



## Terms of Reference for Individual Consultant

**Services/Work Description:** Consultant for providing technical expert services of a **Disaster Risk Reduction – Climate Change Expert and Team Leader**

**Project/Programme Title:** Sahel Resilience Project

**Consultancy Title:** Disaster Risk Reduction – Climate Change Expert and Team Leader – International Consultant

**Duty Station:** Home-based, with travel to Abuja, Nigeria and other ECOWAS member states as required

**Duration:** 120 days over a period of eight months September 2022 – April 2023

**Expected start date:** 01 September 2022 or within one week of signing the contract

### A. Background

The Economic Community of West African States (ECOWAS) was established on 28 May 1975 with the goal of promoting economic integration of its fifteen Member States: Benin, Burkina Faso, Cape Verde, Côte d'Ivoire, The Gambia, Ghana, Guinea, Guinea-Bissau, Liberia, Mali, Niger, Nigeria, Senegal, Sierra Leone and Togo. For promoting this regional economic integration, the development goals in the ECOWAS region include accelerating growth, achieving optimum utilization of human, natural and mineral resources, creating wealth, reducing poverty, improving quality of life, and deepening regional trade, business and integration.<sup>1</sup> Through achieving these developmental goals, the ECOWAS Commission aims to fulfil its vision of creating an integrated and borderless region where its population can move freely, access education and healthcare, and access and effectively utilize its abundant resources through economic and commercial opportunities under a sustainable environment where principles of democracy, rule of law and good governance are respected.<sup>2</sup> For achieving this vision, the ECOWAS Commission supports its Member States through interventions in 10 major sectors: Agriculture and Environment, Energy, Health and Social Affairs, Telecommunication, Water, Trade, Infrastructure, Civil societies, Information and Communications Technology (ICT) and Political affairs.

Among these, agriculture, forestry and fishing – the largest sector in every other country in the West African region barring The Gambia, Cape Verde and Niger – account for 20–50 percent of Gross Domestic Product (GDP),<sup>3</sup> and are at present affected acutely by climate fluctuations and other hazards they are exposed to. As these sectors form the basis for food security, employment and development,<sup>4</sup> impacts of climate change and disasters make dependent populations highly vulnerable. For example, recurrent disasters have caused persistent deterioration of livelihoods, pushing people deeper into poverty and food insecurity and undermining their resilience to future shocks and stresses, with varying impacts on different social groups such as women, children, older persons, persons with disabilities and other vulnerable groups. This is exacerbated by rapid and unplanned urbanization, environmental degradation, deepening poverty levels, gender inequalities,

<sup>1</sup> ECOWAS strategic framework for private sector and enterprise promotion 2015 – 2020 theme: inclusive growth, innovation, competitiveness and development co-operation

<sup>2</sup> <https://www.ecowas.int/>

<sup>3</sup> Jalloh, M (2013) 'Natural resources endowment and economic growth: The West African Experience'. *Journal of Natural Resources and Development*. (03): 66-84.

<sup>4</sup> Regional United Nations Development Group (R-UNDG), 2017. Eastern and Southern Africa (ESA) & western and central Africa (WCA) Strategic Framework to Support Resilient Development in Africa

governance challenges, low socio-economic development, and chronic humanitarian crises due to recurrent drought, flooding, food insecurity, epidemics and violent conflict and high population growth.<sup>5, 6, 7</sup> Furthering this context of fragility and vulnerability of communities are a number of other key issues: the West African population is young and growing wherein more than 64 percent of the region's population is under the age of 25 years, and the population is projected to reach approximately 900 million by 2050.<sup>8</sup> This, in addition to limited access to basic service and strained government capacity, creates a complex security context affected by violent extremism, criminality and terrorism.<sup>9</sup> The cumulative impacts of these events have been eroding hard-earned development gains, while undermining recovery from various crises as well as resilience to future ones.

To strengthen developmental progress within this complex context, the ECOWAS Commission has undertaken substantial efforts in addressing risks and building resilience of the region to shocks and stresses. These efforts include the ECOWAS Disaster Risk Reduction (DRR) Plan of Action (2015–2030), that aims to strengthen relevant institutions at regional and national levels for addressing the evolving and challenging risk scenarios that often present competing and complex priorities. Further, it aims to mobilize a broad coalition of partners to build resilience to hazards and for integrating disaster risk reduction into sustainable development. In addition to the Plan of Action, other initiatives include the ECOWAS Regional Strategy on Reduction of Vulnerability and Adaptation to Climate Change in West Africa, the Plan of Action of The ECOWAS Humanitarian Policy (2012 – 2017), the ECOWAS Policy for Disaster Risk Reduction (2006), and the ECOWAS Disaster Risk Reduction Gender Strategy and Action Plan (2020 – 2030).

