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

### GENERAL INFORMATION

**Services/Work Description:** **Assessment of UNDP Ghana's previous and current programmatic work with the private sector, learning concrete lessons and repositioning itself in partnership for delivering the sustainable development goals.**

**Project/Program Title:** UNDP Ghana Country Office Strategic Repositioning Reforms

**Post Title:** National Consultant

**Consultant Level:** Principal Local Consultant

**Duty Station:** Accra, Ghana

**Expected Places of Travel:** None

**Duration:** 20 days

**Expected Start Date:** 18 November 2019

### I. BACKGROUND / PROJECT DESCRIPTION

#### **Background**

The role of the private sector to drive sustainable economic growth, create jobs, develop and provide needed goods and services and to innovate for more sustainable solutions cannot be underestimated. Most businesses are aware of the SDGs, and a majority are keen on playing their part in the achievement of the goals. However, few businesses have yet identified means and ways of engagement. To bridge this gap UNDP has renewed its commitment and expanded its policies to fully embrace partnership with the private sector to unlock development potential for people and planet through the Financial Sector Hub (FSH), which combines the private and public sector sides of delivering the SDGs.

The strategic focus of UNDP on the private sector collaboration center around 1) aligning business strategies and operations with SDGs and 2) unlocking private finance for the SDGs. On the latter, SDG Impact (<https://sdgimpact.undp.org/>) is an already existing flagship project of the FSH that helps private investors identify and realize opportunities through impact management (standards and seal), impact intelligence (opportunity maps) and impact facilitation (convenings and match-making).

UNDP Ghana has and is implementing several private sector actions and a number of these actions are currently in implementation. For the purposes of context, a few of these are highlighted below.

#### *China Ghana South-South Cooperation on Renewable Energy Technology Transfer*

The China-Ghana South-South Cooperation on Renewable Energy Technology Transfer Project (RETT) is a four year (2015-2018) tripartite initiative to facilitate the transfer of knowledge and technology between China and Ghana, by building on China's unique experience in renewable energy development via south-south cooperation

with funding support from Government of Denmark. The project forms an integral part of the Government of Denmark's commitment to enabling coherent cooperation between China and countries in Africa, in the promotion of the UN's Sustainable Energy for All (SE4ALL) initiative. Some pilot initiatives under this project being testing include solar powered irrigation facilities, solar PV assembling plant in Ghana, among others.

#### *Multi-stakeholder Platform on Waste Recovery Initiative*

UNDP is facilitating the creation of a digitally enabled multi-stakeholder platform to connect key stakeholders with data and technological solutions for resource recovery. A key component of this initiative is technical and financial support for the private sector through an Innovation Challenge Fund. So far 6 private sector projects have been selected and funded by the Initiative.

#### *SWITCH Africa Green*

SWITCH Africa Green project is designed and implemented in Ghana in addition to 6 countries in Africa from 2014-2018 and 2018-2021 to achieve sustainable development by engaging in transition towards an inclusive green economy, based on sustainable consumption and production (SCP) patterns, while generating growth, creating decent jobs and reducing poverty. The objective will be achieved primarily through support to private sector led inclusive green growth. A total of USD 1,221,411.86 was approved for private sector actions ranging from installation of efficient cook stoves, biogas digesters, to e-waste management, implementing industrial symbiosis and establishment of one-stop business and policy centre for MSMEs.

### **Introduction to Assignment**

To translate these ideas into actions and results in Ghana, UNDP Ghana recently renewed its efforts to strategically engage the private sector and align with the work of the FSH and the SDG Integration as a framework for guiding the process of our renewed commitment of engaging the private sector. The SDG Integration tool places strong emphasis on integrated solutions. Not only is there a specific element on financing within SDG Integration – but the very orientation of SDG Integration speaks to the engagement of private sector and other relevant partners, moving beyond Corporate Social Responsibility actions to those that impact the core business and operations of the private sector to make it sustainable.

