

## **Terms of Reference for Developing a Guide for Integrated Planning in Africa to mainstream the SDGs, AU Agenda 2063, Climate Change/NDCs, DRR and SDG16/New Deal in fragile states**

### **GENERAL INFORMATION**

<b>Services/Work Description:</b>	National Development Planning
<b>Project/Program Title:</b>	Regional Programme
<b>Post Title:</b>	Individual Consultant (IC) - International
<b>Consultant Level:</b>	<b>Level C</b> (Senior Specialist)
<b>Duty Station:</b>	Home-based
<b>Expected Places of Travel:</b>	Possible travel supported by UNDP through the payment of travel costs and DSA, in line with UNDP rules and procedures
<b>Duration:</b>	3 months
<b>Expected Start Date:</b>	Immediately after Signing the Contract

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

In September 2015, African countries, together with other members of the United Nations General Assembly, adopted the 2030 Agenda for Sustainable Development and committed to realising its ambitious 17 Sustainable Development Goals (SDGs). They also pledged to 'Leave No One Behind' and 'to reach the furthest behind first' in the pursuit of sustainable development. Earlier that year, in January, the Heads of State and Government of the African Union had already adopted Agenda 2063, which responds to the continent's specific development challenges through seven aspirations and 20 goals. As signatories to both agendas, African countries find themselves having to simultaneously implement two bold initiatives.

Together with the 2030 Agenda and Agenda 2063, countries in Africa have also committed to implement the Paris Agreement on Climate Change and to protect their hard-won development gains by mainstreaming and implementing the Sendai Framework on Disaster Risk Reduction.

The conclusion of the Paris Agreement on Climate Change in December 2015 rekindled hope on a collective, cooperative and genuine global effort to tackle climate change. To maintain this political momentum countries will strive to scale up adaptation action and raise their ambition to reduce emissions. African countries, along with the rest of the world, submitted national climate commitments known as nationally determined contributions (NDCs); NDCs should be aligned to national priorities and implemented in the context of sustainable development as guided by the 2030 Agenda and its ambitious 17 Sustainable Development Goals (SDGs). All parties to the UNFCCC are requested to submit the next round of NDCs (new NDCs or updated NDCs) by 2020 and every five years thereafter increasing ambition with each iteration.

In 2011, 14 countries in Africa adhered to the New Deal for fragile states, a landmark global agreement between fragile and conflict-affected states, development partners, and civil society to strengthen development policy and practice in fragile and conflict-affected states. Through the New Deal, development partners committed to supporting nationally-owned and led development plans, while g7+ governments committed to inclusive planning processes and to pursuing the five Peacebuilding and Statebuilding Goals (PSGs) of legitimate politics, justice, security, revenue and services and economic foundations. The principles of the New Deal advocated by the g7+ later provided the basis for SDG 16.

The need to jointly mainstream global and the continental agendas into national policies and plans, together with issues related to climate change, disaster risk and fragility/governance peace and security, pose enormous challenges to most African countries.

While a longstanding tradition of PRSPs and Management for Development Results (MfDR) have helped to strengthen capacity for national planning and budgeting processes in several African countries, the traditional planning approaches and tools available to countries have been proven to be inadequate for addressing the need to reflect international commitments, such as the SDGs, Agenda 2063, the Paris Agreement (National Determined Contributions (NDCs)) and other priority development issues in countries' planning and policy frameworks.

The current COVID-19 crisis which has been affecting countries' health systems, economies, social development progress and political processes, the world over, has underlined lack of preparedness and capacity to respond. No country in the world, including in sub-Saharan Africa, had been able to anticipate the devastating consequences of a 'Black Swan' event of such magnitude.

This has generated a demand for new tools, approaches and institutional capacity support for planning in a smarter and integrated way; that not only mainstreams the global and continental commitments that countries made, but also in an integrated way which takes into consideration the inter-sectoral trade-offs and synergies. In the wake of the COVID-19 pandemic, countries are also demanding new planning tools that help to explore probable future scenarios and adequately plan for them.