Notwithstanding these efforts and instruments for risk reduction and recovery, the COVID-19 pandemic has revealed the vulnerabilities of socio-economic sectors and spotlighted the need for strengthening its resilience. This is evidenced by its macroeconomic impacts, which included a decline in demand from the main export partners of the West African countries, a growing budget deficit, weak external financial flows, and lower commodity prices. These factors have amplified deficit in the national accounts and exceeded public finance projections. Likewise, income sources of a significant proportion of West African households have declined due to the pandemic and other disasters, with households owning non-farm enterprises most affected.<sup>10</sup> This highlights the need to further strengthen resilience of communities, countries and the region to manage these risks and reduce the vulnerabilities through region-specific measures that reflect risks varying by country, geographic area, scale and demographic.

This context and the ongoing efforts by ECOWAS Commission and its Member States present a unique opportunity for adopting an integrated approach for ensuring regional resilience, whereby individuals, communities and States can better prepare, manage and recover from crises by further developing capacities and systems. This is essential for ECOWAS and its Member States for achieving the Sustainable Development Goals (SDGs) and the targets of Agenda 2063.<sup>11</sup> In this context, the ECOWAS Commission proposes the need for developing a Regional Resilience Strategy for West Africa.

**The overarching objective** of developing the Regional Resilience Strategy for West Africa is to provide guidance to ECOWAS Commission, its Member States and other stakeholders for strengthening institutional and

<sup>5</sup> [NUPI Report 4 2020 deConingKrampe 0.pdf \(reliefweb.int\)](https://www.nupi.no/publications/NUPI_Report_4_2020_deConingKrampe_0.pdf)

<sup>6</sup> <https://www.ecowas.int/>

<sup>7</sup> African Union (2019) Report of the African union Panel of the Wise on Improving the Mediation and Resolution of Natural Resource-Related Conflicts Across Africa' [Online]. Available at: <http://wedocs.unep.org/bitstream/handle/20.500.11822/31043/AUP.pdf?sequence=1&isAllowed=y>

<sup>8</sup> [https://www.usaid.gov/sites/default/files/documents/1860/RDCS\\_West\\_Africa\\_December\\_2020\\_External\\_508\\_1\\_2.pdf](https://www.usaid.gov/sites/default/files/documents/1860/RDCS_West_Africa_December_2020_External_508_1_2.pdf)

<sup>9</sup> UN (2018) UN Support Plan for the Sahel Working Together for a Prosperous and Peaceful Sahel [Online]. Available at: [English Summary Report 0.pdf \(un.org\)](https://www.un.org/press/en/2018/08/20180821.un.sps.pdf)

<sup>10</sup> AfDB, 2021. African Economic Outlook 2021 From Debt Resolution to Growth: The Road Ahead for Africa (p.10, p.18)

<sup>11</sup> de Coning and Krampe (2020) Multilateral cooperation in the area of climate-related security and development risks in Africa. Oslo: NUPI. Available at: [NUPI Report 4 2020 deConingKrampe 0.pdf \(reliefweb.int\)](https://www.nupi.no/publications/NUPI_Report_4_2020_deConingKrampe_0.pdf)

community resilience to shocks and stresses in the region. With a focus on vulnerable populations, the Regional Resilience Strategy for West Africa aims to provide a short, medium- and long-term strategic and programmatic framework that suggests prioritized needs and mechanisms for coordinating action that can anticipate, prepare for, respond to, recover from and withstand shocks and stresses at regional, national and community level.

