its human rights, gender equality and women’s empowerment commitments; the regional context and the priorities of regional and continental frameworks and strategies; as well as the potential risks and bottlenecks that may affect the country’s ability to achieve the SDGs.*

* 1. **Country Context**

*Suggested information: a brief analysis of the country situation, its standing in relation to the three dimensions of sustainable development (economic, social and environmental) as well as the main political, human rights, economic, social and environmental trends and challenges that influence the achievement of the 2030 Agenda*

* + *Provide a brief impartial analysis of the current political situation and how recent political trends impact the country’s ability to achieve the SDGs;*
  + *Provide a brief analysis of the human rights situation and the implications for the achievement of the 2030 Agenda;*
  + *Where relevant, provide a brief impartial analysis of existing crisis and/or conflict (in-country, cross-border or regional) including related dynamics and trends; reflect humanitarian and peace considerations;*
  + *Provide a short analysis of the performance and outlook of the country’s economy, including relevant macro-economic trends that may influence the delivery of the 2030 Agenda. Indicate the most transformative sectors of the economy and the country’s standing on trade and competitiveness;*
  + *Provide an analysis of the social dimension of sustainable development, reflecting on the country’s performance and trends in poverty reduction, employment, health, education, social protection and their impact on the country’s development trajectory, where possible;*
  + *Provide an analysis of the environmental challenges facing the country and their implications on the economic and social dimensions of sustainable development; and*
  + *Reflect the interlinkages among the three dimensions of sustainable development.*
  1. **National vision for sustainable development**

*Suggested information: an analysis of the country’s key development priorities and needs, as reflected in the national development plan, related strategies, policies and programmes, as well as the national roadmap for SDG implementation and consultations with the government. Where possible, reference the specific SDG targets and indicators the country prioritizes (X words).*

* + *Provide a snapshot of the country’s key development priorities and needs derived from the documents mentioned above and consultations with the Government and other relevant stakeholders, highlighting any recent strategic shifts in national development priorities and needs;*
  + *Discuss the relationship between the economic, social and environmental dimensions in the national vision for sustainable development, human rights, humanitarian, and peace dimensions, where relevant. List the prioritized SDG targets and indicators and their adoption in the country context.*
  1. **Country progress towards the 2030 Agenda**

*Suggested information: an analytical overview of the status and progress on the SDGs as established through SDG nationalization and localization exercises and reported through the Voluntary National Review(s), and analysis of the existing institutional mechanisms supporting the implementation of the SDGs (X words).*

* + *Outline the country’s progress towards the 2030 Agenda and provide a concise overview of the country’s standing on each SDG in order to establish a comprehensive baseline across the SDG framework; and*
  + *Reflect on the status and progress of SDG nationalization and localization, including the set-up of institutional mechanisms, and the development and implementation of national SDG roadmaps.*
  1. **Leave no one behind**

*Suggested information:* [*an analysis*](https://undg.org/wp-content/uploads/2019/04/Interim-Draft-Operational-Guide-on-LNOB-for-UNCTs.pdf) *of the specific groups that have been left behind or are at risk of being left behind, analysing the interplay of various factors causing and reinforcing inequality and discrimination.*

* + *Identify the specific groups that have been left behind or are at risk of being left behind, highlighting the barriers and challenges facing them;*
  + *Analyse the immediate, underlying and root causes of risks and exclusion in all areas;*
  + *Analyse the legal, political, economic and social factors perpetuating inequality and discrimination, while considering the prevention angle and environmental sustainability factors; and*
  + *Identify the gaps in data, capacities and processes that should be supported, resourced and enabled in order to monitor leave-no-one-behind relevant targets across the SDGs.*
  1. **Commitments under international norms and standards**

*Suggested information: an analysis of the country’s implementation of its commitments under all relevant internationally agreed norms and standards and UN Charter values, as instrumental to achieving the 2030 Agenda.*

* + *Provide a brief analysis of the country’s implementation of its main commitments to human rights and gender equality and women’s empowerment, key achievements and implementation gaps, including as reflected in the recommendations from the human rights mechanisms;*
  + *Provide a brief analysis of the country’s implementation of its main commitments under all other relevant internationally agreed norms and standards, key achievements and implementation gaps as reflected in the recommendations from relevant mechanisms; and*
  + *Identify the key outstanding commitments that prevent the country from achieving the 2030 Agenda and articulate how progress in delivering on those commitments can translate into progress on the SDGs.*
  1. **Cross-boundary, regional and Sub-regional perspectives**

*Suggested information: an analysis of the relevant regional, sub-regional and transboundary factors and trends, and their impact on the country’s progress towards the SDGs. Provide an overview of the country’s engagement in South-South and triangular cooperation, and regional and continental frameworks and strategies, and how they can potentially support the country’s progress in achieving the 2030 Agenda (X words).*

* *Reflect the regional challenges and opportunities affecting the country’s progress on the SDGs based on the analysis and perspectives of the regional UN entities and other regional actors;12* 
  + *Document national participation in sub-regional, regional and global mechanisms, frameworks and strategies, including trade agreements that can bolster the 2030 Agenda;*
  + *Include an analytical overview of the country’s engagement in South-South and triangular cooperation at national, regional and global levels, including links to sustainable development in corresponding frameworks; and*
  + *Account for relevant humanitarian and peace considerations, while situating the country analysis within the broader regional and transboundary context.*
  1. **Financing landscape and opportunities**

*Suggested information: an examination of the country’s financial landscape for sustainable development, based on a mapping and analysis of financial flows.13 Explain how the development solutions and opportunities mentioned above can be resourced (X words).*

* + *Provide an analysis of the financial landscape for the SDGs, including sources of domestic, foreign, public and private finance;*
  + *Provide an analysis of the national budget allocations and their alignment with the national SDG priorities; and*
  + *Based on the analysis, identify potential opportunities for leveraging SDG financing for the country in order to advance its economic, social and institutional transformation.*
  1. **Analysis of risks**

*Suggested information: an analysis of the various multidimensional risks and threats that could potentially impact the country’s development trajectory across the political, development, humanitarian, peacebuilding and human rights spectrum. Include the underlying drivers of risks, vulnerabilities and needs, be they political, social or related to conflict, serious violations of human rights, disasters, the environment or the economy (X words).*

* + *Provide an overview of the potential risks that may negatively affect the country’s ability to achieve the SDGs;*
  + *Consult available threat analysis or risk mappings, and categorize likelihood and impact; and*
  + *Include early warning indicators that will be monitored over time to inform necessary changes in the country’s and the UN development system’s responses.*
  1. **Gaps and challenges towards achieving the 2030 Agenda**

