

TOR for INDIVIDUAL CONSULTANT

Post title: Consultant to Conduct the UNCT UN-SWAP Gender Equality Scorecard Assessment (Preference for National Consultant)

Country / Duty Station: Ghana

Starting date of assignment: 2nd November 2020

Duration of assignment / or end date (if applicable): 25 working days (2nd November to 11th December 2020)

Supervisor's name and functional post: John Keating: Development Coordination Officer, Strategic Planning and RCO Team Leader, UN Resident Coordinator's Office, Ghana.

1. BACKGROUND

At the 59th Session of the UN General Assembly, Member States, in adopting the Triennial Comprehensive Policy Review (TCPR) of Operational Activities for Development of the UN System called on all UN organizations to: "mainstream gender and to pursue gender equality in their country programmes, planning instruments and sector-wide programmes and to articulate specific country-level goals and targets in this field in accordance with the national development strategies".

Further, ECOSOC Resolution 2004/4 - Review of Economic and Social Council agreed conclusions 1997/2 on mainstreaming the gender perspective into all policies and programmes in the United Nations system requested: "the Secretary-General to ensure that all United Nations entities develop action plans with timelines for implementing the agreed conclusions 1997/2, which address the gap between policy and practice identified in the Secretary-General's report, to strengthen commitment and accountability at the highest levels within the United Nations system as well as to establishing mechanisms to ensure accountability, systematic monitoring and reporting on progress in implementation".

As a direct follow-up to the TCPR, and to ensure a comprehensive response to many of its recommendations, the UN Development Group (UNDG) created a Task Team on Gender Equality as a sub-group of the UNDG Programme Group. The goals of the Task Team are: to support more consistent and coherent action among UNDG member agencies to mainstream gender equality and promote women's empowerment at the country level; and to ensure that gender equality and women's empowerment are mainstreamed into the wide range of tools and processes that emerge from the UNDG for use by UN Country Teams (UNCTs).

In 2006, the UNDG Task Team on Gender Equality commissioned a background paper on accountability mechanisms in UNDG agencies. This paper reviewed accountability for programming in support of gender equality in ILO, UNDP, UNFPA, UNICEF, and WFP and found that: "A common understanding of how to apply gender mainstreaming in UN operational activities is needed. This is because if there is no agreement on what constitutes a minimum level of actions to support gender equality, how will it be possible to hold agencies and UN Country Teams accountable for this. Reaching agreement across agencies on what constitutes a minimally acceptable performance to support gender equality, through an agreed set of indicators, would contribute to stronger guidance and accountability". Subsequently, this background paper was endorsed at the UNDG Principals' meeting in July 2006, where an agreement was reached on the development of a UNCT-level 'Accounting for Gender

Equality' Scorecard that sets minimum standards for UNCTs to assess their performance, and to identify gaps and progress across the system.

The Gender Scorecard was endorsed by the undg in 2008 in response to the UN Chief Executive Board for Coordination 2006 Policy on gender equality and the empowerment of women (CEB/2006/2) to establish an accountability framework for assessing the effectiveness of gender mainstreaming by UN Country Teams. The UN SWAP formed another part of the accountability framework, focusing on the implementation of the policy at the entity level.

The QCPR calls for the United Nations development system to expand and strengthen the use of the Gender Scorecard as a planning and reporting tool for assessing the effectiveness of gender mainstreaming in the context of the UNDAF. In this vein and line with internal assessments, the UNCT SWAP-Scorecard methodology has been revised in tandem with the United Nations System-wide Action Plan for Gender Equality and the Empowerment of Women (UN-SWAP) to ensure greater alignment with the UN-SWAP and the SDGs, drawing on good global practices with motivating, managing and measuring institutional change processes.

The Ghana UNCT is mid-way into the implementation of its development cooperation framework with the government of Ghana; the United Nations Sustainable Development Partnership (UNSDP) 2018-2022. To support the gender-sensitive implementation of the framework for the remaining two years and prepare for the development of the gender-responsive new framework by the end of 2022, as well as ensure better accountability of UNCT towards gender equality and women's empowerment in line with UN corporate policy in this area, the UN in Ghana will use the UNCT SWAP Gender Equality Scorecard to assess the status and identify gaps and corrective actions. An Inter-Agency Team to be selected across agencies and theme groups including the Gender theme group will lead this process on behalf of the UNCT to complete the scorecard process in a participatory and timely manner.