The Regional Resilience Strategy for West Africa will align with the broader 2030 Agenda on Sustainable Development that has set 17 Sustainable Development Goals (SDGs). In addition, it will also be in line with other global agreements including the Sendai Framework for Disaster Risk Reduction (SFDRR) (2015-2030) and the Paris Agreement. It will aim to achieve substantial reduction of disaster risk and losses in lives, livelihoods and health and in the economic, physical, social, cultural and environmental assets of persons, businesses, communities and countries within the region. At the continental level, it will contribute directly to the implementation of the Agenda 2063. At the regional level, it will be aligned with the ECOWAS Policy for Disaster Risk Reduction (2006) that aims at a region with resilient countries and communities, the ECOWAS Disaster Risk Reduction Plan of Action (2015 – 2030), which puts forth prioritized and specific activities to support the implementation of the ECOWAS Policy for Disaster Risk Reduction from 2015 to 2030 through the ECOWAS Commission, its specialized agencies, regional partners and Member States and the ECOWAS Disaster Risk Reduction Gender Strategy and Action Plan (2020 – 2030), which aims to guide Member States build resilience to natural hazards, inclusive of all segments of the society through a gender responsive approach.

Aligned with the above key policies, the Regional Resilience Strategy for West Africa will be developed by a multidisciplinary Task Force consisting of six thematic experts, identified by the United Nations Development Programme (UNDP) on behalf of the ECOWAS Commission. The thematic experts must have capacity and experience in engaging with ECOWAS Member States. Developing the Regional Resilience Strategy for West Africa will include a comprehensive situation analysis of the key thematic areas, based on which the strategy will be developed and endorsed by ECOWAS statutory entities. **The thematic areas**, based on a preliminary analysis of the nature of diverse risks in the region, for the Regional Resilience Strategy for West Africa are proposed below:

- **Good governance, peace and security:** To address the context of risks of regional impact from internal conflicts and transnational security challenges,<sup>12</sup> the strategy will provide guidance to the Members States to develop, review and implement policies, strategies and legislation sensitive to risks, including that for cross-border and regional initiatives, that are essential for ensuring sustainable and resilient national and regional development.
- **Macroeconomic resilience:** Considering the urgent need to reduce economic dependency and improve the resilience to domestic and external shocks across West Africa, the strategy will provide guidance on attaining meaningful economic integration in the region by capitalizing on opportunities presented via the Africa Continental Free Trade Agreement to strengthen cross border trade, promote predictable and sustainable macroeconomic policy frameworks and enhance domestic resource mobilization.
- **Sustainable livelihoods:** For the West African context, where agriculture remains the major source of food, income and livelihood for 70–80 percent of the ECOWAS population,<sup>13</sup> and where over 80 percent of its employment and 90 percent of its jobs are accounted by the informal sector,<sup>14</sup> the strategy will provide guidance for ensuring sustainable economic opportunities that are inclusive, accessible, and

<sup>12</sup> Marc A, Verjee N and Mogaka S (2015). The Challenge of Stability and Security in West Africa. Washington: IBRD and World Bank. Available at: <https://openknowledge.worldbank.org/handle/10986/22033>

<sup>13</sup> FAO (2014) Assessment on the Right to Food in the ECOWAS region

<sup>14</sup> Mbaye (2015). The importance of the informal sector in West Africa. World Economic Forum. Available at: <https://www.weforum.org/agenda/2015/03/the-importance-of-the-informal-sector-in-west-africa/>

resilient to climate change, disasters and insecurity, especially for women, youth and marginalized groups.<sup>15</sup>

- **Social protection and resilience:** Considering the significance of social protection for resilience building, the strategy will focus on suggesting ways in which social protection can be used to build resilience in the region. It will explore opportunities for social protection to strengthen institutional, community and household resilience to shocks and stresses. In doing so, the strategy will suggest ways for strengthening national and regional coordination mechanisms related to social protection for resilience building. Further, given the regional context of fragility, conflict, and natural hazards, the strategy will also explore ways in which social protection can be extended to refugees and internally displaced people (IDPs), which is otherwise widely overlooked.
- **Gender sensitivity and social inclusion:** Despite adoptions of gender policies and strategies, large gender disparities seem to persist, for example in access to basic services, property rights and in the labour market.<sup>16</sup> In addition, disasters, including the COVID-19 pandemic, have revealed the disproportionate impact that women and girls endure including an increase in gender-based violence.<sup>17,18</sup> To address this critical issue, the strategy will ground itself on gender responsiveness and social inclusion as a key guiding principle and in proposed strategies across all themes. The strategy will build on work already undertaken by the ECOWAS Commission including the ECOWAS Disaster Risk Reduction Gender Strategy and Action Plan 2020-2030, and preliminary reports prepared under the office of the Vice President on Gender Transformative Human Capital Deep Dive Study on Burkina Faso, Nigeria and Senegal, which are complete and on Ghana, Guinea Bissau and Seirra Leone, which are forthcoming.
- **Climate change and disaster risk reduction:** Since 2009, the region has been affected particularly by hydrometeorological hazards, epidemics, pandemics, political instability and conflicts.<sup>19</sup> Moreover, the Intergovernmental Panel on Climate Change (IPCC) Sixth Assessment Report projects for the West African region, increases in meteorological droughts, heavy precipitation and pluvial flooding.<sup>20</sup> Accounting for this along with rising vulnerability of communities and economies in the region,<sup>21</sup> the strategy will suggest ways for enhancing resilience for addressing possible effects of hydrometeorological disasters and of climate change on multiple sectors and aspects including health, livelihoods disruptions, conflicts around natural resources, migration, displacement and food insecurity.

