

INDIVIDUAL CONTRACTOR FOR THE FORMULATION OF A COMMON COUNTRY ANALYSIS (CCA) FOR THE REPUBLIC OF MAURITIUS

TERMS OF REFERENCE (TOR)

Consultant for the 2021 Common Country Analysis (CCA)

Location:	Port Louis, Mauritius
Type of Contract:	Individual Contract
Number of positions	1
Post Level:	Regional/International Expert
Languages Required:	English
Expected Duration of Assignment:	September - November 2021
Number of working days:	30 days

1 BACKGROUND AND PURPOSE

The Government of Mauritius and the United Nations entered into a Strategic Partnership Framework (SPF) 2019-2023 on 20 August 2019. The agreement constitutes the development cooperation compact between the Government and the United Nations (UN). It is fully aligned to Mauritius' National Vision, the three-year Strategic Plan, related Sustainable Development Goals (SDGs), internationally and regionally agreed commitments and obligations, including human rights treaties, the SAMOA Pathway and the Africa Agenda 2063. The SPF consolidates the work of the UN system in a single coherent framework that provides a platform for common policy work and stronger coordination and delivery of results. Its primary focus is to support the ongoing transformation of Mauritius's economy towards high income country status while ensuring sustainable job creation and economic growth, to secure lasting and inclusive prosperity, especially for vulnerable groups. The SPF was informed by a CCA conducted by the UN in collaboration with the GoM in 2018.

Furthermore, recognizing that the COVID-19 pandemic is a multidimensional crisis that has impact on several sectors beyond the health sector, the UN in Mauritius has developed a multisectoral COVID-19 Socioeconomic Recovery Plan (SERP) in 2020. The objective of the plan is to assist the Government and people of Mauritius to prepare for and protect people from the pandemic and its impacts in the immediate term; to respond during the outbreak; and, in the medium to long term, plan for and implement recovery from socio-economic impact. UN agencies and other development partners have conducted several COVID-19 impact studies in line with their respective mandate and comparative advantage. These analytical works will be used by the CCA to update key outcome indicators of the SPF and suggested required revision and update paying special attention to the principle of LNOB.

As per the UNSPCF Guidelines, 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 UNSPCF. Multi-disciplinary in nature, the CCA will examine progress, gaps, opportunities and bottlenecks vis-à-vis Mauritius's commitment to achieving the 2030 Agenda, UN norms and standards, and the principles of the UN Charter, as reflected in the UNSPCF Guiding Principles. The CCA will seek to engender integrated, cross-pillar systems thinking, summarizing the interlinkages and integrated nature of the Sustainable Development Goals (SDGs);

multidimensional factors spanning the development. In other words, the CCA should both reflect and support the ambitious and transformational change called for in the 2030 Agenda and offer guidance on how the UN could further that Agenda in the prevailing conditions of Mauritius.

Hence, under the overall leadership of the UN Resident Coordinator for Mauritius and Seychelles, the UNCT in Mauritius seeks the services of a team of International Consultant and National Consultant guided by an in-house team (the CCA Task Team) to produce a high-quality, rights- and evidence-based CCA that will assess the changes so far and set a foundation for future UN Cooperation Frameworks. This process will entail consultation and engagement with the Government of the Republic of Mauritius and other relevant stakeholders, such as Development Partners, the Private Sector, Civil Society Organizations, Academia and Research Institutions.

SCOPE OF WORK, RESPONSIBILITIES AND DESCRIPTION OF THE PROPOSED WORK

1.1 PURPOSE AND OBJECTIVES

The purpose of the new generation CCA is to take stock and examine the country's progress towards fulfilling the 2030 Agenda by analyzing opportunities and constraints in achieving SDG and targets with emphasis on those left behind and structural transformation. It is also meant to assess the governance structures, institutions, existing capacities and gaps in the country. The CCA will also identify potential partnerships to support the implementation of the SDG commitments for Mauritius.

The CCA will reflect on results generated in the current programme (2019-2023), draw from and add to the previous CCA, existing data, statistics, analyses, reviews, research, capacities and resources from within and outside the UN system. These include national and sector-specific contexts, visions and strategies, policies and proclamations, national resources and allocations, development financing approach including domestic, international, private and public sources. The CCA sets out the national constitutions as its conceptual framework, the latter provides for a rights-based definition of vulnerability and poverty particularly the way gender inequality contributes to women's poverty. The CCA will pay attention to the Leave No One Behind (LNOB) principle and generate evidence and data disaggregated by income, gender, geography and age, and all other grounds of discrimination such as disability and others prohibited under international law. Social, cultural, economic, political, legislative and other systemic drivers of exclusion will be examined and analyzed.

