



# Terms of reference

## GENERAL INFORMATION

Title: **Development of a Common Country Assessment (CCA), Jamaica and Bahamas**

Type of Consultant: International Consultant

Type of Consultancy: Individual Consultancy

Reports to: RCO Economist

Duty Station: Home based

Duration of Assignment: 35 working days over a two-month period (October – November 2020)

## REQUIRED DOCUMENTATION FROM CONTRACTOR

X	Letter of presentation highlighting main qualifications and experience relevant to this TOR CV
X	CV or P11 form
X	Copy of education certificate
X	Completed financial proposal
X	Sample of Work (example of a Strategic Framework Document developed by the applicant (ideally UNDAF) and an example of a country-level situational analysis)
X	Methodology concept containing a preliminary plan of work (no more than 2 pages)

## I. BACKGROUND

The UN General Assembly resolution 72/279 elevated the United Nations Development Assistance Framework (now renamed the United Nations Sustainable Development Cooperation Framework) as “the most important instrument for planning and implementation of the UN development activities at country level in support of the implementation of the 2030 Agenda for Sustainable Development (2030 Agenda)”.

The UN Sustainable Development Cooperation Framework (Cooperation Framework) is nationally owned, and anchored in national development priorities, the 2030 Agenda and the principles of the UN Charter. It outlines the UN development system’s (UNDS) contributions sought by national stakeholders to reach the SDGs in an integrated manner, with a commitment to leave no one behind, human rights and other international standards and obligations.

The Multi-country Sustainable Development Framework (MSDF) 2017-2021 was developed in the Caribbean through an inclusive and participatory process led by the Governments and representatives of 18 Caribbean countries and territories and the United Nations in consultation with civil society and development partners. The MSDF embodies the following four strategic focus or outcome areas to respond to national needs and make use of the United Nations’ comparative advantages:

- An Inclusive, Equitable and Prosperous Caribbean
- A Safe, Cohesive, and Just Caribbean
- A healthy Caribbean
- A Sustainable and Resilient Caribbean



Following recent reforms repositioning the UN development system, new Cooperation Frameworks (CF) will be the most important UN planning and implementation instrument in support of 2030 Agenda in the country and will be prepared and implemented in full consultation with the national Government. In the Caribbean, the new MSDF will outline the UN's collective response to national SDG priorities agreed with national Governments for the period of 2022-2026. In this vein, it will be first and foremost a partnership with national governments, a compact for UN country teams and a commitment to national stakeholders including development partners, international financial institutions, civil society, trade unions, employers and those left behind.

As per the CF Guidelines from the UN Sustainable Development Group (UNSDG), 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 CF. Multi-disciplinary in nature, the CCA will examine progress, gaps, opportunities and bottlenecks vis-à-vis a country's commitment to achieving the 2030 Agenda. The CCA will seek to engender integrated, cross-pillar systems thinking, summarizing the interlinkages and integrated nature of the SDGs; multidimensional factors spanning the development, and human rights spectrum; relevant regional, sub-regional and cross-border dynamics; the country's legal, institutional, policy and financial landscape. The CCAs for Jamaica and the Bahamas will form the basis of the inputs for the Common Multi Country Assessment (CMCA) that will be used for the creation of the new MSDF.

Recognizing that the COVID-19 pandemic is a multidimensional crisis – i.e., health crisis, care crisis, economic crisis, governance crisis and climate crisis, the UN came up with the immediate socioeconomic response framework to the crisis. The analysis is expected to provide a holistic response tailored to the country context. While the socioeconomic analysis is designed to focus on the effects of COVID-19 with a view towards optimizing the UN response, the CCA is an overarching and live document which sets the strategic direction for the United Nations Country Team (UNCT) and potentially other international organizations and partners. The CCA involves all the UNCT according to their technical expertise, mandated areas and focuses on in-depth analysis of the root causes while also examining and updating the analysis of the status quo. The socioeconomic analysis will feed into the analytical products of the CCA.