This assignment is complimentary to a private sector ecosystem mapping assessment underway to gain understanding of the private ecosystem in general, potential entry points to situate UNDP Ghana's private sector work within the global approach of engaging the private sector through catalytic engagement and partnership actions.

This assignment specifically aims to build on the work UNDP Ghana has done with the private sector, including Micro, Small and Medium and Scale Enterprises (MSMEs) on solutions aimed at improving the environment for private sector growth and inclusive markets. Currently UNDP is engaged in actions such as promoting Business to Business matching and technology transfer in relation to renewable energy between Ghanaian and Chinese companies and strengthening capacities and businesses environment for waste recovery. The mapping will look at the inclusive business ecosystem models that have worked, the successes, the gaps, and how to upscale these interventions. The mapping will also examine the skills set and capacities needed at the country office to be able to deliver these solutions to the private sector.

To avoid duplication, this present assignment and the assignment on the private sector ecosystem will be strongly monitored and aligned to ensure the two assignments build on each other, and still operate within their two distinct spaces to provide overall complimentary benefit for UNDP Ghana's private sector work.

### **Objective**

The objectives of this assignment are to:

- Perform a scan of private sector engagement actions undertaken by UNDP from the perspective of the private sector partners engaged and the beneficiaries to understand what worked well, and how it can be replicated, what did not work well and how that can be avoided or minimized in future programmatic designs
- Using the Strength, Weaknesses Opportunities and Threats (SWOT) and other analytical tools, assess UNDP Ghana's private sector engagement actions in the past and presently to inform design of responsive private sector engagement actions and partnerships for achieving the programme goals of UNDP as captured in the CPD specifically and the SDGs generally
- Make appropriate recommendations on programmatic solutions that UNDP can leverage and engage the private sector on.

### **Approach/Methodology**

The Consultants will use a participatory approach. The methodology will comprise, inter alia, a review of relevant literature and existing methodologies and tools; interview with relevant stakeholders including but not limited to private sector organizations, companies, Ministry of Finance, Ghana Chamber of Commerce and Industry, Association of Ghana Industries (AGI), Private Enterprises Federation (PEF) among others. It is important to note that this list is by no means exhaustive. Where practicable, the Consultant will employ approaches such as physical one on one meetings, focus group discussions to achieve maximum results from the interviewing tools to be employed.

The draft analysis report will be reviewed by colleagues as well as SMT. It will also benefit from focused discussions with key partners including AGI, the UN Agencies, Development Partners and other relevant stakeholders especially within the ecosystem mapping to identify where UNDP Ghana can really add value.

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

Using analytical approaches such as SWOT, this assignment will seek to solicit and validate information on how and to what extent UNDP Ghana's private sector engagement and actions have been successful, the lessons learned and how this can be leveraged for flagship programmes within the context of the UNDP private sector Signature solutions offered by the FSH, the United Nations Sustainable Development Programme (UNSDP) and UNDP Ghana Country Programme Document (CPD), and the UNDP Accelerator Lab to promote inclusive markets and green businesses, along with identifying capacity needs at the country office.

### **Specific Tasks**

1. Develop an inception report, outline of the report, indicating sources of information to interrogate, interview instruments, and other relevant materials for the development of the analytical document on the UNDP Ghana Private sector private engagement actions;
2. Share and receive inputs on the outline of the report, the interview instruments, etc. within two days after submission;
3. Conduct necessary interviews, assessments and analysis
4. Develop and share draft private report
5. Receive technical inputs UNDP Ghana Private Sector Team, SMT, and UNDP FSH with the aim of fine tuning and finalizing the report;
6. Provide final analytical/assessment report including brief knowledge product such as primers

## **III. EXPECTED OUTPUTS AND DELIVERABLES**

The expected deliverables are as follows:

1. Inception report, outline of the main report by 25 November 2019

2. Draft private sector assessment report by 15 December 2019
3. Final private sector assessment report, and primer (one or two-pager summary of results) by 31 December 2019

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

The Consultant will work under the direct general supervision of:

- the Deputy Resident Representative of UNDP Ghana with technical supervision from UNDP Ghana Private Sector Focal Group and colleagues from UNDP FSH.