The main objectives of the consultancy will be through extensive literature review and stakeholders' consultations to:

- i. Take stock of Mauritius progress towards achieving Mauritius development goals, the SDGs and agenda 2030 as per the SPF and the impact of COVID-19
- ii. Assess how the emerging issues, local, regional and global, that may affect or influence development in Mauritius and achievement of SDGs focusing on the most vulnerable populations and those left behind
- iii. Provide recommendations for future Cooperation Framework, design and/or implementation arrangements.
- iv. Assess relevancy of the SPF priorities considering the current socio-economic landscape the impact of COVID-19 and suggest any revision.

- v. Identify emerging challenges, critical gaps and potential partnerships to support implementation of SPF commitments for Mauritius.

Taking its cue from the UNSDCF Guiding Principles, the analytical framing of the CCA report will be into separate but complementary frame works:

1. The SPF thematic areas to assess any progress made and key challenges considering the COVID-19 pandemic, especially in SIDS Countries such as Mauritius:

- (i) Economic management of the country
 - a. Assess innovation and increased productivity in targeted traditional and new sectors, For example: ICT, Pharma, Renewable energy, Agrifood
 - b. Asses the inclusiveness of economic growth in Mauritius
 - c. Assess fiscal policy and its impact on the macroeconomic indicators (inflation, private investment, and current account deficits or the public debt).
- (ii) Private sector development, domestic, regional, and international trade
 - a. Assess the role of trade in the economy of Mauritius.
 - b. Critically examine the factors that affect industrial development in Mauritius with a view to increase the contribution of the sector to the economy and employment generation
 - c. Identify constraints for private sector development with two focus: (i) on Micro, Small, and Medium Enterprises (MSMEs) and (ii) Investment Promotion (Foreign Direct Investment)
- (iii) Human capital development
 - a. Assess the actual approach to address challenges posed by population ageing including its effects on population health, the labour market, and economic growth
 - b. Examine opportunities and constraints of the education and training system to higher quality, inclusive services and equips all learners with knowledge and skills for enhanced employability* (*Includes entrepreneurship skills and skills for emerging blue, green, and digital economy jobs, and cultural and creative industries)
- (iv) Agriculture, Fisheries and Food Security
 - a. Examine the effectiveness of the current marine sector policy which promotes sustainable resource management and private-sector led diversification and job creation
 - b. Review the progress made in the ocean economy industries
 - c. Analyze supply chain constraints and the food security situation in the country
- (v) Governance and Accountability
 - a. Assess the extent to which economic activities are facilitated by an effective legal system and rule-of-law-based governance structure in which property and contract rights are reliably respected and enforced

- b. Assess progress related to judiciary sector reform. Among others the assessment should cover 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
 - c. Identify key policy and programmatic areas for further improvement in promotion of good governance, human rights and deepening democratic culture
- (vi) Environment, climate change and natural resources management
 - a. Review the progress made on climate and disaster resilience and biodiversity protection, and on the transition to renewable energy
 - b. the impact of urbanization on the environment and sustainability of growth in the country
- (vii) Cross-cutting issues
 - a. Assess progress made on gender mainstreaming, technology and innovation, and data for development
 - b. Assess progress made on institutional mainstreaming of SDGs

2.The SDG framework to assess the countries status on each of the 17 goals and key indicators to identify opportunities, gaps and recommendation to support the development of the next and adaptation of the current.

1.2 SCOPE

The scope of the CCA covers the national development situation since the last CCA and will provide disaggregated data, using various reports, studies and available data and statistics, specifically, the CCA will focus on the following:

- Analysis of existing data and data gaps for national SDG indicators
- Description and analysis of the key challenges and opportunities in relation to achieving national priorities in relation to Agenda 2030
- Analysis of all the necessary documents to fully substantiate development successes, strengths, weaknesses and opportunities for Mauritius
- Analysis of all the necessary documents to identify development gaps
- Description of population groups left behind or at risk of being left behind in the country
- Analysis of the international, regional and national level data with Leave No One Behind Approach, Gender Equality and Women's Empowerment, Human Rights-Based Approach to data, etc.
- Analysis of all the necessary documents to fully understand the Mauritius and its regional and international interactions on Social, Health and Economy pillars in view of the impact of COVID-19 on the economy, especially on tourism sector.

