

# ANNEX I



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## TERM OF REFERENCE (ToR) FOR THE RECRUITMENT OF AN INDIVIDUAL CONSULTANT (NATIONAL)

### GENERAL INFORMATION

**Services/Work Description:** Consultancy to hire a Facilitator for Multi-stakeholder Collaboration for Ghana's Cocoa Sector

**Project/Program Title:** Sustainable Commodity Production and Trade: multi-stakeholder collaboration for systemic change

**Duty Station:** Accra, Ghana

**Expected Places of Travel:** N/A

**Duration:** 100 workdays between 3<sup>rd</sup> January 2022 and 31 September 2022.

**Expected Start Date:** 3 January, 2022

### I. BACKGROUND / PROJECT DESCRIPTION

Over the past couple of years, UNDP and the Ghana Cocoa Board have explored the establishment of a cocoa platform, an initiative aimed at enhancing public-private dialogue and joint action planning to support the scale up of sustainable production in the sector. The Platform was to consist of long term facilitated dialogues for stakeholders directly involved with the Ghanaian cocoa supply chain or affected by it. The Ghana Cocoa Platform, as it was tentatively called, was to provide an opportunity to address underlying barriers for sustainable cocoa production by generating dialogue between producers, government, buyers and other stakeholders. The key aims of the platform would be to address the root of challenges, such as land and tree tenure systems, public policy and institutional capacity for national technical support, access to crop inputs, access to finance and markets, environmental degradation in cocoa landscapes, etc.

Despite years of expressed interest by Ghana's government, international cocoa companies and development agencies, such a platform is yet to materialize. Indeed, in spite of years of investment made in Ghana's cocoa sector, impacts are often isolated and have not resulted in a transformation of the sector. Projects on the ground that address sustainability problems at the farm level are often not able to address systemic challenges and promote an effective enabling environment for change.

There is, however, a growing recognition among stakeholders that the challenges facing the cocoa sector and the integrity of cocoa growing landscapes cannot be solved by any one actor alone but require a unified effort by many actors. Yet collaboration remains a challenge as many actors work in isolation - public institutions within their remit, private companies within their supply-chain, and development agencies within their projects.

Based on this, UNDP is partnering the Swiss State Secretariat for Economic Affairs (SECO) and other like-minded partners to assess the viability of a multi-stakeholder platform for the cocoa sector of Ghana to promote dialogue and foster collaborative action between multiple stakeholders. To this end UNDP is seeking a Facilitator of Multi-stakeholder Collaboration to organize the participatory activities with public and private stakeholders that will form part of the scoping process.

### Objective of the Assignment

The Platform Systems Facilitator will bring process expertise to the work and support the design of workshops / (online) meetings on different topics in accordance with the methodology of UNDP's Green Commodities Programme. The person will also be key in bringing a systemic change perspective and ensuring all the stakeholders are engaged in the appropriate way.

## II. SCOPE OF WORK AND EXPECTED DELIVERABLES

The Facilitator will undertake this assignment in close consultation with key actors within the cocoa value chain, including Ghana Cocoa Board and other public institutions, private sector actors, CSOs and development agencies.

### Specific Tasks

- Collect and synthesise existing information on baseline situation, including key actors and initiatives in the Ghanaian cocoa sector
- Design and facilitate interactive processes - either virtual, in-person or a combination. Prepare agenda designs and facilitation notes for all engagements, workshops and events to support the logical flow of content and group process dynamics.
- Through facilitated workshops and dialogue provide stakeholders with an nuanced understanding of 'the system' that needs transformation, and its underlying barriers for change, power analysis, scenario planning and other elements of a systems change approach. .
- Arrange workshops and meetings and facilitate multi-stakeholder dialogue and engagement to discuss the viability of a national cocoa platform
- In collaboration with UNDP/Ghana and the advisors in UNDP's Green Commodities Programme, coordinate with likeminded agencies to ensure a coherent approach and their active support of a National Cocoa Platform
- Provide inputs for the international project design specialist to formulate a proposal for donor funding.