*Suggested information: an examination of the country’s trajectory towards achieving the 2030 Agenda, based on the context analysis and understanding of the current state of progress on the SDGs. It includes identification and analysis of the main bottlenecks that prevent the country from accelerating progress on the SDGs, UN norms and standards and the principles of the UN Charter. The analysis considers the interconnectivity of the SDGs.*

* + *List the specific gaps under each SDG and reflect the key cross-sectoral linkages between their targets within the broader political, economic, social and environmental context at country and regional level as well as the spheres of the UN development system’s work. In particular:*
  + *Describe the challenges and bottlenecks that prevent economic transformation and sustainable, pro-poor growth;*
  + *Describe the obstacles that prevent social equity and pose risks that those being left behind will continue to be excluded from the country’s development;*
  + *Articulate the required institutional transformation and cover key areas such as policy frameworks, coordination mechanisms, implementation capacity and delivery of national programmes, information channels and others; reference any capacity assessments of government institutions that can serve to inform the identification of priorities for capacity strengthening; and*
  + *Analyse data availability to report on national SDG indicators and articulate related gaps, in particular with regards to disaggregation by incomes, gender, geography and age, and systemic drivers of exclusion.*

**ANNEX 2:**

**UN Common Country Analysis**

**Draft Companion Paper to the United Nations Sustainable Development Cooperation Framework Guidance**

**I. Introduction**

Per the Cooperation Framework guidance, the UN Common Country Analysis (CCA) is the UN system’s independent, impartial and collective assessment (i.e., a description of a country situation) and analysis (i.e., a description of causes and their implications) of a country’s situation for its internal use in developing the Cooperation Framework. It examines progress, gaps, opportunities and bottlenecks vis-à-vis a country’s commitment to achieving the 2030 Agenda, UN norms and standards, and the principles of the UN Charter, as reflected in the Cooperation Framework Guiding Principles.

Within the scope defined by the Cooperation Framework guidance, this companion paper provides “how to” guidance, tools and examples of how a CCA should be developed in terms of both process and the substantive elements, highlighting methodologies and data sources that should inform the CCA.

The CCA is no longer a one-off event, but a core analytical function carried out by the UN development system at country, regional and global level, tracking situational developments and informing the UN system’s work on a continuous basis, and thereby responsive to emerging needs and changing conditions in a country. It should provide a basis for making course corrections in programme implementation.

Multi-disciplinary in nature, the CCA seeks to engender integrated, cross-pillar systems thinking, summarizing the interlinkages and integrated nature of the SDGs; multidimensional factors spanning the development, humanitarian, peacebuilding and human rights spectrum; relevant regional, sub-regional and cross-border dynamics; the country’s legal, institutional, policy and financial landscape as it pertains to the 2030 Agenda and; the root causes of crises – potential or actual – in order to prioritize our support in preventing these. In other words, the CCA should both reflect and support the ambitious and transformational change called for in the 2030 Agenda, and guide how the UN can further that Agenda in the prevailing conditions of a given country.

The companion piece offers guidance on the roles and responsibilities of Resident Coordinators, and the wider United Nations system at the country, regional and global levels in the preparation of the CCA (in accordance with the approved Management Accountability Frameworks).

Lastly, while all of the CCA’s reports are an internal product of the United Nations, it is in nature the result of a multi-stakeholder process and may make available information that others may want to consult and inform the identification of collective outcomes.

**II. Elements of CCA**

**2.1. Taking stock of country’s progress towards fulfilment of the 2030 Agenda**

**The SDGs as the defining scope of the CCA**

Tracking a country’s progress in achieving the 2030 Agenda’s goals and targets is the first element of the CCA and will be the basis for identifying implementation gaps. Hence, the SDGs define the primary scope of analysis and the performance tracking exercise.[[5]](#footnote-5)

An important first step is to map the most relevant information available to track performance for each of the 17 SDGs from all available known resources, goal by goal, with a focus not only on what information is available and where that places the country in terms of achieving the SDGs, but also on: (i) how the country conceives and reports on its progress to attain these goals; (ii) what goals/targets lack the most information, (iii) what recommendations the country has received from human rights mechanisms, as relevant to each goal; (iv) what groups can already be identified as left behind for each goal from the available information (or simply from the lack of available data on these groups); and (v) from the available information, in what ways are these groups left behind.

The CCA should define national-specific SDG baselines and track recent trends to characterize the pace of progress, project future trajectories where data allow, and identify SDG outcomes that may be static, or even regressing; where feasible and relevant, adequate techniques to nowcast and forecast should be considered. This first mapping does not need to be exhaustive, as it will be further refined as the CCA progresses.

Resources available:

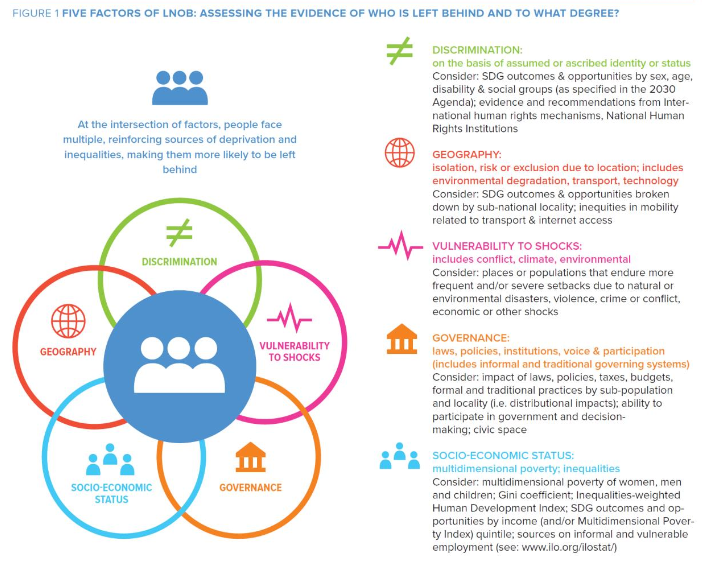
* Voluntary National Reviews and Voluntary Local Reviews can offer evidence about how the country reports on its progress towards attainment of the SDGs.
* The UNSDG website provides some data on the status of implementation of SDGs (<https://unstats.un.org/sdgs/indicators/database/>)
* National Statistical Offices (NSOs) can provide the best and latest population and housing census data, and census in the 2020 round provides the most critical baseline for tracking SDGs to 2030.
* 2019 model-based population estimates with national population projections are available for all countries (<https://population.un.org/wpp/>).
* National institutions responsible for SDG reporting can potentially provide additional SDG data than is not found in global reports.
* Non-governmental organizations at the international and national level sometimes track implementation of certain SDGs, either for the country as a whole or for specific groups.
* In select countries, SDGs are disseminated through a *national portal*, some of which map geospatial displays of SDG indicators, and some level of disaggregation.
* Recommendations made to the country by UN human rights mechanisms categorized by SDG can be found at the UHRI portal (<https://uhri.ohchr.org/en/>).
* All UN entities should be responsible to secure and provide the best available data on SDG indicators for which they are custodians.
* Many regional development commitments also have defined tracking indicators supported by the relevant Regional Commission (see Annex 2).
* A selection of UN and external data sources for CCA analysis are provided in Annex 3.