The new UN Cooperation framework requires that CCAs are to be kept light and regularly updated to track and reflect situational developments. There is need to embark on the process of reviewing and updating CCA data informed by rigorous analysis to inform evidence-based programming especially within the COVID-19 Pandemic and the UN comparative advantage.

Therefore, under the guidance of the UNCT in Jamaica and representative agencies in the Bahamas, the Office of the Resident Coordinator (RCO), is launching the development of CCAs for each country as the UN system's independent, impartial and collective analysis of the country's situation. The development of separate country specific CCAs for Jamaica and the Bahamas will be inclusive, participatory, co-led by the UN System and each country's Government and premised on the tenets of Sustainable Development Goals (SDGs), including as reflected in the UN [Cooperation Framework Internal Guidance](#). The companion package guidance for the CCA is attached to this ToR for reference.

The UN Resident Coordinator's Office is recruiting an international consultant, who will be supported by two national consultants (one based in each country, i.e Jamaica and The Bahamas), for the overall purpose of developing a high-quality and evidence-based UN CCA as the foundation for the new Cooperation Framework.



## II. SCOPE OF WORK, ACTIVITIES, AND DELIVERABLES

### Scope of Work

The selected consultant will have the overall responsibility for organizing and conducting the CCA exercises with the support of the two national consultants and under supervision of the RCO. The development of the CCA will entail, but not be limited to the following:

1. Developing a structural outline and methodology for both CCAs in line with the UNDG guidance on the CCA process with focus on innovative approaches to inclusive and participatory data collection (including consultations with various stakeholder groups) and analytical processes;
2. Incorporating all the analysis provided to the consultant by the RCO and the Interagency Programme Team;
3. Facilitating discussions with key national and international stakeholders as required, on the draft CCA to validate and enrich the findings;
4. Drafting and revising the CCA report in line with the findings from the validation sessions, as well as UN Development System review/feedback;
5. Submitting the final CCA documents.

The selected consultant will fully adhere to all aspects of CCA outlined in the [Consolidated Annexes to the Cooperation Framework Guidance](#) (Annex 2 that indicates the elements of CCA) as well as UN CCA Companion Piece that offers “how to” guidance, tools and examples of how a CCA should be developed (to be shared with the selected consultant).

Under the overall guidance of the RCO and Inter-agency Programme Team (IPT), the Consultant\* will lead in facilitating the CCA process and will be specifically responsible for the following:

- Lead the design and presentation of the Inception Report, detailed CCA methodology and tools including for data collection and analysis, review and reporting to fulfil the consultancy objectives;
- Engage with the national consultants and the RCO to extract analyses from the SDG Data Repository and the related analysis;
- Conduct consultations with key stakeholders (Government, international development partners, civil society, private sector and municipalities) in very close consultation with the RCO and supported by the national consultants;
- Lead in preparing a high quality analytical CCA report following the UN Sustainable Development Cooperation Framework Guidelines for UN Common Country Analysis;
- Prepare presentations to UNCT and national stakeholders as may be needed;
- Integrate into research design, analysis and report the 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;
- Preparation of a high quality, evidence based and analytical CCA report for Jamaica and the Bahamas.

\*Expanded Roles and Responsibilities can be found in Annex 3 of this document

On basis of the inputs provided to the consultant by the RCO, and guided by each country's National Development Framework, as well as national SDG indicator framework and regional commitments and with deference to the current COVID-19 crisis and its effects on all aspects of the Jamaica and the Bahamas country contexts, including the impacts on the achievement of the 2030 agenda, the consultant will include the areas outlined in Annex 2 of this document to identify progress, challenges and gaps, as well as opportunities.