### Deliverables

- 1. Inception Report:** The Consultant will work with UNDP/Ghana and with the advisors in UNDP's Green commodities Programme to define a detailed workplan and methodology of the multi-stakeholder consultation and engagement process, including a list of anticipated events and meetings, tentative participants and agenda points;
- 2. Platform Scoping Report:** The Consultant will summarize the results and conclusions of workshops, engagement, dialogue and coordination meetings, feedback and endorsements received as well as conclusions from document reviews and other technical information that has informed the scoping process;
- 3. Final Platform Operationalization Report:** The consultant will deliver a synthesis of the Platform Scoping process and conclusions and recommendations for a project design based on inputs received from stakeholders. The Report will contain considerations on viability of a multi-stakeholder platform, on platform design issues, stakeholder engagement, process to establish the platform and other details agreed with UNDP. The report will provide inputs to the international project design specialist who will formulate a project proposal for donor funding;
- 4. Addendum to Final Platform Operationalization Report:** The Addendum will stipulate support provided to project proposal formulation, continued engagement with key stakeholders and coordination with likeminded partners.

No.	Deliverables / Outputs	Estimated deadline	Review and Approvals Required
1	Inception Report	Two weeks upon signing the contract	UNDP

2	Platform Scoping Report	Four months after signing contract	UNDP
3	Final Platform Operationalization Report	Six months after signing contract	UNDP
4	Addendum to final report	Eight months	UNDP

### III. INSTITUTIONAL ARRANGEMENT / REPORTING RELATIONSHIPS

- Duty station: Home based
- This consultancy is meant for one Facilitator for Multi-Stakeholder Collaboration. UNDP will sign the contract with this individual.
- The Consultant will report to the UNDP Ghana's Deputy Resident Representative. On a day to day basis, they will liaise with UNDP's Forest Specialist and advisers from UNDP's Green Commodities Programme (GCP).
- Payments will be made upon satisfactory delivery of output and acceptance and confirmation from UNDP on output delivered.

### IV. LOGISTICS AND ADMINISTRATIVE SUPPORT TO PROSPECT IC

- The consultant will be given access to relevant information necessary for execution of the tasks under this assignment;
- The consultant will be responsible for providing their own working station (i.e. laptop, internet, phone, etc.) and must have access to reliable internet connection.
- The consultant will receive funding to organize relevant stakeholder meetings as part of the stakeholder engagement process. UNDP will handle the organization of the large stakeholder consultations. All meetings will be organized while strictly adhering to COVID-19 safety protocols in line with national guidelines.

### V. DURATION OF THE WORK

- The work requires 100 workdays between 3<sup>rd</sup> January 2022 and 31 September 2022.

### VI. REQUIRED QUALIFICATIONS OF THE ORGANIZATION

The person is expected to meet the following qualifications:

#### **Experience of the Consultant**

##### **Experience:**

- At least ten years of experience designing and facilitating multi-stakeholder interaction using a variety of approaches and tools with an emphasis on employing a systemic thinking approach and design thinking.
- Proven experience in fostering collaboration and collective agreement among diverse partners with differences of opinion and diverging perspectives. Experience working with multi-stakeholder platforms in the agriculture or commodities sector would be an advantage.
- Astute political instincts. Multiple experiences of working in different political and cultural contexts. The ability to see how it will impact and influence the process and commitment to adapt these processes to the current context.
- An excellent collaborative work style, with an openness to change and ability to receive/integrate feedback and a track record with ways to promote diversity and inclusion in dialogue.
- An excellent ability to plan/project manage, organize, implement, report on work and work under pressure and tight deadlines.

**Language:**

- Fluency in English language, including excellent drafting and presentation skills.

**Functional Competencies:**

- Demonstrated experience in virtual facilitation and use of virtual tools
- A track record of delivering successful consultancy service in a timely manner
- Ability to multi-task and have good time management skills
- Strong analytical aptitude, communication, facilitation and presentation expertise.

**Core Competencies:**

- Demonstrates integrity by modeling the UN's values and ethical standards;
- Promotes the vision, mission, and strategic goals of UNDP;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Treats all people fairly without favoritism; and
- Fulfills all obligations to gender sensitivity and zero tolerance for sexual harassment

**VII. EVALUATION CRITERIA**

The technical proposal shall demonstrate clearly how the consultant intends to carry out the assignment. The detailed implementation plan will include an outline of the implementation strategy, conceptual framework and approach, as well as monitoring and reporting framework/format.

The financial proposal shall specify a total lump sum amount, and payment terms around specific and measurable (qualitative and quantitative) deliverables (i.e. whether payments fall in instalments or upon completion of the entire contract). Payments are based upon output, i.e. upon delivery of the services specified in the TOR. In order to assist the requesting unit in the comparison of financial proposals, the financial proposal will include a breakdown of this lump sum amount (including travel, per diems, number of anticipated working days).