**Identification and analysis of those left behind or at risk of being left behind**

The CCA, through inclusive, multi-stakeholder engagement processes,[[6]](#footnote-6) should assess the country’s implementation of its commitment to Leave No One Behind (LNOB) by identifying who are those left behind, including those furthest behind and the root causes of inequality, exclusion and discrimination.

The assessment should spotlight vulnerable and excluded groups, building upon data and analysis presented in the goal by goal analysis, assuring disaggregation and sub-national granularity to the extent possible, not only to map clustering of inequalities, but also to locate and identify those experiencing multiple forms of disadvantage, i.e. the furthest behind; it should underscore a multidimensional, multi-disaggregated approach to analysis and data presentation, and draw on guidance provided within the [LNOB Operational](https://undg.org/wp-content/uploads/2019/04/Interim-Draft-Operational-Guide-on-LNOB-for-UNCTs.pdf) Guide.

The LNOB approach aims to identify who is left behind and in what ways, and who among them is likely the furthest behind. To this end, the CCA shall: (i) gather and analyse all data and information revealing gaps and trends in SDG implementation between sub-populations and/or geographic localities (using the five factors in the graph below as a guide); (ii) integrate data and information from a range of sources, including from national statistics, national human rights institutions, international human rights mechanisms, ILO supervisory bodies, civil society organizations, including women’s organizations and/or community-level data; and (iii) combine relevant national and UN development, human rights, conflict, inequalities, political, risk and humanitarian analysis for more joined up stocktaking of who is left behind and why.



*Source: LNOB Operational Guide*

Resources available:

* Official data from national statistical offices (e.g., data from census, standard national surveys, e.g. Demographic Health Surveys (DHS), Multiple Indicator Cluster Surveys (MICS), Living Standards Surveys; sector-specific registry and administrative systems, etc.), can be useful, and can provide sources for disaggregation.
* MAPS missions and accompanying tools (e.g., Rapid Impact Assessments) have collected and analysed various data sets and identified data gaps that can inform the CCA analytics and methodologies.
* Qualitative data, situational analysis or targeted micro-surveys (e.g., compiled by academics, civil society, community groups, or National Human Rights Institutions) can provide in-depth information on groups left behind or at risk of being left behind.
* Innovative, real-time data sources from crowd sourcing, social media or mobile data provide valuable insights into values, public opinion, citizen needs and attitudes.[[7]](#footnote-7)
* The 2020 census round is expected to expand data collection on disability status, and on migration status, enabling the first national baselines for disaggregation in many countries.
* Censuses that used hand-held devices for data collection (thereby including location data), have the needed data for *subnational mapping of many SDG indicators at local level for the first time*, making it possible to identify and locate geographic areas associated with key SDG shortfalls; Example: [A pilot study on disaggregating SDG indicators by migratory status](https://publications.iom.int/system/files/pdf/a_pilot_study_on_disaggregating_sdg_indicators.pdf)
* The UNFPA Population Data Platform (forthcoming end of 2019) will provide UNCTs with the best and latest population data at the highest available resolution, enabling the layering of multiple development indicators on maps to identify where *multiple dimensions of exclusion are located*, *and for whom*.
* For SDGs generated from household surveys *without* high resolution sampling, Small Area Estimation (SAE) provides a tool to combine survey and census data to predict SDG values at local level. See examples below:
  + [http://documents.worldbank.org/curated/en/959781468290482736/Nepal-small-area-estimation-of-poverty-2011](https://mailtrack.io/trace/link/c634d779cb7b9fa34dd97e4a608e69fb0fe98f6b?url=http%3A%2F%2Fdocuments.worldbank.org%2Fcurated%2Fen%2F959781468290482736%2FNepal-small-area-estimation-of-poverty-2011&userId=1020322&signature=a94a441b58e7a33b).
  + [http://un.info.np/Net/NeoDocs/View/7687](https://mailtrack.io/trace/link/d88b316965fe13f6017a4e9126b607c2c1bb9964?url=http%3A%2F%2Fun.info.np%2FNet%2FNeoDocs%2FView%2F7687&userId=1020322&signature=efa212f3a80366aa)

The CCA can include multivariate and trend analyses to examine core determinants of disadvantage. Comparative trend analysis, for example, can highlight the impact of key investments or national shocks on the trajectories of one or multiple SDG indicators for those furthest behind.

**2.2 Analysis of opportunities and constraints in achieving SDG and targets with emphasis on those left behind and structural transformation**

**Multi-Dimensional Risk**

The CCA will require an inter-disciplinary approach that can navigate the multi-dimensional nature of the 2030 Agenda and shed light on the persistence of intractable and complex development challenges, and why certain groups of people and certain places are left behind or are at risk of being left behind. Consequently, the logical next step is understanding the different elements that are currently impacting or that risk impacting the development trajectory of the country, hindering: national efforts to achieve the SDGs and their targets; country efforts reduce the patterns of inequality, exclusion and discrimination affecting those being left behind, and; country efforts to meet the country’s obligations under international human rights law. Such an analysis must include relevant regional, sub-regional and cross-border dynamics.

To provide the foundation for a well-coordinated and integrated Cooperation Framework which takes a systems approach to development that builds resilience and reduces risks, the CCA should provide a multi-dimensional analysis of risks that takes into account the 12 dimensions of the SDG-based Risk Framework included here as Annex 1. Analysing each of these 12 dimensions, the risk analysis should outline existing or emerging and future risks and their potential impact on a country’s development trajectory, particularly its impact on those furthest behind.

