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

### **GENERAL INFORMATION**

<b>Services/Work Description:</b>	<b>Development of Ghana REDD+ Investment Plan</b>
<b>Post Title:</b>	National Consultant
<b>Duty Station:</b>	Accra (Ghana)
<b>Duration:</b>	60 working days within the period September 2019 and March 2020 (35 for lead consultant and 25 for assistant consultant)
<b>Expected Start Date:</b>	Immediately after Signing the Contract

### **I. BACKGROUND / PROJECT DESCRIPTION**

Ghana's commitment towards Reducing Emissions from Deforestation and Forest Degradation is evident in the development of the REDD+ Strategy in 2016. While this strategy proposes policies and measures to effectively address deforestation and forest degradation, it is yet to be made fully operational and requires analyses and targets for scaled investments across sectors. There is therefore the need for an investment plan to fill this gap through strategic planning with various sectors to identify and ensure that the requisite investments are defined and costed. To achieve this, the Forestry Commission in partnership with the United Nations Development Programme, organized a pre-inception meeting with key stakeholders to:

- Discuss ongoing, current potential investment and potential insights and how those can be linked to the investment plan.
- Explore the establishment of a taskforce to guide the development of the investment plan.
- Outline the roadmap towards the development of the Investment Plan.

Drawing on the work that has been conducted and the institutional process in place (see accompanying concept note), a consultant will combine data collection, policy/legal analysis, document drafting, and the facilitation of multi-stakeholder and cross-sectoral dialogues to collect inputs from relevant stakeholders and technical experts to develop a national REDD+ investment plan. This assignment will draw heavily on the work (data collection, analysis, drafting) already achieved as part of the REDD+ process in Ghana.

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

#### **Methodology**

In order to achieve this, the National Consultant (1 lead consultant and 1 assistant consultant) will need to work closely with, and gather input from, multiple relevant stakeholders and technical experts throughout

the assignment, including private sector and the civil society. The consultant should use appropriate fora such as the team constituted for this purpose and the national REDD+ working group and taking into account efficiency and cost-effectiveness. The investment plan will be premised upon quality of the work and the ability to move towards implementation.

The consultant will develop the REDD+ investment plan, and notably the implementation framework, detailed budget and resource mobilization framework in close connection with the expert's team composed to refine the expected output (s) of the consultancy. The consultant will also be tasked with facilitating the work of the experts' team and manage communications with them.

Ghana is also embarking on developing a Financing Strategy for the Nationally Determined Contribution (NDC) Investment Plan which the REDD+ investment plan should be aligned to. Collaboration and communication with the NDC Investment plan process is expected and information shared with the NDC consultant and meetings held to ensure alignment and synergies with the NDC investment plan.

Two stakeholder meetings will be organised, one to review the draft investment plan and the final one to validate the investment plan.

### **Outline of the Ghana REDD+ Investment Plan**

Ensuring alignment with the REDD+ strategy and requirements from the UNFCCC and the Government, the plan to include the following sections and elements:

- National context:
  - National development context
  - Purpose of the investment plan
  - Principles of REDD+ implementation
  - Alignment with governmental priorities
  - Synthesis of drivers/barriers and stakes for REDD+ in Ghana
- Strategic framework
  - Theory of Change and description of its main components
  - Impact objectives (carbon, non-carbon)
  - Thematic and geographic priorities - related to three or four clear areas
- Implementation framework
  - Simplified logical framework and budget, as well as chronogram
  - Financial mobilisation objectives and plan (see section below)
  - Institutional and operational arrangements
  - M&E and MRV framework
  - Safeguards and risk management framework

- Resource mobilisation framework

This section is the crux of the investment plan. It contains the following elements;

- Detailed budget and resource mobilization framework (noting that resource mobilization framework could be extracted as a stand-alone document).