Working in close collaboration with relevant stakeholders such as

- AGI, Ghana Chamber of Commerce and Industry, PEF
- Ministry of Finance

Overall guidance will be provided by UNDP Ghana Resident Representative.

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

UNDP will cover the costs of field missions separately where applicable for instance for the purposes of travel, so these costs should not be included in the financial proposal.

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

The assignment is expected to be completed in 20 working days, with final deliverable handed in by 31 December 2019.

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

##### **Education:**

Advanced University Degree in business administration, banking, finance, economics, development studies, economics, sustainable development, or related field.

##### **Experience:**

- Minimum 10 years relevant working experience in sustainable development, private sector assessment and financing, resource mobilization, development of signature development solutions
- Good understanding and experience in development context of developing countries and the role of private sector engagement and mobilization is an asset
- Good understanding of the SDGs, Ghana's development context and the global trends in private sector engagement and catalyzing private sector partnerships and resources for achievement of the SDGs.
- Good knowledge and understanding of the private sector ecosystem regionally and globally in relation to achievement of the SDGs
- Knowledge of Ghana's development context, challenges and prospects for the achievement of the SDGs is an advantage;
- Good publication record in the field of private sector work, finance, development, economics is statistics, sustainable development, climate change, green economy, is an added 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 (especially the private sector government authorities).

#### **Functional Competencies:**

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

#### **Core Competencies:**

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

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

As per the Invitation to Submit an Offer, the 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>70</b>
Educational qualifications and years of experience in the relevant field		15
Knowledge and experience on private sector assessments, private sector engagement and partnerships, development of signature solutions		20
Knowledge of and experience of the private sector ecosystem regionally and globally in relation to achievement of the SDGs		5
Knowledge of and experience on Ghana's development context, SDGs		5
Publication and report writing record		5
Methodology/Approach		20
<b>Financial</b> <ul style="list-style-type: none"> <li>• Lowest offer will receive full points of 30</li> <li>• The points for the others are calculated as follows: <math>P=y(u/z)</math>, where <b>P</b> is the points for the financial proposal evaluated; <b>y</b> is the maximum number of points; <b>u</b> is the price of the lowest priced proposal and <b>z</b> is the price of the proposal being evaluated.</li> </ul>	<b>30%</b>	<b>30</b>
<b>Total Score</b>	<b>Technical Score * 70% + Financial Score * 30%</b>	

### **IX. PAYMENT MILESTONES AND AUTHORITY**

The prospective consultant will indicate the cost of services for each deliverable in US dollars all-inclusive<sup>1</sup> lump-sum contract amount when applying for this consultancy. The consultant will be paid based on the effective UN Official Rate of Exchange (UNORE) of proposal submission date (where applicable in case of national consultant), and only after approving authority confirms the successful completion of each deliverable as stipulated hereunder.

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

<b>Deliverables</b>	<b>Payment Schedule</b>
Submission and acceptance of Inception Report, and outline of main report	To be submitted to UNDP Ghana. Clearance triggers 1 <sup>st</sup> payment of 20%.
Submission and acceptance of draft UNDP Ghana private sector analytical report	To be submitted to UNDP Ghana Clearance triggers 2 <sup>nd</sup> payment of 40%.
Submission and acceptance of final UNDP Ghana private sector analytical report	To be submitted to UNDP Ghana. Clearance triggers final payment of 40%.

#### **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:** Silke Hollander

**Designation:** Deputy Resident Representative

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

**Date Signed:** 23 October 2019

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<sup>1</sup> The term “All inclusive” implies that all costs (professional fees, travel costs, living allowances, communications, consummables, etc.) that could possibly be incurred by the Contractor are already factored into the final amounts submitted in the proposal