Resources available:

* The Words into Action on Guidelines on National Disaster Risk Assessment and the UN Guidance on Helping Guidance on Helping Build Resilience provides information on applying an integrated systems approach to resilience and risk reduction.
* In countries experiencing high outmigration, the UNDESA data base on international migration stock provides the total number of international migrants by country of origin and destination, (and by sex),<https://www.un.org/en/development/desa/population/migration/data/estimates2/estimates17.asp>.
* Data on the scale and cause of internal displacement for 9 regions and more than 90 countries can be secured from the Displacement Tracking Matrix individual country pages (<https://www.globaldtm.info/>).
* Integrated approaches, including bottleneck analysis, Action Impact Matrix (AIM), General Equilibrium Models, Social Accounting Matrices (SAM), Input-Output Analyses and systems dynamics models (e.g., iSDG, T21) help capture potential incremental, radical or transformational changes that may be required for the achievement of the multidimensional aspects of the SDGs.

**Political Economy**

The CCA seeks to zero in on the political economic trajectory of the country from earlier periods to the present, and what the country envisions for its future. This involves: (i) examining agricultural, industrial, service and trade policies over time; (ii) understanding the economy of the country in relation to its immediate neighbours and how it is situated in the global economy; (iii) an analysis of the incentives, relationships, distribution and contestation of power and resources among the different groups and individuals; (iv) an analysis of the impact on those being left behind or at risk of being left behind. Economic growth impacts directly on the capacity of a nation to invest in social and environmental sustainability with implications for attainment of the SDGs. Investigation into the root causes of economic stagnation and poverty therefore, such as lack of production capabilities and corruption, should be highlighted. Attention should be paid to progress on skills and technological development, entrepreneurship, and productivity essential for sustainability. This should include the contribution and composition of private industry, and the relative competitiveness of micro enterprise and SMEs compared with larger corporations, and the activity of women-owned firms.

The CCA should consider the aspirations of the country’s future growth trajectory and commitment to poverty eradication, be it towards smart agriculture and light industry, full industrialization, post-industrial, ICT/financial services, or some alternative or hybrid. This should include the impact of climate change and disasters, migration, insecurity, new technologies, and urbanization in terms of what these mega-trends mean for efforts by the country to transform its economy. Importantly, economic transformation should be assessed critically as regards how the intended changes to the structure of the economy will impact those being left behind or at risk of being left behind, including: the poor, women, workers, youth, minorities, internally displaced persons, stateless persons, older persons, persons with disabilities, etc.

An analysis of economic transformation touches on important issues of political representation. The CCA will therefore assess how changes to the way land and capital are accumulated may alter labour relations, reproduce inequality, deepen poverty, or produce instability. Recognizing that establishing a social contract is as much about civic engagement and organized labour as it is about financial and technical capacity, the CCA will incorporate in its analysis of political economy the relative contributions of voluntary action to local and national development.

**Monetary and Fiscal Policy**

Domestic revenues are perhaps the most vital resource for the attainment of the SDGs. How a country generates revenues through productive activities and manages its finances creates the conditions for public and private, domestic and foreign investment vital to its future. The financial analysis should be linked to the analysis of political economy since without progress on wealth generation, financing the social front will depend on external and domestic transfer mechanisms (e.g. aid and redistribution via public spending, respectively). The CCA should therefore layer on top of its focus on political economy, an analysis of monetary and fiscal policies as well as an analysis of corruption and rule of law, as this directly affects investment. This could include the status of financial sector reforms, the depth of its domestic capital markets, the health of its financial services industry, and a review of factors that may hamper economic and financial growth such as weak rule of law. The CCA should apply an analysis of monetary policy to ascertain whether the country is applying lending practices that discriminate against women and/or minorities, indigenous peoples, internally displaced persons, stateless persons, etc. in ways that deepen historical inequalities. It can be used as well to identify forms of corruption that are undermining monetary policy.

The CCA should complement monetary policy with a review of fiscal policy. This can include a budget line accounting of funding towards goals. It should also include a broader macro-assessment of revenues and expenditures, and the means by which it pays for its deficit and meets its debt obligations. Such analysis is crucial to our understanding of financing core SDGs on social protection, education and health care. The analysis of fiscal policy should examine sources of revenue leakages particularly Illicit Financial Flows (IFFs), that in some countries in Africa are estimated to be $50 billion per year in lost revenue and consequently, development spending. Emphasis should be placed on the flow of value across borders that is illicit in its source (e.g. corruption, smuggling, tax evasion), its transfer (e.g. violating international regulations), or its use (e.g. terrorist financing).

**2.3. Governance Structures, Institutions, Existing Capacities and Capacity Gaps**

**Analysis of Governance Structures**

The CCA needs to analyse the country’s governance structures, starting from the State as the main duty-bearer for rights, mapping the trajectory from earlier, often colonial and post-colonial periods to the present, and projections into the future. Of importance are the vertical structure and decentralization of public administration, and the authority vested in local governments to administer public services and collect revenue. An analysis of security, corruption, rule of law and access to justice will be an important element to assess the effectiveness of public administration and the capacity of the State to respect, protect and fulfil human rights.

Equally significant is an understanding of state/society relations, including the legal[[8]](#footnote-8) and de facto status of civil society organisations, minority, youth and women’s groups, community organizations, volunteer groups, professional associations, organized labour, cooperatives, etc., including the means available for the participation of marginalized groups in decision-making processes. The CCA should assess how rights-holders relate with duty-bearers and determine whether rights-holders, particularly those left behind or at risk of being left behind, have the right to form groups, organize, and engage duty-bearers (access to information, freedom of expression, of association and assembly) including the role of community-based organizations and volunteer groups in building social cohesion and trust in institutions that can help to ensure the achievement of SDGs. Also relevant for the CCA is the history of privatization of public services and sale of previously publicly-owned institutions and the impact of these changes on the credibility of public administration.

**Institutional Analysis**

The 2030 Agenda calls for modern and innovative national and sub-national institutions able to translate public demands and needs to inclusive and responsive policies, programs, budgets, and regulatory frameworks. The CCA should include a thorough analysis of institutional capacities and coordination mechanisms, including the adoption of new technologies and data systems, particularly among strategic institutions that have direct relevance and/or impact on SDG achievement. It will analyse the UN’s work with key national and sub-national institutions, towards enhancing common strategies and promoting synergy. The analysis will assess institutional capacities and effectiveness at three levels: (i) integration of SDGs in policy, planning and expenditure frameworks; (ii) funding of SDGs; cross-sectoral coordination and programming that leverages inter-sectoral synergies in support of inclusive and sustainable development, and; (iii) regulatory frameworks that drive or constrain inclusion as well institutional performance and contributions to the SDGs particularly to those left behind.

