

## TERMS OF REFERENCE

Services: Common Country Analysis Consultant (Writer & Analysis)

Project Title: Consultancy to Support UN Ghana to write a Common Country Analysis Report 2021

Duration: 30 working days

Supervisor: UN RCO Strategic Planner & Team Leader

Source of Funding: UN RCO, Activity 7

### 1. Introduction/Background

The Common Country Analysis (CCA) is a UN system's mandate-based independent, impartial, and integrated analysis that provides a holistic picture of the country context. It sets a baseline and direction for a strategic, human rights-based and risk-informed Country Cooperation Framework. It is thus a critical reference document for benchmarking and assessing the relevance of the Cooperation Framework during its implementation and evaluation. To accurately report on progress against goals and targets, as well as to capture the UN Country Team's (UNCT's) contributions, the first priority of the CCA is to establish baselines across the Sustainable Development Goals (SDGs) framework, to the extent possible. The Cooperation Framework Strategic Results Groups will use these baselines to track progress against clearly defined outcome level indicators.

Ghana's UNSDP 2018-2022 reflects the country's national goals, its commitments to global development initiatives and sets out the UN system's collective contributions to support the government and other stakeholders achieve these goals. In particular the UNSDP is aligned to *'The Coordinated Programme of Economic and Social Development Policies'*, 2017- 2024, which sets out a vision for agricultural modernisation, industrial diversification, and youth employment; embeds national strategies to localise and achieve the SDGs; and articulates a self-reliant pathway to economic transformation and inclusive growth.

Recognizing that the COVID-19 pandemic is a multidimensional crisis – i.e., health crisis, care crisis, economic crisis, governance crisis and environmental sustainability and climate crisis, the UN in Ghana designed the [Socio-Economic Response and Recovery Plan](#) (SERRP). The SERRP analysis and interventions provide a response tailored to the Ghanaian context focused on the effects of COVID-19 with a view to optimizing the UN response. Building on the SERRP analysis, the CCA is an overarching and live document which sets the strategic direction for the UNCT and potentially other international organizations and partners.

The CCA involves all UNCT members according to their technical expertise and focuses on in-depth analysis of root causes while also examining and updating the analysis of the status quo. The SERRP analysis will feed into the analytical products of the CCA. The new UN Cooperation Framework requires the CCA to be kept light and regularly updated to track and reflect situational developments. There is therefore a need to embark on the process of developing a new CCA report for Ghana in 2021 feeding into the design of the next Cooperation Framework. The CCA will be data informed and forward looking, supporting rigorous analysis to inform evidence-based programming- especially within the context of the COVID-19 Pandemic.

Objectives and scope of the CCA exercise are outlined in the attached CCA Concept Note and mapping of specific areas that the various UN Results and Interagency Working Groups will cover.

## **2. Purpose:**

This consultancy will support the UNCT in Ghana to develop and draft a high-quality and evidence-based CCA report which examines the progress, gaps, opportunities and bottlenecks vis a-vis Ghana's commitment to the achievement of the 2030 Agenda. The CCA must be based on the Cooperation Framework Guidelines (June 2019); the companion pieces of the Cooperation Framework Guidelines including the framework guidance on UN Common Country Analysis (July 2019); and the CCA template (June 2021). Hence, the main elements expected of the CCA are:

- Taking stock of Ghana's progress towards fulfilment of the 2030 Agenda;
- Analysing opportunities and constraints in achieving SDG targets with emphasis on gender equality, youth participation, disability inclusion and those left behind;
- Examining the governance structures, institutions, existing capacities and capacity gaps in the country, including from a sustaining peace perspective;
- Identifying emerging challenges, critical gaps and potential partnerships to support implementation of SDGs commitments for Ghana as the UN enters the Decade of Action.