To respond to these demands, the UNDP Regional Service Center for Africa based in Addis Ababa (RSCA) has partnered with the African Development Bank (AfDB) within the framework of the Africa NDC Hub, the African Union Development Agency- New Partnership for Africa's Development (AUDA-NEPAD) and the United Nations Economic Commission for Africa (ECA), to develop a new 'Guide for Integrated Planning in Africa' to support planners in African countries to develop a new generation of national development plans that mainstream the SDGs, AU Agenda 2063, the Paris Agreement/NDCs, the Sendai Framework for DRR and the New Deal for fragile states/SDG 16. The Guide's prototype was prepared by UNDP to support the governments of Cabo Verde, Zambia, Liberia and Sierra Leone to develop their new national development plans, as well as Guinea Bissau to align its National Operational Plan, Terra Ranka, with the SDGs, Agenda 2063 and the New Deal/fragility assessment. The prototype was later further developed by UNDP into a draft Guide.

The partners' vision is for the Guide to provide step-by-step guidance to African planners on how to develop a national development plan that mainstreams the SDGs, Agenda 2063 and other commitments, promotes policy coherence and helps countries to develop a new generation of national development plans that not only promote sustainable development but also resilience to future shocks, such as COVID-19.

The Guide will accompany planners across the entire national development planning process, from the preparation phase of a national development plan, through to the articulation of a national vision, past-present and future integrated context analysis and scenario planning, the theory of change, a strategic and operational plan, and the results framework. A central part of the Guide is the UNECA Integrated Planning and Reporting Tool (IPRT), which provides specific guidance to countries for assessing the alignment of their national development plans with the SDGs and AU Agenda 2063, as well as providing baselines and progress reports on SDGs and AU Agenda 2063.

The Guide will be offered to countries as a digital application on the SDGs/Agenda 2063 Gateway, under the UNRSDG Knowledge Platform, as well as in a handbook format. Countries will be able to access the Guide also from individual partners' web portals.

The digital application of the Guide will make it easier for African planners to search for and apply the tools for developing a new generation of national development plans. The digital application will be modular, with interactive pages that will allow planners to apply tools directly on the online platform and deliver both individual outputs, such as the plan's results framework or the theory of change, and the entire national development plan, in PDF format.

The draft Guide builds on policy and programmatic literature related to the NDCs, climate change, DRR/CCA, development planning, the SDGs and others. It also draws on UNDP and its partners' experience in supporting governments in Africa to develop national development plans that mainstream the SDGs, Agenda 2063, NDCs and other development frameworks.

The tool is intended to be a living document that will be continuously refined with feedback, lessons learned and case studies from ongoing efforts to support the mainstreaming of the SDGs, Agenda 2063, NDCs and other frameworks, into national development plans.

Against this, the UNDP Regional Service Center for Africa based in Addis Ababa (RSCA) is looking for an international consultant to finalise and package the Guide, which is expected to be launched at the upcoming AU Summit in July 2020. The consultant is expected to build on the draft Guide that UNDP has begun to develop in-house.

This ToR outlines the work required by the consultant to bring the draft Guide to completion and ready for its launch.

## II. SCOPE OF THE WORK

The overall objective of this assignment is to finalize and package the "*Guide for Integrated Planning in Africa to mainstream the SDGs, AU Agenda 2063, Climate Change/NDCs, DRR and the New Deal/SDG16*". Under the guidance of the Nairobi Resilience Hub Manager, in coordination with the AfDB, AUDA-NEPAD and ECA partnership team, and with the support of the UNDP (RSCA) Inclusive Growth team, the consultant is expected to deliver the following:

- **Review of the draft guide** - The consultant will review the latest draft of the *Guide for Integrated Planning in Africa to mainstream the SDGs, AU Agenda 2063, Climate Change/NDCs, DRR, the New Deal/SDG 16*, which was developed in-house by UNDP, to identify gaps that need to be addressed to strengthen and complete the Guide on mainstreaming global and continental commitments in National Development Plans.
- **Address identified gaps, including the following:**
  - Prepare the introduction to the Guide ensuring a logical and clear structure, conciseness and clarity of language, and avoiding using any jargon. The introduction, as other parts of the guide, needs to be structured in a way that is suitable for a web-based application.
  - Complete all modules ensuring that they cover the entire national development planning process, from the preparatory phase, through to the results framework and including the integrated national visioning process; the past-present and future integrated context analysis and scenario planning; the theory of change, the strategic planning and the operational plan. A final module will also cover the plan's health check.
  - Ensure that every single module includes substantive, relevant, well-sourced and clear country examples, tools that can be applied to complete the corresponding phase of the national development planning process, templates that can be filled online by planners and which will form an integral part of the national development plan, including the results framework.
  - Ensure that each module includes a clear explanation of what the module is about; why is it important for national development planning at the time of the SDGs and AU Agenda 2063 and other commitments; what are the expected outputs; and how it is applied on a step by step manner.
  - Ensure that each module includes clear guidance, country examples, tools and templates, on how to mainstream the following thematic areas: climate change and nationally determined contributions (NDCs), disaster risk reduction (DRR), the Leaving No One Behind Principle (LNOB) and gender, issues related to fragility and SDG 16, human rights.
  - Ensure that the Guide provides clear guidance on, including a clear definition of, the principle of '*SDGs integration*', policy trade-offs and synergies and how to identify and manage them, to guide prioritisation for SDGs acceleration.
  - Ensure that the Guide includes a process to monitor alignment and integration of the global and continental agendas and frameworks into NDPs, includes and promotes innovation and leverage complementarities between the global and continental agendas.
- **Mainstream guidance on planning for 'Black Swan' events**, such as COVID-19 or climate-related shocks (i.e., locusts' invasion), to guide planning for preparedness, response, mitigation of impact and resilience building, that consider different possible disruptive scenarios and promotes acceleration of SDGs.

- As part of the mainstreaming of DRR, ensure that the guide provides clear and substantive guidance on how countries can plan better and more smartly in the future to anticipate and prepare for a shock/'Black Swan' similar to COVID-19 and other types of shocks (e.g., climate-related shocks), focusing on the principle of integration and leveraging tools such as foresight and others.
- **Mainstream guidance on planning for borderland areas**, ensure the guide provides clear and substantive guidance on how countries can plan for borderland areas, considering the thematic areas: climate change and nationally determined contributions (NDCs), disaster risk reduction (DRR), the Leaving No One Behind Principle (LNOB) and gender, issues related to fragility and SDG 16, human rights.
- With the support of the UNDP RSCA Inclusive Growth team, liaise with technical experts on Results-Based Management (RBM), foresighting, integrated future analysis and system dynamics models, CC/NDCs, DRR, LNOB, gender and Human Rights, SDG 16 and fragility, health sector planning and other relevant experts, both within UNDP and outside, including AfDB, ECA and AUDA-NEPAD, to ensure the Guide provides clear and relevant guidance and well-sourced tools, country examples and templates on these thematic areas.
- Prepare an advanced draft of the document to be shared for peer review.
- **Develop additional modules on monitoring and evaluation and horizontal coherence module with linkages between national and sectoral plans.**
- **Selected Country Governments and Civil Society Organisations Peer Review group-** in consultation with UNDP, AfDB, ECA and AUDA-NEPAD, the consultant will identify a group of selected country governments - i.e., Ministries of Finance and Planning, Disaster Management and Environment and other sectoral ministries, as relevant – in Africa, as well as civil society organisations to peer review the draft Guide and provide guidance on its content and roll-out process. The consultant will also manage the peer review process and incorporate inputs from the selected countries and civil society organisations to finalise the guide before publication. The consultant will document inputs received by all countries and civil society organisations and provide evidence on how they have been integrated into the Guide
- **Peer review** – in consultation with UNDP, AfDB, ECA and AUDA-NEPAD, the consultant will identify a pool of technical experts on RBM, development planning and SDGs/Agenda 2063, climate change and disaster risk reduction, human rights, fragility/SDG16, foresighting and integrated future analysis, within UNDP, the AfDB, ECA, AUDA-NEPAD, other organisations to peer review the draft Guide. The consultant will also manage the peer review process and incorporate inputs from technical experts to finalise the guidance note before publication. The consultant will document inputs received by all experts and provide evidence on how they have been integrated into the Guide.
- **Categorization of countries** – recognizing that African countries have different capacities and are at varying levels in implementing their NDPs, the consultant will develop country classifications, to guide development plans in applying the tool to different national circumstances.
- **Presentation** – the consultant will also work closely with UNDP RSCA and the UNDP Nairobi Resilience Hub, a professional editor and graphic designer to design, edit and publish the final Guide.
- **Preparation of presentations** - the consultant will prepare powerpoint presentations or other material – briefs – on the guide on the basis of needs and at the request of the UNDP Nairobi Resilience Hub Manager and the RSCA Team for Inclusive Growth.
- **Other support** – the consultant will provide any other support in relation to the Guide which may be needed, including to prepare for presentations, the launch and other events.