1.3 RESULTS OR DELIVERABLES OF THE CCA

This exercise is expected to produce a high-quality evidenced-based CCA Report that summarizes overall behavioral and institutional progress in Mauritius with a strong focus on the 2030 Agenda in terms of opportunities, capacity and gaps for achieving the SDGs by 2030; the integrated nature of the SDGs; the UN norms and standards underpinning the Agenda; and the Agenda's promise to leave no one behind and reach those furthest behind first. The process is expected to engender the following additional results:

- A strong analysis of the country situation including strategic stakeholders and financial flows relevant to the 2030 Agenda in the country and laid the foundation for expanded partnerships and engaged UN systems at country, regional and global levels.
- Identification of opportunities to promote and mobilize public and private investment needed to finance the achievement of the SDGs in Mauritius.
- Generate shared understanding among humanitarian, development, peace and human rights actors regarding the situation in the country, critical needs, vulnerabilities, conflict drivers and risks.
- Promote relevant and strategic multi-stakeholder engagement, facilitated cooperation, and drawn on its convening role and mandate under the UN Charter.

Throughout the exercise, data will be disaggregated as much as possible including by age, ethnic groups, gender, region and other status.

The submission of the final report should be in electronic copy. The Report should be submitted with an executive summary in English and should be of high quality in terms of presentation, relevance, and utility, presented in Times New Roman Text, font size 12 and have the following attributes:

- Concision: The report should cover the required material without being irrelevant and unwieldy.
- Readability: The report should be written in jargon-free language. Its language should be simple, clear and reader friendly.

All reports should be produced in English.

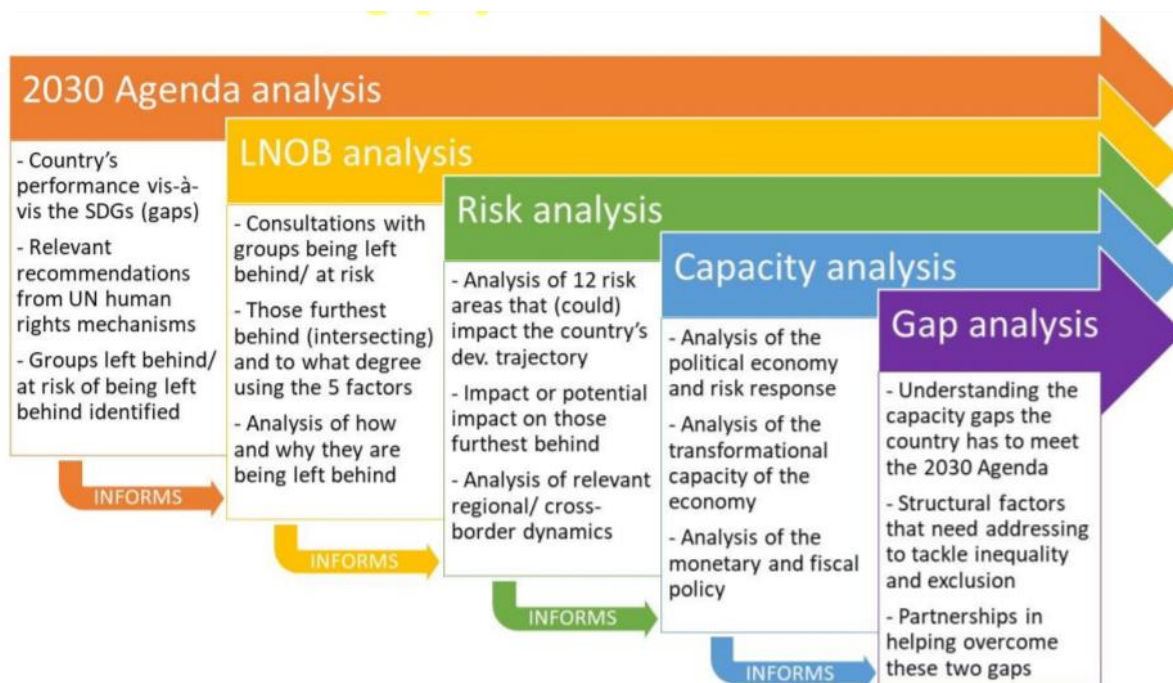
1.4 METHODOLOGY

The team of consultants shall work in close collaboration with the Resident Coordinator Office, the UNCT members and relevant national stakeholders.

