



## **Terms of Reference**

### **Nairobi-based Global Policy Centre**

#### **Development of Programme Document (2015-2017)**

Location:	Home-based with missions to Nairobi, Kenya and New York, USA
Type of Contract:	Individual Contract
Post Level:	International Consultant
Languages Required:	English
Starting Date:	13 October 2014
Duration of Contract:	36 working days within a 2 months-period
Expected Duration of Assignment:	13 October – 19 December 2014

### ***1. Background and Context***

In September 2013, UNDP adopted its new Strategic Plan for 2014-2017 (SP) which aims to support countries in achieving the simultaneous eradication of poverty and significant reduction of inequalities and exclusion. The SP focuses on three substantive areas of work: a) How to adopt sustainable development pathways; b) How to build and/or strengthen inclusive and effective democratic governance; and c) How to build resilience. These areas of work will contribute to the achievement of the following outcomes:

1. Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded;
2. Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance;
3. Countries have strengthened institutions to progressively deliver universal access to basic services;
4. Faster progress is achieved in reducing gender inequality and promoting women's empowerment;
5. Countries are able to reduce the likelihood of conflict, and lower the risk of natural disasters, including from climate change;
6. Early recovery and rapid return to sustainable development pathways are achieved in post-conflict and post-disaster settings;
7. Development debates and actions at all levels prioritize poverty, inequality and exclusion, consistent with our engagement principles.

In order to effectively deliver on the SP, UNDP is undergoing a Structural Change (SC) exercise to improve its institutional effectiveness. This has resulted in the establishment of the Bureau for Policy and Programme Support (BPPS) with the responsibility of developing all relevant policy and guidance to support the strategic results, outcomes and outputs of the SP. BPPS will comprise, among others, the Sustainable Development Cluster focusing on strengthening the linkages between environmental sustainability and human development, and contributing to improving the sustainable management of natural capital, biodiversity and ecosystem services in support of expanded employment and livelihoods opportunities.

The Drylands Development Centre, based in Nairobi, is one of six UNDP Global Policy Centres. It is currently responsible for promoting sustainable and inclusive development in the drylands, including the implementation of the UN Convention to Combat Desertification (UNCCD). The Centre originated from the United Nations Sudano Sahelian Office (UNSO) which was established by a United Nations General Assembly decision in 1973 to address the problems of drought in Sahelian countries following the West African Sahel drought of 1968-73. In 1976, UNSO was transferred to UNDP, and in 1994, UNSO was designated as the central entity within UNDP responsible for spearheading and supporting UNDP's work in desertification control, drought preparedness and mitigation in all affected countries, with particular attention on Africa. In 1995, UNSO was transformed into the UNDP Office to Combat Desertification and Drought, and the Administrator created the UNDP Trust Fund to Combat Desertification and Drought to channel extra-budgetary resources for UNSO's work in support of the implementation of the UNCCD. In 2001, UNSO was reorganized into the Drylands Development Centre (DDC) and moved from New York to Nairobi; under the new corporate structure, DDC will be part of BPPS's Sustainable Development Group.

In order to better deliver on the UNDP Strategic Plan for 2014-2017, it is envisaged to expand the mandate of the Centre. The Centre will focus on strengthening the linkages between environmental sustainability and human development and resilience, and will particularly contribute to improving the sustainable management of natural capital (biodiversity, land and ecosystem services as well as non-renewable resources) in support of expanded employment and livelihoods opportunities. It will also contribute to UNDP's resilience agenda based on the long track record of the Centre in drylands/drought resilience. The Centre will focus on the following areas:

- Integrated Drylands Development Programme (IDDP), a global UNDP initiative to support sustainable and inclusive development in the drylands, including the implementation of the UN Convention to Combat Desertification. The main areas of intervention of the IDDP are:
  - Mainstreaming drylands development issues into global, regional and national policy, planning and programming frameworks;
  - Improving dryland livelihoods and market access for dryland goods and services;
  - Enhancing the management of drylands natural resources, biodiversity and ecosystems;
  - Building the resilience of dryland communities to socioeconomic and climate-related shocks, particularly drought;
  - Promoting gender equity and women empowerment in the drylands;
  - Facilitating knowledge sharing and South-South Cooperation on drylands development.
- Poverty-Environment Initiative (PEI), a joint UNDP/UNEP programme that supports country-led efforts to integrate poverty-environment linkages into national development frameworks. In particular, PEI's support covers:
  - Supporting Ministries of Finance and Planning in carrying-out Public Environment Expenditure Reviews and Climate Public Expenditure and Institutional Reviews;
  - Assisting in the undertaking of integrated ecosystem assessments to generate scientific information on the consequences of ecosystem change for human well-being;
  - Undertaking economic valuation studies at country level to inform and influence development policy and planning for environmental investment;
  - Helping countries in identifying and developing environment, poverty-environment and environment-sector indicators, and improving their capacity for data collection and analysis;
  - Compiling and sharing lessons learned from mainstreaming poverty-environment in national policy-making and budgeting processes.
- Biodiversity and Ecosystems Network (BES-Net), a web portal designed to facilitate access to the work of network participants - who are developing capacity in the interface between science, policy and practice – to support the Intergovernmental Platform on Biodiversity and Ecosystem Services

(IPBES) and the effective implementation of the three Rio Conventions in a way that contributes to long-term human well-being and sustainable development. BES-Net will become operational in early 2015; it will be managed by UNDP and hosted at the Global Policy Centre in Nairobi. The objectives of BES-Net are:

- To provide support to the work of network participants to generate knowledge, contribute to assessments, and develop and use policy support tools and methodologies;
  - To act as an online vehicle to build capacity of participants in the interface between science, policy and practice related to biodiversity and ecosystem services;
  - To build the capacity of users from the science, policy and practice communities to communicate their needs and share their knowledge more effectively;
  - To facilitate access by network participants to each other's information, data, publications, assessments, policy-relevant tools and methodologies; and
  - To promote individual learning through a customized user interface that provides easy access to the above tools and through access to electronic-learning modules.
- Technical support to the office of the UNDP Kenya Resident Representative in his/her role as UNDP's Nairobi-based representative to UNEP (and UN Habitat), and liaison support to BPPS with UNEP (and UN Habitat) to strengthen UNDP collaboration with UNEP in the spirit of Delivering as One.
  - Global policy advocacy; policy analysis and research; knowledge codification and sharing; and South-South/Triangular Cooperation services.

## **2. Purpose**

The purpose of this consultancy is to develop the Programme Document for 2015-2017 of the Nairobi-based Global Policy Centre in close consultation with key stakeholders, support its submission to BPPS/UNDP Project Appraisal Committee (PAC) and finalize the document incorporating BPPS/PAC comments for final approval.

The Programme Document will guide the work of the Centre under the Strategic Plan in 2014-2017. It will define the priority areas of work of the Centre as well as the proposed results, activities and budget. It will include the following information in line with the UNDP project document template (Attached as Annex 1):

- Standard Cover Page
- 1. Background
- 2. Situation Analysis
- 3. Strategy
- 4. Proposed Project Outputs and Activities
- 5. Results and Resources Framework
- 6. Annual Workplan (January – December 2015)
- 7. Management Arrangements
- 8. Monitoring Framework and Evaluation
- 9. Legal Context
- 10. Annexes

It will be developed by a senior international consultant to be selected from a pool of eminent development professionals on the basis of these TOR.

### 3. Deliverables

The output of this consultancy is the final Programme Document (2015 – 2017) of the Nairobi-based Global Policy Centre, discussed and approved by the PAC.

### 4. Programme of work and tentative timelines

The assignment will start on 13 October and end on 19 December with the submission of the final programme document. The assignment will be participatory and include desk reviews/studies and discussions/interviews with key UNDP Bureaus/Units as well as selected DDC/PEI programme partners and BES-Net members.