### Expected Outputs and deliverables

Overall, the process of developing the CCA is expected to take 35 working days, covering the period of October 2020 to November 2020. **The indicated number of working days is tentative and should be used for**



**orientation only. In the financial offer the consultant should indicate the expected number of working days per deliverable and the daily fees**

No.	DELIVERABLE	DUE DATE	Proposed number of working days (Total 35)
1.	Review and analyze the data submitted by UN agencies- guided by the CCA thematic areas, scope and information needs as outlined in the detailed CCA guidelines.	October	3
2.	Based on the above review and analysis, the consultant will further work with specific agencies (based on need) and IPT to further fill the data and information gaps – through light desk review and to develop an outline of the CCA analytical report	October	15
3	Develop a first draft of the CCA analytical report and make a formal presentation of the report to the IPT.	November	1
4.	Review of the 1st draft CCA analytical report by the IPT – the consultant will input comments and produce a second draft which will be further reviewed by the CCA task team.	November	4
5	With inputs from the task team on the 2nd draft and produce a first final preliminary CCA	November	3
6	Formal presentation to broader stakeholders (Including preparation for the presentation)	November	1
7	Produce a final CCA draft report to be reviewed by the IPT, based on input from the stakeholders	November	3
8	Final Country Common Analysis report (in English), including Executive Summary (3 pages) with accompanying PowerPoint presentation, plus annexes/ other CCA outputs	November	5

### III. WORKING ARRANGEMENTS

#### Reporting Arrangements and Payment Structure

The consultant will contractually report to the RCO Economist. He/she will be technically guided by the RCO Data Management & Results Monitoring Officer, IPT, and the UNRA.

All costs directly related to this contract will be covered through the Office of the UN Resident Coordinator. Due to the ongoing COVID-19 pandemic and the travel restrictions in place, the assignment will be entirely home-based, and any arrangements in-country are to be taken care of by the national consultants.

All instalments will be processed subject to UNCT assessment of the basic requirements of completeness and quality of content in line with the Terms of Reference. The Consultants' payment shall be made in five instalments of:

- 
- 20% upon submission of the first draft CCA documents;
- 20% upon submission of revised draft CCA documents;
- 20% upon presentation of draft CCA reports for multi-stakeholder validation;



- 40% upon submission and acceptance of the Final CCA document (including validation workshop with national stakeholders).

Each of the two countries will have one national consultant at the disposal of the Lead/International consultant, contracted directly by the RCO. Supervision of these consultants is shared between the RCO and the international consultant and their responsibilities include, but are not limited to the following:

- Collect national data;
- Facilitate conversations between the international consultant and national stakeholders in each of the countries;
- Provide in-depth analysis of available data and relationships, providing the international consultant with on-the-ground knowledge and experience;
- Facilitate any stakeholder meetings and review panels, as determined by the RCO and the international consultant

#### **Duty Station**

- a) Consultant is expected to work from home (home based)

### **IV. REQUIREMENTS FOR EXPERIENCE AND QUALIFICATIONS**

#### **Academic Qualifications:**

- Advanced university degree (Masters and equivalent) in development studies, economics, social sciences, international relations or related field.

#### **Skills and experience:**

- A minimum of 10 years of professional experience of developing Strategic Framework documents and conducting country-level situational analysis;
- Previous experience of conducting UN Common Country Analysis is required;
- Experience in leading the process of assessments or research studies or projects in the social services sector in a developing country context, preferably in Jamaica and/or the Bahamas, or other Caribbean countries;
- Excellent facilitation skills with experience in leading multi-stakeholder discussions;
- Extensive knowledge of, and experience in applying qualitative and quantitative analytical methods using a wide range of analytical (including innovative) approaches;
- Substantial professional application of human rights, gender equality, environmental sustainability, results-based management, and capacity development in research;
- Understanding of risks that could impede the project from attaining results.

The consultant should also be able to work in a culturally diverse environment. In addition to the relevant qualifications and experiences, the consultant will have a proven track record and technical expertise in their field.

#### **Language**

- Fluency in spoken and written English.