The RCO office will make the necessary arrangements for the consultation meetings, if necessary and will provide access to most of the key development documents for consideration. The desk/literature review will utilize Risk Analysis and Leave no one behind (LNOB) lens to examine results achieved, lessons learnt, new priorities, examine challenges and opportunities and will recommend best practices to renew the current Strategic Partnership Framework (SPF) and to produce the next SPF.

Furthermore, ensure a participatory CCA process involving national stakeholders – government, development partners, international financial institutions, youth and women groups, people with disabilities, and other vulnerable groups of persons at risk of or already being left behind.

In a nutshell, to ensure a compressive and integrated analysis, the CCA will follow the following diagrammatic representation of analysis components:



1.5 WORKING ARRANGEMENTS

To ensure an inclusive process led by the UNCT in Mauritius, the CCA will be facilitated by an in-house **CCA Task Team** supported remotely by a consultant. The CCA Task Team will be led by the RCO under the leadership of the UN RC and supervision by the UNCT and relevant persons at the regional offices. The UN RCO will ensure the day-to-day management of the exercise.

(i) CCA Task Team

The CCA Task Team will be made up of senior technical programme colleagues with at least one representation from each agency (resident and non-resident). The proposed CCA Task Team will draw its membership from the current Programme Management Team (PM-SDG), the Operations Management Team and nominated persons by agencies. The Task Team, led by the Head of RCO will, among others:

- Review the detailed CCA methodology and data collection tools (where required) proposed by the consultant
- Provide relevant data and information (agency and sector related) to the consultant for analysis,
- Advise the consultant on the quality of the work and ensure the expected results of the CCA process are met on time,
- Submit inputs to the consultant for consolidation and the drafting of the CCA Report.
- Ensure the engagement and participation of relevant stakeholders.
- From time to time, update the CCA Report and provide input to the Country Data and Analysis Repository to be developed as part of this exercise.

(ii) Office of the UN Resident Coordinator

The RCO will be responsible for the overall coordination and day-to-day management of the CCA process on behalf of the RC/UNCT. It will provide guidance, data and analytical support as well as quality assurance, in consultation and coordination with the Task Team, UNCT, Government entities, development partners and relevant stakeholders. The responsibility of the RCO will also include:

- Facilitating the provision of necessary inputs (reference document and written inputs, as required) to the process
- Providing list of contacts for potential interviews and discussions;
- Organizing retreat, consultative meetings, briefing and debriefing sessions with the UNCT, the RC, Government counterparts, regional offices and headquarters;
- Coordinating the review of the draft research results and draft reports;
- Supervising and guiding the consultant

(iii) United Nations Country Team

The UNCT, under the leadership of the UN Resident Coordinator, will provide the second level of oversight and quality assurance on the entire CCA process. The UNCT will be responsible for approving all the deliverables. Specifically, the UNCT will:

- Guide the CCA Task Team by reviewing and approving the UNCT Roadmap, CCA ToR, the composition of the CCA Task Team and proposed CCA processes;
- Review and approve proposed data collection tools and CCA methodology;
- Provide timely feedback on the evolving draft of the CCA so that it meets the desired quality;
- Prior to finalization of the CCA report, facilitate the necessary consensus building with key stakeholder including Government, non-resident agencies and the approval by the UNCT;
- Through the RCO, draw upon the technical capacities, assets and expertise of UN global and regional levels (e.g. Peer Support Group, CCA and CF Reference Groups at the Regional and global level, etc) to ensure a high quality CCA is produced.

(iv) CCA Reference Group

The CCA Reference Group will be a multi-agency group that will provide overall quality assurance on the CCA process to ensure it is consistent with the UN guidelines and principles for a CCA. The Reference Group will be made up of mostly colleagues from Head Quarters, the Development Coordination office for Africa, and Agency Regional Bureaus. This Group will be constituted as soon as the drafting process of the CCA commences.

1.6 DUTIES AND RESPONSIBILITIES

Under the overall supervision of the RCO team leader and the technical guidance of the PMT, the team of consultants will be responsible for preparation, implementation and administration of the assignment. The team of consultants 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 Consultants).