In particular, the Consultant will conduct the following tasks:

- Undertake a desk review of key documents, including the UNDP Strategic Plan and Global Programme, IDDP, PEI and BES-Net project documents and related technical/evaluation reports (see list in Annex 2) – **5 days**;
- Participate in a skype briefing with BPPS Senior Management (including the Chief of Profession of the Sustainable Development Cluster, SDC) and the Nairobi Centre - **1 day**;
- Hold consultations with various stakeholders and partners in Nairobi, Kenya (including DDC and PEI staff, the UNDP Kenya Resident Representative, UNDP staff involved in the establishment of BES-Net as well as UNEP and ICRAF). Other partners not based in Nairobi such as the UNCCD and CBD Secretariats, selected IDDP/PEI programme partners and IPBES members, as well as the main UNDP Bureaus/Units working with the Centre (RBA, BCPR, other GPCs, etc.) will be contacted by the Consultant via skype/phone/email using DDC facilities – **12 days (including travel)**;
- Draft key elements of the programme document (i.e. 3. Strategy; 4. Proposed Project Outputs and Activities; 5. Results and Resources Framework; 7. Management Arrangements) and present them to internal stakeholders (SDC Chief of Profession, DDC, PEI, BES-Net, UNDP Kenya Resident Representative) - **4 days**;
- Finalize draft programme document, taking into account verbal feedback received from internal stakeholders, and submit consolidated draft programme document SDC/BPPS - **5 days**;
- Revise draft programme document based on written comments received<sup>1</sup> – **2 days**;
- Hold consultations with BPPS in New York/Participate in PAC meeting – **5 days (including travel)**;
- Incorporate BPPS/PAC comments and finalize programme document – **2 days**.

### 5. Required Consultant Profile

Education:

- Advanced university degree in social and/or environmental studies, international development or related fields.

Professional experience:

- Minimum 15 years of professional work experience; including experience of working with the UN at a senior management level and relevant working experience in Africa.
- Excellent track record of coordinating and managing reviews and/or independent evaluations on development programmes of international organizations.
- Demonstrated capacity to think strategically and provide advice on programming and management structures as well as policy development.
- Previous experience in UNDP results-based programming is considered an asset.

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<sup>1</sup> SDC will share the draft programme document with relevant stakeholders for written comments which will be passed on to the Consultant for consideration in finalizing the programme document.

- Familiarity with the Rio Conventions and integrated approaches to sustainable development.
- Familiarity with UNDP's work in the areas of environment, natural capital, drylands development, sustainable livelihoods and resilience building.
- Experience in working with development professionals in a multicultural context.

Competencies:

- Excellent analytical and interpersonal skills.
- Excellent report writing and communication skills.
- Ability to compile information in coherent and succinct formats.
- High attention to detail and ability to work under tight deadlines.

Language:

- Excellent written and communications skills in English.
- Knowledge of another UN language would be an asset.

## 6. *Reporting*

The Consultant will work under the overall supervision of the Chief of Profession of the Sustainable Development Cluster of BPPS and in close collaboration with the Director and Senior Technical Advisor of the Nairobi Centre. The Consultant will be bound by the terms and conditions of UNDP Procurement rules and guidelines.

## 7. *Payment Schedule*

Payment will be disbursed in three instalments based on the milestones to be met by the Consultant as outlined below:

<b>Milestones to be Achieved</b>	<b>Payment (%)</b>
Presentation of key elements of the draft programme document to internal stakeholders (including SDC Chief of Profession and Nairobi-based stakeholders) on 11 November 2014	30
Satisfactory submission of draft programme document following consultations held in Nairobi, Kenya, by 21 November 2014	30
Satisfactory submission of final programme document following discussions with and approval by BPPS/PAC by 19 December 2014	40
<b>Total</b>	<b>100</b>

This is a lump-sum contract. However, all envisaged travel costs, including tickets, lodging and terminal expenses, are not included in the aforementioned instalments, but will be made prior to travel. The Individual Consultant must clearly stipulate the breakdown of travel costs in the financial proposal.