## Evaluation Criteria

a) responsive/compliant/acceptable, and

\* Technical Criteria weight; 70%

\* Financial Criteria weight; 30%

Only candidates obtaining a minimum of 49 points would be considered for the Financial Evaluation

**\*Technical proposal will account for 70% of the total evaluation for each submitted package**

[illegible]



<p>in a developing country context, preferably in Jamaica and/or the Bahamas, or other Caribbean countries;</p> <ul style="list-style-type: none"> <li>• Extensive knowledge of, and experience in applying qualitative and quantitative analytical methods using a wide range of analytical (including innovative) approaches;</li> </ul>	5	5
<ul style="list-style-type: none"> <li>• <i>Criteria B: Description of Approach to Assignment (Technical Proposal)</i></li> <li>• <i>Technical Proposal demonstrates: -</i> Understanding of requirements, objectives and deliverables. Understanding of scope, including ability to perform the work assignments articulated in this ToR. Adequacy of the technical plan demonstrated through the overall concord between ToR requirements and the Proposal submitted. Inclusion of Workplan, Methodology and Timeline. Overall clarity and completeness of the Proposal.</li> </ul>	15	15
<p>Quality, delivery and effectiveness of presentation of the workplan with emphasis on the study methodology and other relevant details to the consultancy</p>	10	10
<ul style="list-style-type: none"> <li>• <i>Assessment of Sample Work</i> <i>Suitable for comparison to the consultancy</i> <i>Proposed consultant served as lead writer and developer of the work</i></li> </ul>	5	5



Approval

Signature Garry Conille

Name

Garry Conille, Resident Coordinator

Date

23-Sep-2020





## Annex 1: CCA Specific Objectives

In the course of this consultancy, particular focus should be given to the impacts of the current COVID-19 pandemic, including inter alia trends and risks related to social development and disruptions in education, economics and trade, increased poverty and unemployment/underemployment, increased social vulnerabilities, climate change and natural disasters, environmental degradation and ecosystem service, peace and security, migration patterns, health emergencies and animal, food or sanitary emergencies, limitations/opportunities for private sector development. The specific elements the consultant is to consider in its development of the CCA include the following, where all of these are to be addressed in coordination with the RCO:

1. To compile data and analysis concerning national SDG indicators, as prepared for the consultant by the RCO on basis of inputs from the UNCT in Jamaica and representative agencies in the Bahamas. The analysis is to be complimented by existing studies and analyses concerning the development landscape in Jamaica and the Bahamas. The availability and granularity of data is a key issue to be highlighted by the consultant, especially in terms of sex and gender, geography, age and disability.
2. To describe and analyze with a life cycle approach the key developmental challenges in relation to national priorities and sectors as outlined in national development frameworks and the SDGs Agenda, international human rights obligations, agreed international norms and standards and regional commitments,
3. To identify multidimensional risks that could impact the development trajectory of each country, covering a full spectrum of development, humanitarian, peace and security, and human rights issues. Based on these analyses, identification where further UN engagement may be recommended/required.
4. To analyse key development stakeholders and describe their capacities and potential contributions to national SDG priorities. In this context, outline the UN's collective comparative advantage in Jamaica and the Bahamas in relation to stakeholders.
5. To identify and analyse the relevant regional, sub-regional and cross-border dynamics and their impact on achieving the 2030 Agenda in the context of Jamaica and the Bahamas. This will help identify opportunities for cross-border dialogue and collaboration between countries.
6. To identify and describe population groups left behind or at risk of being left behind in each country, and the underlying drivers of risks, vulnerabilities and needs, be the political, legal, social or related to conflict, disasters, climate change, the environment or the economy This should build on previous analysis and identifications of vulnerable populations.
7. To assess the financing landscape for sustainable development at the country level, particularly focused on achievement of national development priorities for Jamaica and the Bahamas and the SDGs, highlighting the existing and potential opportunities for leveraging financing for sustainable development.
8. To describe and analyze the key challenges in relation to emergency preparedness and disaster risk management in relation to recurrent natural disasters as well as sudden on-set emergencies. This analysis should include identification for strengthening or expansion of UN support.