Through data-driven analytics, the CCA will assess the following:

* National and sub-national capacities for SDG nationalization and localization, and integration into national development plans and budgetary frameworks.
* National and sub-national coordination mechanisms and their capacity and influence to promote integrated policy and programmatic approaches
* National and sub-national capacities to introduce inclusive, responsive and innovative public engagement (including feedback systems) and public services particularly targeting those left behind
* National and sub-national capacities for integrated policy design and programming that leverages synergies across the economic, social and environmental sectors, including social safety nets that provide cushions against inequality and poverty.

**Analysis of Existing Capacities and Capacity Gaps**

The combined analyses outlined above provide a strong foundation for assessing the existing capacities and capacity gaps that the country can use to achieve SDGs and targets. Knowledge about the history of electoral and political processes, of state-society relations, and of the privatization of public assets/services provides the basis for an institutional analysis of public and private sectors, and the civil society and community landscape. It can also improve our ability to analyse stakeholder networks crucial for policy reform, planning, and investment needed to finance the SDGs.

Civil society actors, including women, minorities and youth, are often important development and peacebuilding agents as well as early responders to crisis. As such, the engagement of community-based actors is a critical component of the analysis, identifying how these can contribute to the country’s efforts to meet the 2030 Agenda.[[9]](#footnote-9) The CCA should also assess the State’s capacity for stakeholder consultations, for example, of the platforms that governments use to address issues of concern to multiple sectors. At the subnational level, it should also consider associations of local and regional governments.

Within private industry, the CCA may assess the capacity of federations of employers, chambers of commerce and other business associations, trade unions and other forms of organized labour, as well as professional associations to affect a range of SDG indicators, including access to decent employment for under-represented groups, gender discrimination, or violence in the workplace, etc.

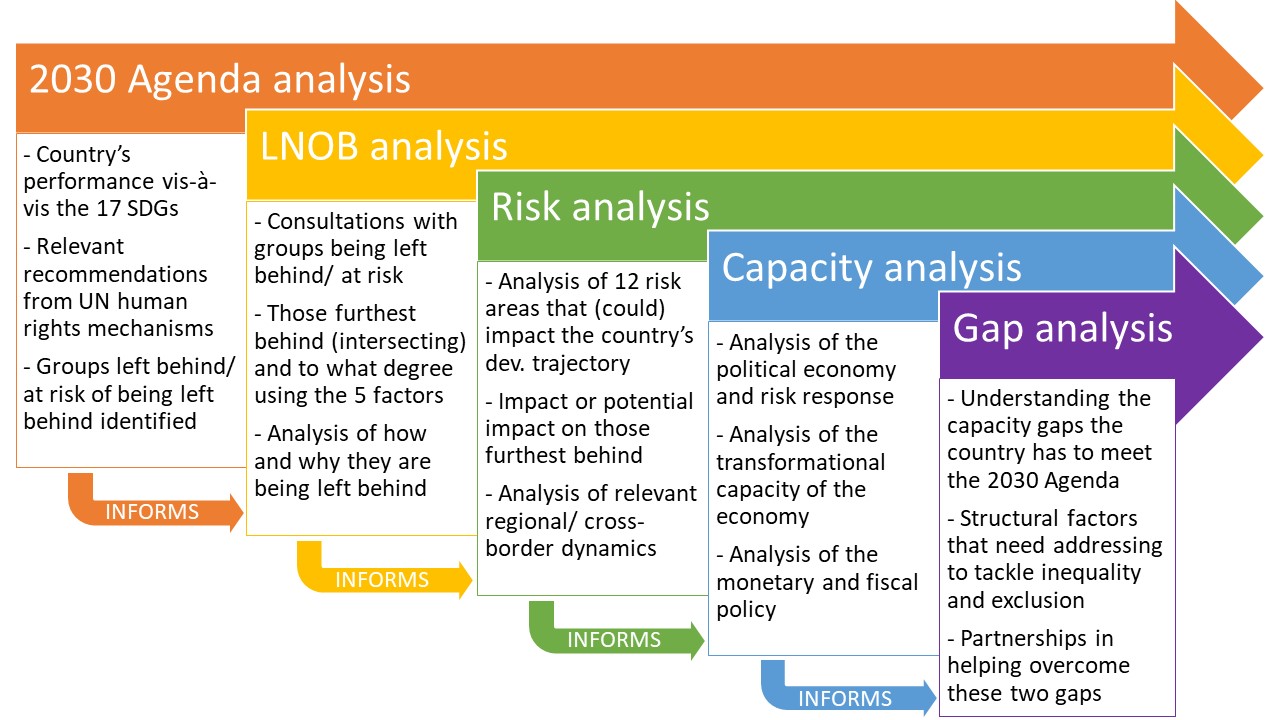
Finally, the CCA should assess platforms that bring together diverse constituents to further the efforts of entrepreneurs belonging to groups left behind or at risk of being left behind, local, neighbourhood and community organizations, as some of these directly address one or multiple SDG targets, through measures such as gender-budgeting, policy guidelines on public access of persons with disabilities, Safe City initiatives, women-friendly transport, etc.

**2.4. Identification of emerging challenges, critical gaps and potential partnerships to support implementation of commitments**

The CCA should culminate in a brief overview of critical gaps and potential partnerships that the UN could prioritize to support the country to achieve the 2030 Agenda. The CCA should also help identify potential negative effects on conflict dynamics or patterns of exclusion and ensure that the partners do not unintentionally exacerbate latent conflicts or patterns of inequality and exclusion or reinforce dynamics that perpetuate these.

The CCA should draw upon the all the above analyses to identify ways to strengthen relevant multi-stakeholder platforms at national and sub-national levels, to ensure active and meaningful participatory processes in efforts to achieve the 2030 Agenda, addressing the obstacles for those left behind and those who are at risk of being left behind to become active agents of development. Cross-national partnerships should be considered where major gaps call for such engagement.

**In summary:**



**III. Process of Preparing, Validating and Applying CCA (A first pilot proposal)**

**3.1.** **Mechanisms for Consultative Processes within the UN system and with Stakeholders**

The initial CCA can be undertaken at any moment that the RC and the UNCT find most appropriate, prior to the initiation of the design of the Cooperation Framework (meaning at latest, it should be undertaken during the penultimate year of the current UNDAF). In countries with a mission and/or a humanitarian setting, the RC will coordinate the timing of the initial CCA with the SRSG and/or the HC (if different from the RC) and involve them at all stages of the process, so that the necessary linkages are drawn between the different planning processes.

Once the UNCT and the RC agree on the timing of the initial CCA process, the RC will inform the Regional DCO, who will convene a Country Analytical Support Team (CAST) from system entities interested in supporting the UNCT in undertaking the initial CCA process.[[10]](#footnote-10) The CAST will be assembled by the Regional DCO from nominated candidates, based on the needs for expertise identified by the RC and UNCT, and handed over to the RC for coordination.