To support the UNCT in implementing the Scorecard, UNCT Ghana seeks to hire a consultant with extensive experience on gender assessments.

2. MAIN OBJECTIVES OF THE ASSIGNMENT

The main objective of this consultancy is to facilitate the assessment of the UNCT SWAP Gender Equality Scorecard and ascertain the effectiveness of the UN Country Team in gender mainstreaming, promotion of gender equality and women's empowerment as well as to provide a set of recommendations for improvements.

Purpose of the Scorecard exercise

- To assist UNCTs in identifying areas in which they are on track or off track on the minimum undg standards.
- To stimulate a constructive dialogue within the UNCT about the current status of support for gender equality and women's empowerment and how it can be improved.
- To identify the technical assistance required for the achievement of the minimum standards.
- To share good practice in supporting national priorities to advance gender equality and women's empowerment.

3. DESCRIPTION OF RESPONSIBILITIES / SCOPE OF WORK AND DELIVERABLES

The UNCT SWAP-Scorecard methodology has been designed for in-country self-assessment as a means of fostering deeper understanding and ownership of results. The external gender specialist will facilitate the exercise and apply participatory methods to ensure the required objectives are achieved. He or She will work in close collaboration

with an Inter-Agency SWAP-Scorecard Assessment Team (ISSAT) which will be formed with broad representation from UN agencies in Ghana to ensure an adequate knowledge base on joint UN System actions for the ownership of the process.

Working in collaboration with the ISSAT, the consultant will conduct the following activities within the stipulated time frames:

A. Background document review (*5 working days*):

- UNCT UN-SWAP Technical Guidance and Framework.
- UNCT Gender Scorecard Reports for the countries in the regions and from other countries.
- New UNDG UNDAF guidance.
- Current country CCA and UNSDP.
- UNCT Joint Work plans, budgets, programming documents.
- UN Gender Theme Group's TOR and work plans and report for the last two years.
- CEDAW Reports/other National Gender Assessments/National Gender Action Plans, etc.
- Any other relevant documents

B. Conduct UNCT Gender Scorecard Assessment (*8 working days*):

- Facilitate a training session for the ISSAT to develop their capacity to support the process.
- Collect complementary data and evidence to score indicators.
- Conduct gender analysis of verification documents (such as programme documents, Reports, knowledge products; UN Staff Survey; budget; etc.) required to help score areas of performance.
- Facilitate working sessions – at least one per group – with key stakeholders such as the Resident Coordinator; Heads of Agencies; Key programme staff (Result Teams); Data and M&E Team, OMT, Partners, etc. to discuss and score areas of performance.
- Complete the scoring matrix based on discussions and agreements with ISSAT.
- Facilitate a debrief with the UNCT to discuss findings and proposed actions.
- Gather feedback through observations and discussions throughout the process.

C. Reporting

- Draft Scorecard narrative report and follow-up matrix and share with the ISSAT for review (*5 working days*).
- Facilitate the presentation and submission of the draft Scorecard, narrative report and follow-up matrix to UNCT (*2 working days*).
- Complete the final Scorecard, narrative report and follow-up matrix (*3 working days*)
- Facilitate the presentation and submission of the final Scorecard, narrative report and follow-up matrix to UNCT (*2 working days*).

4. Deliverables

<i>Deliverable</i>	<i>Date</i>
Workplan	2 nd November
Training Session With ISSAT	4 th November
Gender Analysis of Verification Documents working with key stakeholders	5 th - 20 th November
Draft Scorecard, narrative report and follow-up matrix & review with ISSAT	23 rd - 27 th November
Presentation of Draft Scorecard to UNCT	1 st December

Presentation of final Scorecard Narrative Report and Follow-Up Matrix	8 th December
Submission of final Scorecard narrative report and follow-up matrix to RCO	11 th December

5. PAYMENT ARRANGEMENTS:

The selected consultant shall receive their lump-sum service fees upon certification of the completed tasks satisfactorily, as per the following payment schedule:

- 40% of the payment will be effected to the consultant following the submission of a Draft Scorecard narrative report and follow-up matrix
- 60% of the payment will be effected to the consultant upon submission of the final deliverable, which is the final version of the scorecard narrative report and matrix approved by the ISSAT and the UN RC

6. INSTITUTIONAL ARRANGEMENT / REPORTING RELATIONSHIPS

The Consultant(s) will be working with the ISSAT under the supervision of the UN RCs Office; Payments will be made upon satisfactory delivery of outputs, certification of payment form, and acceptance and confirmation by the ISSAT and UN RC on outputs satisfactorily delivered.