### III. EXPECTED OUTPUTS AND DELIVERABLES

The expected outputs of this assignment are:

- **A first advanced draft** of the '*Guide for Integrated Planning in Africa to mainstream the SDGs, AU Agenda 2063, Climate Change/NDCs, DRR and SDG16/New Deal in fragile states*' –for partners' review. The first advanced draft will include the following:

- **Substantive development of the current 7 modules** on the: i) preparatory phase; ii) national vision; iii) current and past context analysis; iv) future integrated context analysis; v) strategic planning; vi) implementation/operational plan; vii), NDP health check. The consultant should advise under which module it would be best to place the theory of change, or whether an additional module should be developed.
- **Development of Monitoring & Evaluation module and horizontal coherence module with linkages between national and sectoral plans.**
- **A second advanced draft** of the '*Guide for Integrated Planning in Africa to mainstream the SDGs, AU Agenda 2063, Climate Change/NDCs, DRR and SDG16/New Deal in fragile states*' for peer review – including countries and civil society organisations.
- **The third advanced draft** of the '*Guide for Integrated Planning in Africa to mainstream the SDGs, AU Agenda 2063, Climate Change/NDCs, DRR and SDG16/New Deal in fragile states*' satisfactorily incorporating the peer review's comments.
- **The final version** of the '*Guide for Integrated Planning in Africa to mainstream the SDGs, AU Agenda 2063, Climate Change/NDCs, DRR and SDG16/New Deal in fragile states*' for final review and publication.

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

The consultant will work under the direct supervision of the UNDP Resilience Hub for Africa Manager based in Nairobi, Kenya and work closely with the Inclusive Growth Fellow at the UNDP Regional Service Centre for Africa based in Addis Ababa, Ethiopia. The consultant will also work with UNDP experts, AfDB NDC Hub Coordinator and ECA Strategic Advisory Unit in the Information & Communications Technology Services Section.

#### **V. LOGISTICS AND ADMINISTRATIVE SUPPORT TO PROSPECT IC (if any)**

The UNDP RSCA will provide both administrative and logistics support where necessary, and particularly in case of travel, in close collaboration with the partnership team.

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

##### **a. Education:**

- Advanced university degree (Master's degree or higher) in International Development, Development Studies, Development Economics, Public Administration or other relevant disciplines.

##### **b. Experience:**

- At least 15 years of professional experience in the field of **development or strategic planning, MDGs/SDGs or related fields, preferably at the country level, in sub-Saharan Africa;**
- **Proven experience with developing practical tools/guidance notes or methodologies;**
- Previous experience in working with national governments in sub-Saharan Africa on national development and strategic planning, the UN, and UNDP or any of its partners would be an advantage.

##### **c. Language and other skills:**

- Excellent knowledge of **English**, both in speaking and writing are essential;
- Fluency in other UN official language (**French** and/or **Spanish**) is an advantage.

##### **d. Technical and Functional Competencies:**

*Development Planning:* proven knowledge and experience on development planning approaches, practices and tools, particularly in the context of countries in Africa.

*Alignment and integration:* proven knowledge of and experience with processes to monitor alignment and mainstreaming of international development agendas into NDPs, including understanding and experience with the concept of SDG integration and acceleration and related tools and approaches.

*Sustainable Development:* proven knowledge of sustainable development concepts, principles and issues, including the 2030 Agenda for Sustainable Development and the Sustainable Development Goals (SDGs), the LNOB principle and the principle of integration, and the ability to develop practical solutions for their mainstreaming in national plans and policies.