In coordination with the CAST and taking into account the elements to be covered by the CCA process, the RC and UNCT will identify key sources, methodologies and tools for the initial CCA process, including key national stakeholders to be consulted.[[11]](#footnote-11) The Regional DCO will assist the RC and UNCT with identifying key sources, methodologies, tools and key international stakeholders to be considered for regional and cross-border issues in the CCA.

The UNCT, under the leadership of the RC, will be responsible for undertaking the initial and subsequent CCA processes (in the case of the initial CCA process, with support from the CAST). The output of the initial CCA process will become the foundation of the UNCT’s Data and Analysis Repository. The Repository will provide a “living” data and analysis resource, including linkages to other dynamic UN and external data platforms and sources, and provide for the underlying source material for the subsequent CCA processes. The CAST will disperse after concluding the initial CCA process and assembling the initial Repository, but its members may be called upon by the Regional DCO to support in subsequent CCA processes.

**3.2. CCA Report: Utilizing the CCA for development of the Cooperation Framework**

The RC and UNCT will produce a country analysis report for the Cooperation Framework (CCA Report), based on data sources within the Data and Analysis Repository. The report will be shared with national stakeholders as a basis for the strategic prioritization. The format of the CCA Report should follow Annex 2 in the Cooperation Framework guidance. The CCA Report will be submitted by the RC on behalf of the UNCT to the Regional PSG for quality assurance, prior to making it available to national stakeholders. In countries with a mission and/or a humanitarian setting, the RC will also coordinate these actions with the SRSG and/or the HC (if different from the RC).

**3.3. Updating of the Data and Analysis Repository**

The Data and Analysis Repository will be open for information retrieval by the UNCT members, the Regional DCO, RECs, regional entities, and select parts of headquarters, as an internal source of country-relevant statistics, data and analytic outputs, at any given moment. In countries with a mission and/or a humanitarian setting, the Data and Analysis Repository will also be available to the SRSG and/or the HC (if different from the RC).

The Data and Analysis Repository will be a resource for producing other country analysis reports to support UNCT’s inputs to different UN processes (e.g. VNRs, UPRs, etc.), and it will provide up-to-date national data and analytic summaries, some of which may become available to national stakeholders and the public in general.

The UNCT will update the Data and Analysis Repository as new data and analysis become available (e.g. new consultations, surveys, assessments, reports, publications, etc.), or when national circumstances change (e.g. new political risks, population displacements, economic shifts, etc). Some data will be automatically updated through links to real-time data dashboards and statistical outputs. The RCO will be responsible for curating the information, with relevant inputs provided by the UNCT members, including through the different UNCT results and thematic groups.

The CCA process will inevitably uncover important data gaps, including for the Data and Analysis Repository. These should be systematically discussed within the UNCT and with national counterparts to identify opportunities in cooperating in data collection exercises, with attention to south-south or triangular support.

The UNCT will meet at least once a year, or when significant changes occur in the country’s landscape, to review the CCA process and information in the Data and Analysis Repository, to identify new data needs, and/or potential adjustments to existing assumptions, analyses or other outputs. In countries with a mission and/or a humanitarian setting, the RC will also invite the SRSG and/or the HC (if different from the RC) to the review meetings.

**END**



**Annex 2. List of example regional development commitments**

[Agenda 2030 in Latin America and the Caribbean](https://drive.google.com/open?id=0BxtqRZwMDLenSEFGMnZVZHpNeWhwRnZBRjdCSWx0aEdlcC1R) and [Regional Indicator Framework](https://drive.google.com/open?id=0BxtqRZwMDLenTVIxbjZMRVBkTGh0bGVvbC11QVp3Q1VLbkdn)

[The Addis Ababa Declaration on Population and Development](https://drive.google.com/open?id=0BxtqRZwMDLenVi1mOE9VSXdBREY3STFqQ2t6UF9UcGhuMzln) and [Regional Indicator Framework](https://drive.google.com/open?id=0BxtqRZwMDLenTmxFQUtpN0RRSHl2Qkh6OHpzODl3MVRPRWFr)

[UNECE regional monitoring framework](https://www.unece.org/fileadmin/DAM/pau/age/Icpd/ICPD-25/Monitoring_framework/UNECE_Monitoring_Framework_for_ICPD_PoA_beyond_2014.pdf)

[Maputo Plan of Action 2016 – 2030](https://au.int/sites/default/files/documents/24099-poa_5-_revised_clean.pdf)

**Annex 3. Additional data sources available for key elements of the CCA**

**Peace, justice and governance:** At national level, there are two main sources of information: administrative data (typically maintained by law enforcement and/or justice institutions) and surveys on victimization, corruption experience and access to justice (undertaken by national statistical offices or other entities as dedicated surveys or as a module in other on-going surveys). Administrative records provide information on various forms of crime and justice events (such as prosecution, conviction, custody measures) which come to the attention of the authorities. They are a good source of information for events such as intentional homicides. Surveys (both population and business) are better sources to assess the actual level of crime and access to justice. At international level, UNODC maintains comprehensive datasets on crime - including on homicide, various forms of trafficking (in persons, firearms, drugs, etc.) - and on criminal justice process, including on prisons.

**Civic participation through volunteering**: World Values Survey Wave 6 provides information on membership of (i) humanitarian or charitable organisations (ii) self-help group or mutual aid group (iii) environmental organisations and other forms of participation (<http://www.worldvaluessurvey.org/WVSOnline.jsp>). In addition, many National Statistics Offices have data on volunteer work through Labour Force Surveys and Time User Surveys - these will be available at ILO State from early 2000.

**National Accounts Statistics**: National accounts data are published by the World Bank, IMF, and the UN Statistical Division (as well as OECD and EU for more advanced economies). UNCTAD ([Country Profiles](https://unctadstat.unctad.org/CountryProfile/GeneralProfile/en-GB/004/index.html)), as well as UN Regional Commissions, and the Regional Development Banks make their adjustment to these estimates. National Accounts data published by these sources have advantages and disadvantages, in terms of timeliness, coverage and detail. For a long-term assessment of trends, a deflation of current data is necessary; note that the different institutions often use different deflators. Finally, for an assessment of the environmental impact of economic activity, adjustments of national accounts data (saving adjusted for resource depletion and particulate emissions) are of essence. Adjusted savings are available from the World Bank’s World Development Indicators database (<https://datacatalog.worldbank.org/dataset/world-development-indicators>), as well as the UN Statistical Division System of Environmental and Economic Accounting (seea.un.org). This is essential economic data for many of the SDGs, including SDG 8, as well as SDG 12, but also for SDG 10, and SDG 1, and the discussion on financing for development, including all indicators on domestic resource allocations to certain sectors or activities.