## **3. Specific Objectives:**

1. To develop an outline of the CCA analytical report, guided by the CCA thematic areas, template, and the analytical inputs identified through the CCA Concept Note.
2. To review and integrate the CCA analytical inputs submitted by the UNSDP Results and Interagency Working Groups for a coherent, comprehensive, concise and relevant CCA draft report. The analysis will highlight, disaggregated data available as well as gaps that need to be addressed to further inform the analysis plus describe and analyze the key challenges and opportunities in relation to achieving national priorities for Agenda 2030, international human rights and gender equality obligations and agreed international norms and standards and regional commitments.
3. To work with specific CCA penholders (as needed) and the CCA Interagency Team (IAT), based on the above review and analysis, to further fill the data and information gaps. In addition, the consultant will participate in the CCA IAT meetings to update members regarding the CCA progress as well as needed information/data from the analytical inputs.
4. To prepare and make a formal presentation of the draft CCA report to the IAT who will provide feedback on the report. Upon review of the first draft CCA report by the IAT, the consultant will input comments and produce a second draft.
5. To produce a second draft of the CCA report (based on the outline developed in step 1) while working with the RGs/IAWGs inputs (in number 2 and 3 above) with a specific focus on analytical findings, disaggregated data across analysis themes, big trends and rallying areas, and integrated analytical lenses (exclusion analysis, capacity and gap analysis, stakeholder and partnership analysis, digital transformation and cooperation analysis and multidimensional risk analysis).
6. To, upon UNCT approval of the second CCA report, make a formal presentation to broader stakeholders (RCO working with the IAT will coordinate and convene the stakeholders CCA validation workshop).

7. To produce a final CCA draft report to be reviewed by the IAT, UNCT and Peer Support Group- and develop a comprehensive slide deck presentation on the CCA report..
8. To produce and submit the final CCA report to RCO, working closely with the CCA IAT to fill any analytical gaps.

#### **4. Methodology:**

The consultant will develop a technically sound methodology in accordance with human rights approach to data, international data protection standards and the UN Principles on Personal Data Protection and Privacy. The methodology will amongst others:

- Draw on and synthesize inputs from across the UN system in Ghana. Per the CCA Concept Note, the UN in Ghana will produce analysis of big trends, rallying and thematic areas that serve as inputs to the CCA report. These include national and sector-specific inputs in line with the CCA report template;
- Ensure a coherent narrative following the CCA template and capture the analytical highlights of the analytical briefs. The CCA consultant will work closely with Results Groups and CCA penholders to support relevant, timely and evidence based inputs;
- The evidence and data, where it is possible, needs to be disaggregated not only by income, gender, disability, geography and age, but also other grounds of discrimination prohibited under international law. Social, cultural, economic, political, legislative and other systemic drivers of exclusion should be examined and described.

#### **5. Working arrangements**

- The Consultant will work under the guidance of the UN Resident Coordinator, the UNCT, the Resident Coordinator's Office (RCO) and the Peer Support Group (PSG) through the IAT
- The Consultant will be supervised by the RCO Team Leader, under the overall guidance of the UN Resident Coordinator.
- The Consultant will work on a daily basis with the RCO and the IAT who will oversee and guide their work.
- The Consultant will liaise with relevant CCA analytical product penholders as required to guide and synthesize inputs and capture relevant information and analysis.

**Responsibilities of the CCA IAT:** Under the leadership of RCO Team Leader, the IAT will be responsible for the successful execution of the CCA process by managing and quality assuring the work and deliverables of the consultant. In particular, they will:

- Guide the consultant in preparing the CCA report;
- Provide the consultant with all analytical products and inputs required for the CCA report (per the CCA Concept Note and report template);
- Facilitate the review of the draft CCA report, stakeholder engagement and feedback on the CCA report (including from the Regional Peer Support Group);
- Review and approve the final CCA report ensuring feedback from stakeholders is accurately reflected and the report is of high quality, meeting UN standards.

All UN Agencies will contribute to the analytical inputs required in the context of this exercise, working through the IAT, UN Results and Interagency Working Groups to:

- Provide timely CCA report inputs including sharing thematic briefs, integrated analysis lenses etc. per the CCA Concept Note as the basis for a coherent CCA report;
- Identify all key stakeholders to be consulted during the CCA process;
- 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 and final approval by the UNCT;
- Through the RCO, draw upon the technical capacities, assets and expertise of UN global and regional levels for a high quality and accessible CCA right from design of the Concept Note to finalization of CCA; and
- Provide guidance and ongoing support to the consultant on reflecting CCA and UN guiding principles and normative frameworks (leaving no one behind, a human rights-based approach to development, gender equality and women's empowerment, resilience, sustainability and accountability).