The above proposed themes, detailed in the ToR for the Task Force for the Regional Resilience Strategy for West Africa, requires confirmation with relevant stakeholders and Member States for arriving at a final set of key thematic areas.

**The structure of the strategy document** will include a contextually relevant vision, guiding principles, brief situational assessment on the finalized thematic areas, recommendations across all relevant sectors for a risk-informed and resilient development at the regional and national levels, institutional arrangements and financial mechanism including a monitoring and evaluation system for the implementation of the strategy. It is proposed that the strategy be developed based on an analysis of the risks (resilience against what), types of resilience capacities (preventive, adaptive and absorptive), and the stakeholders. It is important to note that relevant stakeholders must agree to the structure of this document.

<sup>15</sup> Oxfam (2018) Sahel: Prioritising Resilience and Development. NGO Joint Position Paper. Available at: <https://tinyurl.com/y72bnuuz>

<sup>16</sup> <https://www.oecd.org/swac/topics/gender/>

<sup>17</sup> AUC-WGDD, UN Women, OHCHR and UNFPA (2020). Gender-based violence in Africa during the COVID-19 pandemic. Available at: [https://africa.unwomen.org/sites/default/files/Field%20Office%20Africa/Attachments/Publications/2021/Policy%20Paper-%20GBV%20in%20Africa%20during%20COVID-19%20pandemic\\_EN%2018%20Feb\\_compressed.pdf](https://africa.unwomen.org/sites/default/files/Field%20Office%20Africa/Attachments/Publications/2021/Policy%20Paper-%20GBV%20in%20Africa%20during%20COVID-19%20pandemic_EN%2018%20Feb_compressed.pdf)

<sup>18</sup> Roy C, Bukuluki P, Casey S W, Jagun M, John N A, Mabheha N, Mwangi M, McGovern T (2022). 'Impact of COVID-19 on Gender-Based Violence Prevention and Response Services in Kenya, Uganda, Nigeria and South Africa: A Cross-Section Survey'. *Frontiers in Global Women's Health*. Available at: <https://www.frontiersin.org/articles/10.3389/fgwh.2021.780771/full>

<sup>19</sup> ECOWAS Commission (2020) ECOWAS DRR Plan of Action (2015-2030). ECOWAS Commission: Abuja

<sup>20</sup> <https://www.oecd.org/swac/topics/gender/>

<sup>21</sup> ECOWAS Commission (2020) ECOWAS DRR Plan of Action (2015-2030). ECOWAS Commission: Abuja

**The intended users** of the Regional Resilience Strategy for West Africa include the ECOWAS Commission, its Member States, and other regional and national stakeholders. In addition, it will be useful for UN Agencies, development partners, and institutions working on resilience across different thematic areas. It is expected that the donor community will actively support the process and will align its efforts towards the Regional Resilience Strategy for West Africa when finalized. It is intended that the endorsement of the strategy by ECOWAS Commission and its Member States will take place in May/June 2023.

In this regard, and as a leading partner organization to the ECOWAS Commission, the UNDP seeks the services of an expert who will be responsible for the thematic work related to DRR and climate change and will also lead and coordinate the work of the Task Force in charge of developing the Regional Resilience Strategy for West Africa, in close coordination with ECOWAS Commission. The expert will facilitate the development of the strategy through a consultative process and coordinate the drafting of the Regional Resilience Strategy for West Africa with a clear set of guiding principles and priority actions that can be implemented in the short-, medium- and long term across the key sectors. The expert will also ensure that the document is based on a risk-informed approach with due considerations for systemic and multi-dimensional aspects of risks for regional resilience including climate change and DRR, issues related to peace and security and gender responsiveness and social inclusion.