*African Union Agenda 2063:* proven knowledge of the African Union Agenda 2063 framework, principles and issues, and the ability to develop practical solutions for its mainstreaming into national plans and policies.

*Climate Change:* proven knowledge of climate change including climate change international agreements, the Nationally Determined Contributions and the ability to apply these concepts for practical solutions.

*Disaster Risk Reduction:* proven knowledge of disaster risk reduction concepts, principles and issues, including the Sendai Framework of Disaster Risk Reduction and the ability to apply these concepts for practical situations.

*Results-Based Management (RBM):* proven knowledge of the RBM approach, concepts and principles and ability to apply these concepts for practical solutions.

#### **e. Core Competencies:**

*Communication:* Facilitate and encourage open communication and strive for effective communication

*Planning & Organizing:* Develops clear goals in line with agreed strategies, identifies priorities, foresees risks and makes allowances accordingly

*Organizational Awareness:* Demonstrate corporate knowledge and sound judgment

*Teamwork:* Demonstrate ability to work in a multicultural, multi-ethnic environment and to maintain effective working relations with people of different national and cultural backgrounds

*Accountability:* Takes ownership of all responsibilities and delivers outputs in accordance with agreed time, cost and quality standards

*Collaboration and Partnership:* the ability to develop, maintain, and strengthen partnerships with others inside (Programmes/ projects) or outside the organization who can provide information, assistance, and support.

*Writing skills:* ability to write well and clearly in English.

*Knowledge Management:* the ability to capture, develop, share and effectively use information and knowledge.

*Innovation:* Ability to make new and useful ideas work.

*Delivery:* Ability to get things done while exercising good judgement.

*Integrity and Ethics:* Demonstrates integrity by modelling the UN's values and ethical standards

#### **Applicants are expected to submit Financial Proposals for the assignment and delivery of outputs mentioned in the Terms of Reference.**

Candidates will be evaluated based on the following:

- Having received the highest score out of a pre-determined set of weighted financial criteria:
  - a. Technical Criteria weight is **70%**
  - b. Financial Criteria weight is **30%**

Criteria	Weight	Max. Point
<b>Technical Competence (based on CV)</b>	<b>70%</b>	100
<ul style="list-style-type: none"> <li><b>Criteria a: Experience.</b> At least 15 years of professional experience in the field of <b>development or strategic planning, MDGs/SDGs or related fields, preferably at the country level, in sub-Saharan Africa;</b></li> </ul>		20
<ul style="list-style-type: none"> <li><b>Criteria b: Experience.</b> Proven experience with developing practical tools/guidance notes or methodologies.</li> </ul>		40
<ul style="list-style-type: none"> <li><b>Criteria c: Technical and Functional Competencies.</b> experience in working with national governments in sub-Saharan Africa on national development and strategic planning, the UN, and UNDP or any of its partners would be an advantage.</li> </ul>		40
<b>Financial (Lower Offer/Offer*100)</b>	<b>30%</b>	30
<b>Total Score</b>	<b>Technical competences * 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 exchange rate (where applicable), 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:

Installment	Deliverables or Documents to be Delivered	Estimated Time	Percentage of Payment
1 <sup>st</sup> Installment	<b>A second advanced draft</b> of the ' <i>Guide for Integrated Planning in Africa</i> ' for peer review and including: <ul style="list-style-type: none"> <li>Substantive development of the current 7 modules.</li> <li>Development of Monitoring &amp; Evaluation module and horizontal coherence module with linkages between national and sectoral plans.</li> </ul>	Month 1	30%
2 <sup>nd</sup> Installment	<b>The third advanced draft</b> satisfactorily incorporating the peer review's comments.	Month 2	30%
3 <sup>rd</sup> Installment	<b>The final version</b> of the ' <i>Guide for Integrated Planning in Africa to mainstream the SDGs, AU Agenda 2063, Climate Change/NDCs, DRR and SDG16/New Deal in fragile states</i> ' for final review and publication.	Month 3	40%

## XI. CONFIDENTIALITY AND PROPRIETARY INTERESTS

The Individual Consultant shall not either during the term or after the 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.