## 8. *Mandate*

During the Review, the Consultant is entitled and expected to hold discussions with all persons and organisations relevant to the assignment. The Consultant has no authorisation to make any commitments on behalf of UNDP.

## 9. *Evaluation*

Individual consultants will be evaluated based on the following methodology:

### Cumulative analysis

*When using this weighted scoring method, the award of the contract should be made to the individual consultant whose offer has been evaluated and determined as:*

a) responsive/compliant/acceptable, and

b) Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation.

\* Technical Criteria weight: 70 %

\* Financial Criteria weigh: 30%

Only candidates obtaining a minimum of 70 out of 100 points or 49 out of 70% of the maximum obtainable technical score would be considered for the Financial Evaluation.

<b><u>Criteria</u></b>	<b><u>Weight</u></b>	<b><u>Max. Point</u></b>
<b>Technical (70%)</b>		
<i>Criteria A- relevance of qualifications and specialized knowledge (10%)</i>		
A-1 .Advanced university degree in social and/or environmental studies, international development or related fields	5%	5
A-2.Demonstrated capacity to think strategically and provide advice on programming and management structures as well as policy development	5%	5
<i>Criteria B- Experience on similar programme / projects/ assignments (35%)</i>		
B- 1. Minimum 15 years of professional work experience; including experience of working with the UN at a senior management level and relevant working experience in Africa	15%	30
B-2. Excellent track record of coordinating and managing reviews and/or independent evaluations on development programmes of international organizations	10%	10
B-3. Previous experience in UNDP results-based programming	5%	5
B-4. Experience in working with development professionals in a multicultural context.	5%	5
<i>Criteria C- Any work/assignment done for UN / major multilateral/ or bilateral programmes (10%)</i>		
C-1. Familiarity with the Rio Conventions and integrated approaches to sustainable development	5%	5
C-2. Familiarity with UNDP's work in the areas of environment, natural capital, drylands development, sustainable livelihoods and resilience building	5%	5
<i>Criteria D- Is the proposed work-plan clear and is the sequence of activities logical, realistic and promote efficient implementation to the project (15%)</i>		
D-1 To be reviewed through the work plan submitted together with the CV, in which the following aspects will be examined: strong conceptual and analytical skills; communication and writing skills with proficiency in English; ability to compile information in coherent and succinct formats;	15%	30

high attention to detail; and ability to work under tight deadlines; knowledge of any other UN language.		
<b>Financial (30%)</b>	<i>30%</i>	<i>30</i>
<b>Total</b>	<i>100%</i>	<i>130</i>

#### **10. Application procedures**

Qualified and interested candidates should submit the requested documents in English:

1. **Personal CV and P11 form (Annex 3)**, indicating all past experience from similar projects and at least three (3) professional references;
2. **A Cover letter with a brief write up (max. 1 page)** of why the individual considers him/herself as the most suitable for the assignment;
3. **A brief work plan (max 2 pages)** for the assignment; and
4. **A financial proposal** that indicates the all –inclusive fixed lump-sum contract price in USD. The proposal must give a breakdown of the professional fee and travel costs.

**Items 2, 3 & 4 must be completed in the attached Individual Consultant Proposal Template (Annex 4)**

Interested applicants are required to submit their applications to the UNDP DDC by email at [ddc@undp.org](mailto:ddc@undp.org) on or before 30 September 2014.

Applications received after the deadline indicated above for whatever reason shall not be considered for evaluation.

Applications submitted should indicate in the subject line: “**UNDP/DDC-PRODOC**”.

- Annex 1:**      **UNDP Project Document Template**
- Annex 2:**      **List of Documents to be reviewed and shared with the selected Consultant**
- Annex 3:**      **P11 form**
- Annex 4:**      **Individual Consultant (IC) Proposal Template**
- Annex 5:**      **IC General Terms and Conditions**