The consultant will be evaluated based on a cumulative analysis taking into consideration the combination of the qualifications, experience and competencies. A two-stage procedure is utilized in evaluating the proposals, with evaluation of the technical proposals prior to any price proposal being considered and compared. The Financial Proposals will be considered only for proposals that passed or attained the minimum technical score in the evaluation of the Technical Proposals. The technical proposals are evaluated on the basis of its responsiveness to the TOR.

For proposals to be considered technically compliant, the average technical evaluation score must exceed the minimum as show below.

No	Description	Minimum Score required	Maximum score required
1	Technical proposal	50%	70%
2	Financial proposal	N/A	30%

The award of the contract shall be made to the Consultant after the offer has been evaluated and determined as:

- Responsive/compliant/acceptable;
- Having been deemed to meet both technical and financial criteria related to the scope of works, and
- Technical Criteria - 70% of total evaluation; Financial Criteria - 30% of total evaluation

**Technical criteria (70%) :**

Weightings and criteria that would be applied in order to evaluate technical and financial proposals are shown below.

<b>Criteria</b>	<b>Weight</b>	<b>Max. Point</b>
<b>Technical Competence (based on Company Profile, CV, Proposal and interview (if required))</b>	<b>70%</b>	100 points
Relevant professional experience of consultant including: <ul style="list-style-type: none"> <li>▪ At least ten years of experience designing and facilitating multi-stakeholder interaction using a variety of approaches and tools with an emphasis on employing a systemic thinking approach and design thinking. (20 points)</li> <li>▪ Proven experience in fostering collaboration and collective agreement among diverse partners with differences of opinion and diverging perspectives. Experience working with multi-stakeholder platforms in the agriculture or commodities sector would be an advantage. (25 points)</li> <li>▪ Astute political instincts. Multiple experiences of working in different political and cultural contexts. The ability to see how it will impact and influence the process and commitment to adapt these processes to the current context. (10 points)</li> <li>▪ An excellent collaborative work style, with an openness to change and ability to receive/integrate feedback and a track record with ways to promote diversity and inclusion in dialogue. (10 points)</li> <li>▪ An excellent ability to plan/project manage, organize, implement, report on work and work under pressure and tight deadlines. (15 points)</li> </ul>		80 points
<ul style="list-style-type: none"> <li>▪ Proposed approach and understanding of assignment, demonstrating the set-up, facilitation and operationalization of a systems change multi-stakeholder platform<sup>1</sup></li> </ul>		20 points
<b>Financial (Lower Offer/Offer)*30</b>	<b>30%</b>	30%
<b>Total Score</b>	<b>Technical Score + Financial Score</b>	

**VIII. PAYMENT MILESTONES AND AUTHORITY**

The consultant shall receive their lump sum service fees upon certification of the completed task satisfactorily, as per the following payment schedules:

<b>Installment of Payment/ Period</b>	<b>Deliverables or Documents to be Delivered</b>	<b>Approval should be obtained</b>	<b>Percentage of Payment</b>
Two weeks upon signing the contract	Inception Report	Yes	20% of total contract sum
Four months upon signing the contract	Draft Report	Yes	20% of total contract sum

<sup>1</sup> Candidates should note that this is only to help demonstrate their thought leadership and understanding of the subject matter to aid in the selection process as the actual process in itself.

Installment of Payment/ Period	Deliverables or Documents to be Delivered	Approval should be obtained	Percentage of Payment
Six months upon signing contract	Final Platform Operationalization Report	Yes	30% of total contract sum
Eight months upon signing the contract	Addendum to final report	Yes	30% of total contract sum

#### IX. CONFIDENTIALITY AND PROPRIETARY INTERESTS

The consultant shall not either during the term or after termination of the assignment, disclose any proprietary or confidential information related to the consultancy service without prior written consent. Proprietary interests on all materials and documents prepared by the Consultant under the assignment shall become and remain properties of UNDP.

#### This TOR is approved by:

**Name:** Stephen Kansuk

**Designation:** Head of Cluster (Environment and Climate)

*Stephen Kansuk*

**Signature:** \_\_\_\_\_

**Date Signed:** 16-Nov-2021

#### This TOR is approved by:

**Name:** Sukhrob Khoshmukhamedov

**Designation:** Deputy Resident Representative



**Signature:** \_\_\_\_\_

**Date Signed:** 16-Nov-2021