## Annex 2: Expanded Scope of the CCA process (one for each country referenced)

### a. Economic management of the country

Identify progress, challenges and gaps related to:

- Inclusiveness of economic growth and poverty reduction; population access to public service delivery; analysis of resource allocation to public service and public expenditure; labour market policies and unemployment; contribution of socioeconomic reforms to sustainable and decent job creation and reduction of gender gaps;
- Evidence-based policymaking;
- Private sector development with two focus: (i) on Micro, Small, and Medium Enterprises (MSMEs) and (ii) Investment Promotion (Foreign Direct Investment);
- Domestic, regional and international trade including volume, value, its contribution to employment and its relevance for the national economy.

### b. Financial landscape for achievement of SDGs

Drawing on data from the Governments of Jamaica and the Bahamas, IFIs and other national, regional/and or international financial institutions, and with inputs from the RCO:

- Describe financial flows into and within the country;
- Identify the greatest opportunities to re-orient sources of financing for SDGs in the country;
- Identify the financial instruments and key factors to develop a strong, stable, competitive and inclusive financial system that provides access to financial services for the entire population and contributes to growth by efficiently channelling domestic and foreign savings toward productive investments;
- Assess development finance in a changing local and global context including the role of private sector in financing development.

### c. Human capital development

With a gender perspective and a human rights-based approach, use the RCO inputs to describe the progress, challenges and gaps related to:

- National policies and service delivery that affect universal access to health care and quality of health services, including sexual and reproductive health, and prevention and treatment of HIV, dengue, tuberculosis, and other communicable and non-communicable diseases as well as mental health and environmental health risk factors;
- The adequacy, effectiveness and gender sensitivity of social protection systems, including the availability of adequate services - for vulnerable and marginalized populations including homeless, prisoners, LGBTI, People Living with HIV (PLH), female-headed households, involuntarily returned migrants, persons with disabilities, women, men, girls and boys;
- Access, equity, efficiency, effectiveness and gender sensitiveness of services pertaining to education, Early Childhood Development (ECD), and adult literacy programs;
- Effectiveness of skills development and technical vocational and higher education services with a view to promote structural transformation needed for the achievement of national development goals or Agenda 2030 and address the unemployment levels in particular for the youth and women;
- Social inequality levels and regional disparities, identify key policy and programmatic priority areas to address inequality and promote social cohesion;



- High levels of violence and abuse at community and family level (gender-based violence, Violence Against children, sexual violence and abuse, violence in schools, online violence, etc);
- Population dynamics, including fertility, ageing and migration and its social and economic impact.

#### **d. Governance, Accountability, and Human Rights**

Assess progress, challenges and gaps related to the following:

- National human rights protection systems and its ability to impartially address human rights violations and to ensure accountability, reparation and rule of law.
- Facilitation of economic activities by an effective legal system and rule-of-law-based governance structure in which property and contract rights of all citizens, particularly of women, are reliably respected and enforced and addressing social inequalities;
- Independence of the judiciary and Judiciary sector reform including conformity with international and regional human rights standards, predictability, transparency, non-discrimination and impartiality of laws affecting the population, and their application by the judiciary, including access to justice and reparation for the most vulnerable groups;
- Ratifications of international and regional human rights instruments and the Implementation of national plans/programmes on human rights devised in accordance with international human rights commitments including recommendations received by UN human rights mechanisms (Universal Periodic Review recommendations and UN treaty Bodies);
- Security sector, prison reform and accountability mechanisms in place to address high levels of crime and violence from a human rights perspective;
- Disaggregated data availability, accessibility and utilization for evidence-based policy and programme development;
- Accountability, transparency and anti-corruption systems and procedures in place including for the use of funds and development results including the effective and independent functioning of oversight institutions (integrity commission, electorate and by the legislature and judiciary);
- Modernization of governance system, including digitalization of certain public services (i.e. PATH distribution) and potential to advance technical innovation in systems management.
- Key policy and programmatic areas for promotion of good governance, human rights and deepening democratic culture;
- The role and participation of civil society organizations - including women's and youth organizations in terms of supporting democratic reforms, monitoring human rights, promoting accountability and the rule of law and delivering services at community level.