#### **Responsibilities of the Consultant:**

Under the overall guidance of the IAT and the RCO Team Leader, the Consultant will lead in drafting the CCA report and will be specifically responsible for the following:

- Provide an outline of the CCA report based on the CCA Concept Note and CCA template outlining required inputs from the IAT, RCO, Results Groups and Interagency Working Groups;
- Organize meetings and liaise with CCA penholders contributing to products/inputs to the CCA report ensuring coherence, disaggregated data and integrated analytical lenses capture exclusion, stakeholder, multidimensional risks, capacity and gap plus digital analyses;
- Liaise with CCA IAT for the development of analysis tools and systems instrumental to the CCA reporting;
- Support consultations with key stakeholders (Government, international development partners, civil society, private sector, municipalities, vulnerable populations including women, Persons With Disabilities, youth, children and those at risk of or already left behind) in close consultation with the IAT;
- Lead the drafting and presentation of a high quality analytical CCA report, synthesizing CCA analytical inputs into a coherent narrative in line with the CCA Concept Note, template and guidance;
- Prepare presentations to UNCT and national stakeholders as may be needed;
- Ensure integration of the UN Guiding/Programming Principles into the CCA report:
  - i) Leave no one behind;
  - ii) Human rights-based approach;
  - iii) gender equality and women's empowerment;
  - iv) resilience;
  - v) accountability;
  - and vi) sustainability;
- Revise the draft CCA report following feedback from IAT, UNCT and PSG and stakeholder consultations and validation.

## 6. Deliverables

Specific deliverables of the consultancy include:

Deliverable	Due Date	No. of Working Days	Payment Schedule	Review and approvals required
An outline of the CCA analytical report following the CCA Concept Note and template.	August 7	2	-	RC & IAT
First draft of the CCA report with a specific focus on analytical findings, disaggregated data across analysis themes, leave no one behind, root cause analysis as an integrated framework and in reference to the socio-economic analysis*	August 21	10	20%	RC & IAT
Second draft CCA analytical report with input from the CCA IAT	September 3	10	20%	UNCT, PSG
A formal CCA presentation to stakeholders (validation)	September 6		10%	
Final CCA draft report Based on input from the stakeholder's validation workshop**	September 20	8	50%	UNCT

\*Draft CCA Report. This must include discussion of findings, conclusions and recommendations from the CCA inputs (thematic briefs, big trends and rallying areas analysis plus integrated analytical lenses). The report must address all the objectives of the CCA. Max. 40 pages- see CCA template for more details.

**\*\*Final CCA Report Max. 40 pages plus essential annexes and 1,500 words Executive Summary (submitted in hard and soft copy). To be assessed using UNSDG Quality Checklist for CCA development.**

Payment of deliverables is per the above payment schedule and dependent on approval of the RCO Team Leader following consultation with relevant review mechanisms to ensure deliverables meet quality standards.

## **7. Competencies Education:**

- Advanced university degree (Master's and equivalent) in development studies, economics, social sciences, international relations or any other related field;
- Experience: At least 10 years' experience of conducting country/national level situational analysis, UN common country programming processes, some of which must be related to 2030 Agenda for sustainable development/SDGs; and SDG localisation and reporting processes;
- Previous experience of producing/writing UN Common Country Analysis is an asset;
- Substantial professional report writing experience on related thematic areas (economic, social, environmental);
- Experience in the discourse around UN development system reforms and related trainings/workshops of the UN System Staff College and other UN entities;
- Ability to deliver a high-analytical report in a very short time and ability to support research teams and work effectively and constructively in a multi-agency setting;
- Experience in Ghana and/or West Africa highly desirable; and
- Languages: - Excellent analytical writing and oral presentational English.

## **8. Application procedure & documents to be submitted:**

Interested Consultants must submit the following documents/information to demonstrate their qualifications on or before suggested deadline indicated on the UNDP website.