The system of national accounts includes data on balance of payments, as well as government expenditures. This data is also published by the IMF, as well as the UN Statistical Division, and the World Bank. However, other institutions such as UNCTAD published the most detailed data on foreign direct investment, a component of the balance of payments; and UNCTAD, WTO and their joint technical cooperation agency, the International Trade Centre, publish more detailed trade data. This data is complemented by IMF data on balance of payments (https://data.imf.org/?sk=7A51304B-6426-40C0-83DD-CA473CA1FD52), international financial statistics (https://data.imf.org/?sk=4C514D48-B6BA-49ED-8AB9-52B0C1A0179B), and government finance statistics (https://data.imf.org/?sk=A0867067-D23C-4EBC-AD23-D3B015045405), which provide some details on public expenditures by central and local governments.

**Foreign Direct Investment statistics:** Foreign direct investment (FDI) data are published by the IMF, UNSD and the World Bank; the most detailed an authoritative data on foreign direct investment it published by UNCTAD: UNCTADStat:<https://unctadstat.unctad.org/EN/>. Data on foreiegn direct investment, like data on trade, is important for better estimates of balance of payments, and GDP, and thus relevant to SDG 8, among others, but they are also essential indicators for external resources flows and are pertinent for an assessment of financing for development.

**Trade statistics:** Trade statistics are relevant for SDG goals 2, 8, 10, 17, spanning issues such as agricultural export subsidies, reported by the World Trade Organization (WTO) - 2.b.1, Aid for Trade Commitments, reported by the Organisation for Economic Co-operation and Development (OECD) - 8.a.1, Proportion of tariff lines applied to imports from least developed countries, developing countries with zero-tariff and the worldwide weighted tariff-average, and the average tariffs faced by developing countries, as reported by the WTO, the International Trade Centre (ITC) and United Nations Conference on Trade and Development (UNCTAD) - 10.a.1/17.10.1/ 17.12.1.

UNCTAD, WTO, and the International Trade Centre (ITC) compile, validate and disseminate harmonized trade related indicators such as Tariff and Non-tariff Measures, trade remedies, tariff rate quotas, tariff regimes, including regional and preferential trade agreements, and disaggregated trade flows in goods and services. These can be accessed through a suite of online tools, such as [UNCTAD Data Center](https://unctadstat.unctad.org/wds/ReportFolders/reportFolders.aspx?sCS_ChosenLang=en),  [Market Access Map](https://macmap.org/), maintained by ITC, International Trade and Market Access Data, published by WTO. UNCTAD also proposes a tool to identify product comparative advantages by country based on trade value analysis: [Revealed Comparative Advantage.](https://unctadstat.unctad.org/EN/RcaRadar.html)

**Commodity statistics**: Data on commodity trade in volume and value terms are published by UNCTAD ([Commodity Trade](https://unctadstat.unctad.org/wds/ReportFolders/reportFolders.aspx)) and the International Trade Centre, building on the COMTRADE database. This data is essential for better estimates of trade data, balance of payments and GDP and is thus relevant to SDG . Furthermore, a breakdown of trade data to the level of commodities is estimate the environmental footprint of economies, and is thus relevant to SDG 8, as well as SDG 12, among others.

Commodity bodies, and economically oriented news agencies, such as Bloomberg, as well as commodity exchanges list commodity price data. Long-term commodity price developments and trends are also published by UNCTAD, as well as the IMF, and FAO, which builds on these data sources. Data on production and consumption of soft commodities, as well as balance sheets, are published by FAO, covering agricultural raw materials, food and beverages. Commodity price data, commodity trade data, and commodity balance sheets, complemented by data on the agricultural yields and productivity, fertilizer consumption, as well as data on the type of land, and weather events, are also the basis for data on food insecurity. This data is compiled and published by FAO: FAOStat: http://www.fao.org/economic/ess/ess-home/en/ Data on commodity production, consumption, trade and commodity prices, as well as complementary data on land use and productivity are essential for the analysis of food security and sustainable agricultural development, and thus pertinent for SDG 2, among others.

**Industrial Statistics:** UNIDO maintains a variety of databases comprising statistics of overall industrial growth, detailed data on business structure and statistics on major indicators of industrial performance by country in the historical time series. The databases are updated regularly with the most recent data. Release of the new edition of the databases is announced every year in May. Data are available online at [UNIDO Statistics Data Portal](http://stat.unido.org/) (<https://stat.unido.org/>).

**Labour Market Statistics:** The International Labour Organization (ILO) reports on a wide range of labour-related statistics under SDG Goals 1, 5, 8, 9, and 10, covering issues such as working poverty, productivity, hourly wages, workplace safety, and volunteer work among others. These statistics are available on ILO’s online repository ILOSTAT (https://www.ilo.org/ilostat).

The list of indicators reported by ILO is listed below:

1.1.1 (Working poverty rate), 1.3.1 (Proportion of population covered by social protection floors/systems), 5.5.2 (Female share of employment in managerial positions), 8.2.1 (Annual growth rate of output per worker, 8.3.1 (Proportion of informal employment in non-agricultural employment), 8.3.1 (Proportion of informal employment in non-agricultural employment), 8.5.1 (Average hourly earnings of female and male employees), 8.5.2 (Unemployment rate), 8.6.1 (Proportion of youth (aged 15-24 years) not in education, employment or training),

8.7.1 (Proportion of children engaged in economic activity and household chores), 8.7.1 (Proportion of children engaged in economic activity), 8.8.1 (Non-fatal occupational injuries), 8.8.1 (Fatal occupational injuries), 9.2.2 (Manufacturing employment as a proportion of total employment), 10.4.1 (Labour income share as a percent of GDP).

**Gender Equality:** Gender equality features as a prominent and cross-cutting feature of the 2030 Agenda and is key to realizing women’s and girls’ human rights and catalyzing progress across all the SDGs. In the SDG framework, a total of 54 indicators are gender-specific, meaning they are targeted at women and girls under SDG 5, explicitly call for disaggregation by sex or refer to gender equality as the underlying objective.