International consultant

The international consultant is required to serve as the lead facilitator of the development of the CCA document and will be responsible for the outputs' quality and timeliness. As the lead, the international consultant will report directly to the RCO Team Leader who will be technically supported by the PMT Chairs, providing weekly progress briefings either verbally or by e-mail. The specific tasks of the consultants are outlined as following:

- Developing an outline and methodology for the CCA exercise in line with the UNSDG guidance on the CCA process and with focus on innovative approaches to inclusive and participatory data collection (including consultations with various stakeholder groups) and analytical processes;
- Facilitating discussions among UNCT, PMT, UN Results Groups and Theme Groups (Data – Monitoring & Evaluation, Gender, Humanitarian and Development Nexus, LNOB) about the concept and findings of the analysis;
- Synthesizing secondary and primary data and adding to existing data, statistics, analyses, reviews, research, studies and resources from within and outside the UN system with analytical inputs from and in close coordination with UNCT, PMT and UN Results Groups ;
- Facilitating discussions between the UNCT and Government through Ministry of National Development Planning including the National SDG Technical Working Group, Cooperating Partners Group, National Development Coordinating Committee forum, key stakeholders as required, on the draft CCA to validate and enrich the findings;
- Drafting a high quality CCA and revising it following the CCA presentation sessions as well as UN Development System and key stakeholders review and feedback;
- Finalizing and submitting the final CCA document incorporating the comments of the UNCT;
- Supervise and quality assure the work of the national consultant.

1.7 TIMELINES AND KEY MILESTONES

The consultancy will be conducted in 30 working days (spread over 12 weeks) for each consultant as per the following tentative timelines:

Phase	Content	Deliverables	Time frame
			International consultant
Phase I	Inception (which includes consultation with UN RCO, PMT) leading to the preparation and approval of an Inception Report that will outline the methodology and process as well as the documents to be consulted.	Inception report	2 days
Phase II	Analytical and Consultation Phase This will include desk review of key documents and reports as well as consultations with the relevant stakeholders leading to the preparation of a Synthesis Report. This document will have to be reviewed and validated by the PMT/UNCT and will be used to write the 1st Draft of the CCA.	Draft Report	20 days

Phase III	Drafting of the CCA This may include: - 1st Draft of the CCA as per the template and format which will be reviewed by the UNRCO and PMT - 2nd Draft of the CCA which will be reviewed by through formal consultations/workshops with the UNCT, Government Stakeholders and Other partners (DP's and Civil Society)	<ul style="list-style-type: none"> • Draft Report • MS PowerPoint with Key Points 	5 days
Phase IV	Finalization and Quality Assurance of the CCA Based on the comments received, the CCA will be finalized as per the requirements of Internal UN guidelines. This will be done with the UNRCO and the PMT	Final report	3 days
Total number of days			30 days

2 REQUIREMENTS FOR EXPERIENCE AND QUALIFICATIONS

INTERNATIONAL CONSULTANT

2.1 ACADEMIC QUALIFICATIONS:

Possess a minimum of a Master's degree in relevant fields - social sciences, development studies, economics, international relations or international development. A PhD is preferred. In addition, the Consultant must possess competencies listed below.

2.2 YEARS OF EXPERIENCE:

Have a minimum 10 years of progressive professional experience, and of which seven years in governance, development, policy and/or social sciences.

Experience in conducting CCAs.

Excellent written and spoken English.

2.3 COMPETENCIES:

- Demonstrate knowledge in UN methodologies of Risk Analysis, LNOB, Human Rights Approach to Data Approach or related
- Extensive knowledge of, and experience in applying qualitative and quantitative analytical methods using a wide range of analytical (including innovative) approaches;
- Excellent knowledge of Mauritius's development challenges
- Excellent understanding of development vulnerabilities and challenges in MIC/SIDS, including those linked to climate change
- Outstanding research methods and writing skills
- Demonstrated capacity for strategic thinking and policy advice are essential
- Knowledge and understanding of the UN reform processes, delivering as one SOPs, UNSDF and SDGs

3 DOCUMENTS TO BE INCLUDED WHEN SUBMITTING THE PROPOSALS

Interested consultants must submit the following documents/information to demonstrate their qualifications:

- a. Technical Proposal – this should include the following:
 - Profile of consultants and an outline of recent experience on assignments of a similar nature.
 - References from the consultants’ clients for similar assignments.
 - The consultants’ interpretation and demonstrated understanding of the assignment as per the TORs (interpretation of the TORs)
 - A clear description of the methodology and work plan that the consultants propose to execute the assignment with illustrations - describing the objectives, tasks and deliverables.
 - A work plan with indicative timelines that the consultants propose to employ in executing the assignment.
- b. Financial proposal:
- c. Financial offer containing a lump sum in USD for the deliverable specified in the ToR, and including a breakdown into number of anticipated working days, consultancy fee per day and costs for travel and any other expected expenditures.
- d. Personal CV and P11 including experience in similar projects and contacts of at least 3 referees.