1. Technical Proposal - explaining why they are the most suitable candidate for the work, providing a brief methodology on how they will approach and conduct the work, and highlighting their relevant work experience and skills for the assignment. The Consultant's curriculum vitae, outlining detailed qualifications, experience and skills should be presented in the UN P.11 form filled. References specified in P11 should be available and containing information for at least 3 reference checks. A blank P11 form can be downloaded from: [https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=&cad=rja&uact=8&ved=2ahUKEwiNwIDnyuLwAhURFRQKHVMECVAQFjAJegQIFRAD&url=https%3A%2F%2Funoca.unmissions.org%2Fsites%2Fdefault%2Ffiles%2Fp11- personal\\_history\\_profile\\_-\\_english.pdf&usg=AOvVaw1pjSmKJeTDLr-II0KbpNqc](https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=&cad=rja&uact=8&ved=2ahUKEwiNwIDnyuLwAhURFRQKHVMECVAQFjAJegQIFRAD&url=https%3A%2F%2Funoca.unmissions.org%2Fsites%2Fdefault%2Ffiles%2Fp11- personal_history_profile_-_english.pdf&usg=AOvVaw1pjSmKJeTDLr-II0KbpNqc)
2. Financial proposal - this will include the fees, travel costs (in particular for missions, living allowance and others) considered inherent to the consulting. The financial proposal shall indicate the overall amount of the proposed all-inclusive (LUMP-SUM) and shall be presented according to the breakdown costs as per the template provided on the UNDP website. Financial Proposal with reference to (1) the daily rate for the assignment and within the timing scale indicated in the present TOR, and (2) any other expenses (including transportation costs, accommodation costs,

the possibility of vaccination and etc.). Template of the form can be found at: **(to be inserted)**. UNDP will enter into a contract based on a lump sum amount. The financial proposal shall represent a detailed, justified and “all inclusive” amount. In order to assist UNDP in the comparison of financial proposals, the financial proposal shall include a breakdown of this lump sum amount, including:

- a daily fee for the tasks and an estimated duration as specified in this announcement, travel (to and from the missions), per diems, any other possible costs (including vaccinations, dwelling, communication etc.);
- Proposals not meeting the above requirements will be rejected.

## 9. Evaluation criteria

The award of the contract will be made to the consultant whose offer has been evaluated and determined as having received the highest combined score of the technical and financial scores.

- Technical Criteria weight: 70%

- Financial Criteria weight: 30%

Only candidates obtaining a minimum of 70 points out of 100 points at the technical evaluation will be considered for the financial evaluation.

- Criterion A: Relevant educational background (max 10 points)
- Criterion B: 10 years’ experience of conducting multi-disciplinary country/national level situational analysis related to 2030 Agenda or SDGs (max 30 points)
- Criterion C: Previous experience working in Ghana and/or West Africa (max 5 points)
- Criteria D: Previous experience of conducting UN Common Country Analysis (max 5 points)
- Criteria E: Substantial professional application of human rights, gender equality, environmental sustainability, result-based management, digital development and capacity development in research (max 20 points)
- Criteria F: Knowledge of English (max 10 points)
- Criteria G: Interview (20 max points)

The Financial Score (FS) for the financial proposal will be calculated in the following manner:

- $FS = 100 \times F_m/F$ , in which FS is the financial score,  $F_m$  is the lowest price and F the price of the proposal under consideration. (Total Financial Maximum points = 100 points); Total Score.
- The Technical Score (TeS) attained by each proposal will be used in determining the Total Score (ToS) as follows:
  - o The weights given to the technical and financial proposals are:  $Te = 0.7$ ,  $F = 0.3$
  - o The Total score will be calculated by formula:  $ToS = T \times 0.7 + F \times 0.3$
  - o ToS - Is the total score of the proposal under consideration;
  - o TeS - Is technical score of the proposal under consideration;
  - o FS - Is financial score of the proposal under consideration.

Additional requirements for recommended contractor: Recommended contractor aged 65 and older has to submit a statement of good health.