Agreed by the United Nations Statistical Commission (decision 42/102) in 2013 as a guide for national production and international compilation of gender statistics, the Minimum set of Gender Indicators (<https://genderstats.un.org/#/home>) is a collection of 52 quantitative indicators and 11 qualitative indicators addressing relevant issues related to gender equality and women’s empowerment. For Africa, the African Union Commission’s (AUC) African Gender Scorecard (AGS), published annually, provides data for tracking progress made my Member States in implementing the vision and objectives of the Agenda 2063, from a gender lens. Other useful sources include World Bank’s Gender data portal (<https://datatopics.worldbank.org/gender/>).

**Health:** The health-related SDGs are mainly covered under SDG 3 “ensure healthy lives and promote wellbeing for all at all ages”, but also included in SDG 2, 6, 7, 11, 13, 16, and 17. WHO, together with partners including UNFPA, UNICEF, UN Population Division, the World Bank, work on the health-related SDGs convering reproductive, maternal, newborn and child health, infectious diseases, noncommunicable diseases and mental health, Injuries and violence, universal health coverage and health systems, environmental risks, and health risks and disease outbreaks.

The World Health Statistics series (https://www.who.int/gho/publications/world\_health\_statistics/2018/en/) is a snapshot of the state of the world’s health. This 2018 edition contains the latest available data for 36 health-related Sustainable Development Goal (SDG) indicators. WHO’s Maternal, newborn, child and adolescent health (MNCAH) consolidated data portal (<https://www.who.int/data/maternal-newborn-child-adolescent>) provides the most up to date global health data, including regional and country data organized in the areas of maternal, newborn, child and adolescent health. Links to other UN agencies where additional data and information in specific areas of interest can be also found in the data portal. UNICEF’s global database (<https://data.unicef.org/>) provides comprehensive statistics concerning children, including child health. UNAIDS’ global AIDSinfo database (<https://aidsinfo.unaids.org>) contains a wealth of data and information related to the HIV epidemic and response. The Multiple Indicator Cluster Survey has been conducted in more than 100 countries for over two decades. These surveys provide valuable household data and support the monitoring of the SDGs.

**Education:** SDG 4 aims to “ensure inclusive and equitable quality education and promote lifelong learning opportunities for all” by 2030. The goal consists of ten targets to guide countries along a transformative path to a sustainable education agenda. The UIS of UNESCO has been mandated as the official source of cross-nationally comparable data to monitor progress towards SDG 4 on education and key targets related to science and culture.

The UIS.Stat database (<http://data.uis.unesco.org/>) provides the most up-to-date and comprehensive data for cross-nationally comparable statistics on education, science and technology, culture, and communication. Other useful sources include the [Quick Guide to Education Indicators for SDG 4.](http://uis.unesco.org/sites/default/files/documents/quick-guide-education-indicators-sdg4-2018-en.pdf)

**Disaster and Climate Risk:** The Sendai Framework Monitor (<https://sendaimonitor.unisdr.org/>) provides nationally-reported data for the seven global targets of the Sendai Framework, including on disaster mortality, people affected by disasters, disaster economic losses, damage to critical infrastructure and disruption of basic services. UNDRR also hosts DesInventar Sendai (<https://www.desinventar.net/index.html>**)** which includes national disaster loss and damage databases. National Sendai Framework focal points can provide information from national disaster risk assessments and risk profiles as well as the outcomes of risk-informed budget reviews. The biannual Global Assessment Report on Disaster Risk Reduction (<https://gar.unisdr.org/>) also provides the latest global trends in disaster risk which can inform the CCA process.

**Humanitarian:** OCHA’s Humanitarian Needs Assessment and the analysis contained in the Humanitarian Response Plan.

UNHCR’s (Regional) Refugee Response Plan (<https://www.unhcr.org/en-us/refugee-response-plans.html>) is an inter-agency planning and coordination tool for large-scale or complex refugee situations. In certain context, there will also be a country level application of the Global Compact on Refugees (<http://www.globalcrrf.org/>), including Comprehensive Refugee Response Framework (CRRF).

UNHCR and World Bank [Joint Data Centre](https://www.worldbank.org/en/programs/forceddisplacement/brief/unhcr-world-bank-group-joint-data-center-on-forced-displacement-fact-sheet) on Forced Displacement will focus on the collection, analysis and dissemination of primary microdata (population and socioeconomic data) of the refugees, internally displaced persons, stateless people, returnees, asylum-seekers, and host populations. This has just been established and the earliest data availability would be in 2020.

1. *Minimum of one (1) year period and may be extended up to a maximum of three (3) years subject to satisfactory performance evaluation. This RFP may be used for LTAs if the annual purchases will not exceed $150,000.00.* [↑](#footnote-ref-1)
2. *Service Providers are alerted that non-acceptance of the terms of the General Terms and Conditions (GTC) may be grounds for disqualification from this procurement process.*  [↑](#footnote-ref-2)
3. *This contact person and address is officially designated by UNDP. If inquiries are sent to other person/s or address/es, even if they are UNDP staff, UNDP shall have no obligation to respond nor can UNDP confirm that the query was received.* [↑](#footnote-ref-3)
4. *Official Letterhead/Stationery must indicate contact details – addresses, email, phone and fax numbers – for verification purposes*  [↑](#footnote-ref-4)
5. Countries have signed on to additional regional and global commitments that can reinforce, and/or support, progress in the SDGs, taking into account their unique circumstances. National progress towards the implementation of such commitments can be included in the CCA to the extent that they facilitate the achievement of the SDGs. [↑](#footnote-ref-5)
6. For guidance on these, please refer to the “Common Minimum Standards for Multi-Stakeholder Engagement in the Cooperation Framework” guidance. [↑](#footnote-ref-6)
7. This should be done in accordance with the [Human Rights-based Approach to Data](https://www.ohchr.org/Documents/Issues/HRIndicators/GuidanceNoteonApproachtoData.pdf), international data protection standards and the [UN Principles on Personal Data Protection and Privacy](http://www.unsceb.org/CEBPublicFiles/UN-Principles-on-Personal-Data-Protection-Privacy-2018.pdf). [↑](#footnote-ref-7)
8. This is not limited to law, but includes other regulations, including administrative and financial regulations. [↑](#footnote-ref-8)
9. The CCA may consider platforms representing people’s volunteer actions for the SDGs, such as platforms established for Voluntary National Review preparations. [↑](#footnote-ref-9)
10. Inviting RECs, regional entities, and entities working across the development, humanitarian, human rights, political and peace and security spectrum, including those that are in regional structures and HQ-based, to nominate a candidate for the CCA. [↑](#footnote-ref-10)
11. CCA consultations with stakeholders will be undertaken in line with the Common Minimum Standards for Multi-Stakeholder Engagement. [↑](#footnote-ref-11)