7. LOGISTICS AND ADMINISTRATIVE SUPPORT

- The consultant will be given access to relevant information necessary for the execution of the tasks under this assignment.
- The consultant will be responsible for providing her/his working station (i.e. secretariat, laptop, internet, phone, scanner/printer, etc.) and must have access to a reliable internet connection.
- The consultant is expected to be available for consultations and be in reliable email contact for a set number of hours that align with the UN's business hours.

8. DURATION OF WORK

The envisaged time frame of the consultancy is estimated at a total of 25 working days in the period from 2nd November to 11th December 2020.

9. EXPERIENCE AND QUALIFICATIONS REQUIREMENTS

Required qualifications and experience:

Qualifications Education:

Advanced (Masters) degree in social and political sciences, human rights, gender equality etc. A PhD degree is an asset.

Experience:

- At least 10 years of practical experience of work on gender mainstreaming in development programmes/projects at national and international levels;
- At least 3 years' experience of work on results-based management, review and/or evaluation;
- Experience in gender data collection and analysis, including interviews, survey and focus groups;
- Previous experience in assessing Institutional Gender Mainstreaming;
- An understanding of the inner workings of the UN system;

- Previous experience in conducting Gender Equality Scorecard, narrative report and follow-up matrix will be an added advantage; and
- Experience working in Ghana/West Africa.

Values / Guiding Principles:

- Integrity: Demonstrate consistency in upholding and promoting the values of UN Women in actions and decisions, in line with the UN Code of Conduct;
- Professionalism: Demonstrate professional competence and expert knowledge of the pertinent substantive areas of work; and
- Cultural sensitivity and valuing diversity: Demonstrate an appreciation of the multicultural nature of the organization and the diversity of its staff. Demonstrate an international outlook, appreciating difference in values and learning from cultural diversity.

Core Competencies:

- Ethics and Values: Demonstrate and safeguard ethics and integrity;
- Organizational awareness: Demonstrate corporate knowledge and sound judgement;
- Development and Innovation: Take charge of self-development and take initiative;
- Work in teams: Demonstrate ability to work in a multicultural, multi-ethnic environment and to maintain effective working relations with people of different national and cultural backgrounds;
- Communicating and Information Sharing: Facilitate and encourage open communication and strive for effective communication;
- Self-management and Emotional Intelligence: Stay composed and positive even in difficult moments, handle tense situations with diplomacy and tact, and have a consistent behaviour towards others;
- Conflict management: Surface conflicts and address them proactively acknowledging different feelings and views and directing energy towards a mutually acceptable solution; and
- Continuous Learning and Knowledge Sharing: Encourage learning and sharing of knowledge.

Language and other skills:

- Proficient in written and oral English
- Good computer skills in Windows environment, knowledge of internet communications and command of MS Office applications (Word, Excel, PowerPoint).

NB: In addition to the CV, the prospective consultant will need to submit at least 3 reports authored by him/her.

10. CRITERIA FOR SELECTING THE BEST OFFER

As per the Invitation to Submit an offer, 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 predetermined set of weighted technical and financial criteria specific to the solicitation. In this regard, the respective weight of the proposals is:
 - a. Technical Criteria weight is 70%
 - b. Financial Criteria weight is 30%

Criteria	Weight	Max. Point
Technical Competence	70%	100
Educational qualifications		15

Experience in carrying out Gender analysis and assessments		35
Experience in assessing Institutional Gender Mainstreaming		25
An understanding of the inner workings of the UN system		10
Review of previous reports submitted		15
Financial (Lower Offer/Offer*100)	30%	
Total Score	Technical Score * 70% + Financial Score * 30%	

Annexes:

Annex I – [UNCT-SWAP Gender Equality Scorecard Technical Guidance](#)

Annex II - [Individual IC General Terms and Conditions](#)

Annex II – [Offeror’s Letter to UNDP Confirming Interest and Availability for the Individual IC, including Financial Proposal Template](#)