- Description of programmes/projects, with for each: a narrative, a budget and financing plan, roles and responsibilities, and expected timeline

The robust resources mobilization framework enables full operationalization of the targets expressed in the REDD+ Strategy. It explores (i) financing opportunities from a wide array of sources (public and private finance, domestic and international) and (ii) financing instruments (grants, loans, equity, guarantees) most suited to each type of intervention. Financing opportunities must be identified early in the process so as to ensure that description of projects are tailored to the requirements of a financier.

- An identification and quantification of the main existing relevant financial flows:
  - From the domestic budget
  - From ODA, doing a mapping of the main relevant interventions
  - From the private sector
- A financial and economic analysis supporting the prioritization of the most cost-effective policies and measures
- An analysis of barriers to investment (public & private)
- The definition of the detailed financial needs and expected gaps for the overall plan as well as of each programme/project, taking into account:
  - The different types of costs at the national and subnational level:
    - Running costs of the REDD+ architecture (NFMS, SIS, etc) and other additional running costs generated by the implementation of the NRIP (e.g. M&E data collection, capacity building, etc.),
    - Opportunity costs, whenever relevant for decision making and prioritization,
    - Implementation and transaction costs,
  - The identification and quantification of potential revenues from the programme (REDD+ potential)
- An analysis of the best suited financial instruments (grants, loans, equity, guarantees) to implement the various components of the investment plan and meet the financing needs required for that, as well as their legal and institutional feasibility
- The definition of clear strategies, tools and actions in order to mobilize the various sources of funding identified.

### **Tasks and expected outputs**

- a. **Inception Report:** Work plan and timeline, approach and methodology, within 10 days after the start of the assignment, presented to and approved by the Director Climate Change/National REDD+ Coordinator at the Forestry Commission and Head of Programme at UNDP. (not to exceed five pages).
- b. **Collaboration and communication with a national experts' team:** They will play an advisory role. The consultant will provide support to constitute this team.
- c. **First-draft of the Ghana REDD+ Investment Plan (GRIP):** Within 60 days after the start of the assignment.

- d. **Collaboration and communication with the NDC Investment plan process;** information shared with the NDC consultant and at least three meetings held to ensure alignment and synergies with the NDC investment plan.
- e. **Preparations for the Mini-Workshop:** Agenda for a mini workshop and presentation of the zero-draft GRIP document (results, recommendations) to the experts' meeting who will review this draft
- f. **Facilitation of meeting with selected private sector entities:** building on earlier work by partners and stakeholders.
- g. **Revision of the GRIP:** Based on the comments received, no later than 20 days after the experts' meeting.
- h. **Preparations for Validation Workshop:** Presentation (results, recommendations) to a wider stakeholder meeting that will serve as pre-validation of the GRIP.
- i. **Final Draft of the GRIP:** Integration of comments from the wider stakeholder meeting and Presentation of the GRIP to the experts committee, Forest Commission and UNDP 15 days after the validation meeting and no later than March 31<sup>st</sup> 2020.

### III. EXPECTED OUTPUTS AND DELIVERABLES

Deliverables	Timeline
Inception report	10 days after the start of the assignment
Submission of first draft GRIP	90 days after start of the assignment
Submission of second draft GRIP (after experts' meeting)	20 days after experts' meeting
Submission of final version of the GRIP (after validation meeting)	15 days after the validation meeting and latest by 31 March 2020

### IV. INSTITUTIONAL ARRANGEMENT / REPORTING RELATIONSHIPS

- This consultancy is meant for a team of two consultants, one Lead and one Assistant. UNDP will sign the contract with the Lead Consultant only. He/she will be responsible for identifying the Assistant Consultant, include his/her CV in the technical proposal and budget his/her costs in the financial proposal.
- The consultant will work under direct supervision of the Deputy Resident Representative of UNDP Ghana and in close coordination with:
  - the National REDD+ Coordinator (Forestry Commission)
  - the UNDP Programme Specialist on Sustainable Development (UNDP Ghana Office)
  - the UNDP Technical Specialist (UNDP Climate and Forests Team)

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

- The consultant will work from his/her own location, however UNDP and the National REDD+ Secretariat will provide office space if needed.
- UNDP will cover the costs of field missions (if any) separately. Therefore, they shall not be included in the financial proposal.