4 TRAVEL

The contractors’ duty station will be home-based, with possible travel to Mauritius.

In the case of travel, payment of travel costs including tickets, lodging and terminal expenses should be agreed upon, between the respective business unit and Individual Consultants, prior to travel and will be reimbursed.

5 EVALUATION

Only those candidates who obtained at least 70% of points in each of the steps of the process will be considered for financial proposal evaluation.

- Stage 1: Preliminary evaluation of the proposals will be based on yes/no response as per the table below. If the response is “no” for any of the 3 criteria, the consultants will be disqualified from further evaluation.
- Stage 2: Technical Capability of the Consultants to deliver the required consultancy outputs evaluated on a scale of 0-100 points wherein the qualifying mark is 70%. The criteria to be used are shown below:

INTERNATIONAL CONSULTANT

Technical Criteria	70% of total evaluation	
Criteria A	Relevant education background: Minimum of a Master's degree in relevant fields - social sciences, development studies, international development among others.	Yes/No
Criteria B	Adequate work and/or professional experience: Have a minimum 10 years of progressive professional experience in governance, development, policy and/or social sciences.	Yes/No
Criteria C	Complete Consultancy package submitted (Technical and financial proposals)	Yes/No
Criteria D	Demonstrate knowledge in one or more of the UN methodologies of Risk Analysis, LNOB, Human Rights Approach to Data Approach or related.	30 points
Criteria E	Methodology/Approach: A clear description of the methodology and work plan that the consultants propose to execute the assignment with illustrations – describing the objectives, tasks and deliverables.	30 points
Criteria F	Experience in conducting CCAs	10
Criteria G	Demonstrated experience in complex analyses through published work	10
Criteria H	Excellent knowledge of Mauritius's development challenges and understanding of development vulnerabilities and challenges in MIC/SIDS, including those linked to climate change	10
Criteria I	Knowledge and understanding of the UN reform processes, Delivering as One and Leave No One Behind SOPs, and SDGs.	10

Consultants will be evaluated based on the Cumulative Analyses Methodology (weighted scoring method), where the award of the contract will be made the consultants whose offer has been evaluated and determined as:

- a) Responsive / compliant / acceptable, and
- b) Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation.
 - Technical Criteria weight (70%)
 - Financial Criteria weight (30%)

Only Individual Consultants obtaining a minimum of 70% of the obtainable points of 100 points in technical evaluation would be considered for the Financial Evaluation. The total number of points allocated for the price component is 100. The maximum number of points will be allotted to the lowest price proposal that is opened and compared among those technical qualified candidates who have attained a minimum of 70% score in the technical evaluation. All other price proposals will receive points in inverse proportion to the lowest price.

The United Nations Office applies a fair and transparent selection process that would take into account both the technical qualification of Individual Consultants as well as their price proposals. The contract will be awarded to the candidate obtaining the highest combined technical and financial scores.

UNRCO for Mauritius and Seychelles retains the right to contact references directly.

Proposals should be clearly marked “Formulation of a Common Country Analysis for the Republic of Mauritius”.

6 REPORTING AND REMUNERATION

The consultants will be recruited and paid in accordance with UN terms and conditions of remuneration for individual consultants. The consultant will report to the UNRCO, RCO team leader. The payments to the consultants will be pegged on the attainment of certain milestones as per the agreed Work Schedule within a working period of 30 days spread over 12 weeks.

The fees will be paid in line with the following schedule and upon acceptance of key deliverables:

- Final Inception Report (10%)
- Validated Synthesis Report (25%)
- 2nd Draft of the CCA (25%)
- Final and Validated CCA (40%)

7 APPROVAL

This TOR is approved by:

Signature



Name and Designation Christine N. Umutoni, UN Resident Coordinator

Date of Signing 29 July 2021