## **B. Scope of work**

In this role, the team leader, who will also be the DRR-climate change expert will guide the task force in developing the Regional Resilience Strategy for West Africa and be its penholder. The role will include providing strategic and technical leadership and oversight to the Task Force, in consultation with the ECOWAS Commission to achieve the following specific objectives of the Regional Resilience Strategy for West Africa:

- Define the vision, guiding principles and objectives for resilience programming in the West Africa region.
- Identify the priority areas for action and their strategic implementation for building resilience within the national sectoral development policies, national strategies, plans and programmes of ECOWAS Commission and its Member States.
- Put forth strategies for improving institutional and financing mechanisms and identify technical capabilities necessary in ECOWAS Commission and its Member States for enhancing resilience in region against multiple threats that it is exposed to.

The steps of developing this strategy will tentatively include producing an inception report with detailed workplan and annotated chapter structure, a thematic situational analysis, thematic stakeholder consultation, validation of the strategy by the technical oversight group,<sup>22</sup> and a revised strategy document incorporating feedback from the technical oversight group, which will then be presented for ministerial adoption. For this, the expert will work under the overall guidance of the team leader for the Regional Resilience Strategy for West Africa and as a part of the task force consisting of five other thematic experts (governance, macroeconomics, livelihoods, social protection and gender). The **expert's scope of work** will include, but will not be limited to the following responsibilities:

### **1. Technical support**

- Prepare a consolidated inception report including all themes with detailed workplan, methodology and annotated outline for the strategy document and for the chapter on DRR and climate change. The

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<sup>22</sup> The technical oversight group will consist of technical experts from relevant directorates of the ECOWAS Commission and other stakeholders including UN agencies.

methodology must include data collection methods, data management method and quantitative and qualitative analysis methods as necessary. The methodology should ensure that the strategy development is participatory and strongly anchored on stakeholder engagement.

- Prepare a situational analysis on the status on how DRR and climate change issues are addressed in West African countries. This must include empirical analyses on the theme, which includes collecting, collating and analysing relevant DRR and climate change data at both country and regional levels, with specific attention to cross-border nature of how environmental changes, epidemics, climate risks and disasters caused by natural hazards have contributed to regional vulnerabilities. The analysis must identify the critical gaps and priority areas, and include a review of relevant existing strategies, and regulatory and policy frameworks that address DRR and climate change in the Member States and at the regional level. It must provide due considerations for systemic and multidimensional aspects of risks for regional resilience including issues related to peace, security, gender responsiveness and social inclusion. This situational analysis must identify opportunities for resilience using the SFDRR and other legal or policy instruments for climate action as a leverage.
- Based on the identified critical gaps in the situational analysis, undertake key stakeholder consultations including with sectoral ministries and agencies, non-governmental organizations, private sector, development and humanitarian partners, including UN agencies, academia and civil society and community-based organizations working on DRR and climate change in ECOWAS Member States, soliciting their full participation. As the team leader, the expert must also support in facilitating stakeholder consultations for other task force members.
- Based on the situation analysis and stakeholder consultations, explore ways in which integrating DRR and climate resilience as a cross-cutting issue across the other themes in the strategy document can build and strengthen institutional and community resilience to shocks and stresses in the region to address humanitarian and development needs, including outlining key elements for strengthening an enabling environment at the national and regional levels. This will include working with other task force members to:
  - explore ways in which constraints to the broader adoption of resilient practices may be addressed through a multisectoral approach including climate resilience, risk management and adaptation
  - Develop a stronger regional, national and sub-national analytical capacities for utilizing and operationalizing integrated risk assessment frameworks.
  - Develop stronger evidence base on good practices for applying to distinct contexts.
  - Building and reinforcing partnerships for utilizing existing capacities.
- Based on the situational analysis, stakeholder consultation and above exploration, prepare a draft and revised chapter, and relevant section in the final executive summary on DRR and climate in the document on the Regional Resilience Strategy for West Africa, which consolidates the findings from the tasks above. This draft and revised chapter must:
  - Include an overall stakeholder analysis and outline the role of and technical gaps to be bridged in ECOWAS Commission, other sub-regional organizations and regional partners for supporting countries and communities in resilience building.
  - Ensure that the strategy is risk-informed accounting for systemic and multidimensional aspects of risks, acknowledges varying vulnerabilities and risk exposure of communities in ECOWAS member states, and adequately captures the transboundary dimensions of resilience, shocks and stresses.