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

60 working days within the period September 2019 and March 2020 (35 for lead consultant and 25 for assistant consultant)

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

### **1) LEAD CONSULTANT**

#### **Education:**

Advanced degree in Forestry, Natural Resources Management, Social Science, Economy, Business, Finance or related disciplines.

#### **Experience:**

- At least 10 years of relevant experience in research and contribution to policy design in the area of natural resource management, in particular forestry.
- Demonstrated expertise in areas of forest governance and economics.
- Engagement with REDD+ processes in Ghana.
- In-depth understanding of UNFCCC and climate change finance requirements particularly as regards to national REDD+ strategy/plan and climate and/or land use finance.
- Experience of engaging national stakeholders on natural resource management issues, in designing, implementing or managing similar initiatives. Experience engaging a range of stakeholders in Ghana on environmental issues is an advantage.

#### **Language:**

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

#### **Functional Competencies:**

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

#### **Core Competencies:**

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

## 2) ASSISTANT CONSULTANT

### Education:

Advanced degree in Economics, Business Administration, Finance or related disciplines.

### Experience:

- At least 5 years of relevant experience in finance/investment policy and/or research, including in conducting economic and financial analysis.
- Thorough understanding of climate finance landscape and procedures (in particular related to REDD+), investment risks and barriers and expertise in designing financing mechanisms that address investment risks.
- Excellent knowledge of Ghanaian financing and investment landscape.
- Familiarity with climate change and REDD+ policies and initiatives in Ghana.

## VIII. CRITERIA FOR SELECTING THE BEST OFFER

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

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

Criteria	Weight	Max. Point
<b>Technical Competence</b>	<b>70%</b>	<b>100</b>
<u>Lead consultant:</u>		
- Educational qualifications		5
- At least 10 years of relevant experience in research and contribution to policy design in the area of natural resource management, in particular forestry. Demonstrated expertise in areas of forest governance and economics.		25
- Engagement with REDD+ processes in Ghana.		10
		5

<ul style="list-style-type: none"> <li>- In-depth understanding of UNFCCC and climate change finance requirements particularly as regards to national REDD+ strategy/plan and climate and/or land use finance.</li> <li>- Experience of engaging national stakeholders on natural resource management issues, in designing, implementing or managing similar initiatives.</li> </ul>		5
<u>Assistant consultant</u> <ul style="list-style-type: none"> <li>- Educational qualifications</li> <li>- At least 5 years of relevant experience in finance/investment policy and/or research, including in conducting economic and financial analysis. Excellent knowledge of Ghanaian financing and investment landscape.</li> <li>- Thorough understanding of climate finance landscape and procedures (in particular related to REDD+), investment risks and barriers and expertise in designing financing mechanisms that address investment risks. Familiarity with climate change and REDD+ policies and initiatives in Ghana.</li> </ul>		5 15 15
<u>Methodology</u>		15
<b>Financial (Lower Offer/Offer*100)</b>	<b>30%</b>	<b>100</b>
<b>Total Score</b>	<b>Technical Score * 70% + Financial Score * 30%</b>	

## IX. PAYMENT MILESTONES AND AUTHORITY

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

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

<b>Deliverables</b>	<b>Payment Schedule</b>
Submission and acceptance of inception report	Clearance triggers 1 <sup>st</sup> payment of 20%
Submission and acceptance of first draft GRIP	Clearance triggers 2 <sup>nd</sup> payment of 25%
Submission and acceptance of second draft GRIP	Clearance triggers 3 <sup>rd</sup> payment of 25%
Submission and acceptance of final version of the GRIP	Clearance triggers 4 <sup>th</sup> payment of 30%

## X. CONFIDENTIALITY AND PROPRIETARY INTERESTS

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

**This TOR is approved by:**

**Name:** Louis Kuukpen

**Designation:** Assistant Resident Representative - Programme

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

**Date Signed:**