#### **e. Environment, climate change and natural resources management:**

- Critically assess the profile and trends of the impacts of climate change in Jamaica with specific focus on the impacts of disaster risks on the economy and social well-being of the population, migration as well as the adequacy of policies and legal frameworks of the country to adapt and mitigate climate change, as well as critically review the disaster risk reduction approach of the country to the changing disaster risk circumstances;
- Examine the effectiveness of environmental policies to foster the sustainable use and management of natural resources (i.e. water, energy, waste, marine and coastal resources, biodiversity, protected areas, ecosystems-based livelihoods);



- Examine the issues related to energy efficiency and conservation, renewable energy and the main challenges and opportunities for the country.

**f. Peace and Security**

- Critically assess the impact of organized crime, gang violence and corruption on sustainable development, peace and security;
- Examine the adequacy of policies and legal frameworks designed to promote safety and security and identify inherent gaps, challenges and opportunities.



## Annex 3: Expanded Roles and Responsibilities/Institutional arrangements

### ***United Nations Representative Agencies (UNRA) in Jamaica and the Bahamas***

The UNRA, under the leadership of the RC, will provide the overall strategic oversight and guidance for the conduct of the CCA. The UNRA will be responsible for providing the RCO with any data required. The UNRA will also be responsible for approving all the deliverables.

### ***Office of the UN Resident Coordinator (RCO)***

The RCO will be responsible for the overall coordination and day to day management of the assignment on behalf of the UNCT. It will provide guidance, data and analytical support as well as quality assurance, in consultation and coordination with the UNRA, Peer Support Group of the Development Coordination Office for the internal UN quality assurance at regional and HQ levels, regional and global technical advisors, Government entities, development partners and relevant stakeholders. The responsibility of the RCO includes but is not limited to:

- Provide the consultant with strict guidance on data and data sources, as well as access to such sources and contribute to the analysis of such data;
- Provision of data provided by the UNRA as inputs to the CCA;
- Ensuring that UNRA provide relevant background documentation required for desk review;
- Provision of lists of stakeholders in advance and additional facilitation support upon request;
- Organization of group consultative meetings, briefing and debriefing sessions with the RC, UNRA, and the Government counterparts, where needed;
- Coordinate the inclusive and comprehensive review of the draft research results and draft reports;
- Facilitate the provision of necessary inputs (reference document and written inputs, as required) to the process.

### ***Interagency Programme Team (IPT)***

The IPT is composed of representatives of UN agencies, will provide oversight for CCA. It will provide quality assurance in terms of reviews, analytical support and recommendation on the draft products. The IPT will also secure effective engagement and participation of in-house UN experts and other relevant stakeholders throughout the CCA development process. The IPT will be specifically tasked with:

- Reviewing the CCA process and information in the UN Data and Analysis Repository, on a regular basis to identify new data needs, and/or potential adjustments to existing assumptions, analyses or other outputs;
- Providing technical and analytical support, including data, thematic analysis and documents collection as well as identification of key national stakeholders to be consulted for CCA development purposes;
- To tap the potential of UN regional expertise, regional experts' team will be assembled by the Regional DCO from system entities interested in supporting the UNRA in undertaking the initial CCA process.

### ***Vision 2030 Secretariat and Thematic Sector Working Groups - Jamaica***

Building upon the already established GoJ Sector Working Groups under the Vision 2030 Secretariat, these groups will be engaged throughout the process for their inputs, review and feedback. The Secretariat at its relevant bodies will also be engaged to validate and enrich the final CCA product.



***Sustainable Development Goals Unit – Bahamas***

The Sustainable Development Goals Unit in the Office of the Prime Minister, is the lead agency for promoting, coordinating, monitoring, and reporting on the country's achievement of the SDGs. In addition, the Economic Development and Planning Unit (EDPU) in the Office of the Prime Minister (OPM) and the Ministry of Foreign Affairs will also be engaged for review and validation of analysis. The government of the Bahamas is currently under-going a revision of their development strategy with the content of their Vision 2040 for the Bahamas in draft.