- Recommend strategic sequencing and timing of programmatic interventions and prioritisation of resources and capacities for developing resilient macroeconomic frameworks.
- Consolidate all the chapters from the task force to prepare the draft and revised strategy document and ensure that it is grounded on the guiding principles of social inclusion, gender sensitivity, participatory governance and development processes, environmental sustainability and leaving no one behind.

## 2. Support on leading, coordinating, consulting, and validating

- Coordinate with other thematic experts in the task force to ensure consideration of sectoral cross-linkages across all the thematic areas of the strategy.
- Lead the drafting, completing, presentation and endorsement of the Regional Resilience Strategy for West Africa including addressing feedback and ensure its methodological soundness.
- In close collaboration with ECOWAS Commission and task force, outline the overall technical and strategic oversight mechanism that will be used for the process of developing the Regional Resilience Strategy for West Africa. This may include drafting ToRs for the technical oversight group and the strategic oversight group.
- Support the organization of the task force including assigning roles for the process.
- Ensure that the task force, technical and strategic oversight group and relevant stakeholders are fully briefed and oriented to participate in the drafting of the Regional Resilience Strategy for West Africa.
- Engage the task force in defining the vision, guiding principles, scale, scope and objectives for the Regional Resilience Strategy for West Africa.
- Facilitate a conducive environment for the Task Force members to collaborate, coordinate and support each other in the process of developing the Regional Resilience Strategy for West Africa.
- Coordinate with and consult the ECOWAS Commission, Directorate of Humanitarian and Social Affairs and other relevant Directorates regional and national teams in UN agencies and humanitarian and development partners dealing with DRR and climate change for their inputs in developing the strategy. As the team leader, the expert must ensure that this coordination and consultative process is followed across all themes, and the resulting strategy document aligns and contributes to the vision of ECOWAS Commission. The expert must also ensure that the feedback from the ECOWAS Commission, stakeholders, experts and the technical oversight group is duly addressed in the development of the strategy document and in the final strategy document.
- Lead, engage and provide oversight to the task force in facilitating and preparing relevant parts of documents and PowerPoint presentations for virtual and in-person meetings and workshops with the technical oversight group as necessary through the course of developing the strategy document. This may include meetings for presenting the inception report, any reports on progress, situational analysis, key results from stakeholder consultations, identified priority areas and programmatic components, and the draft and final strategy document. These workshops/meetings, as agreed with the task force, must be indicated in the detailed workplan in the inception report.
- Coordinate with task force to provide regular progress reports (including anticipated challenges and suggestions to overcome these) as per the detailed work plan in the inception report.
- Any other task related to the development of the Regional Resilience Strategy for West Africa.

### C. Expected Outputs and Deliverables

In addition to the specific deliverables tabulated below, the Team Leader will

- (i) review and finalize the thematic areas and guidelines for the strategic oversight and technical coordination mechanisms for sectors at the regional and national levels through a consultative process.
- (ii) provide bi-weekly briefings to the Director of Humanitarian and Social Affairs and Head of the Disaster Risk Reduction Unit, ECOWAS Commission, and UNDP Project Manager on the status and progress of the preparation of the Regional Resilience Strategy for West Africa.
- (iii) deliver consultation workshops and presentations of the strategy for technical validation and feedback.

No.	Deliverable	Estimated time to be completed (in days)	Target due dates (tentative)	Review and approvals required (designation of the person who will review the results and confirm acceptance)
1	An <b>inception report</b> , which must include a detailed overall methodology, workplan and annotated outline of strategy document, including for the chapter/section on DRR and climate change.	15	30 September 2022	The deliverables will be reviewed by the designated technical lead of the ECOWAS Commission and the UNDP team and upon satisfactory completion will be approved by the Director of the Humanitarian and Social Affairs Directorate, ECOWAS Commission and by the UNDP Sahel Resilience Project manager.
2	A <b>situational analysis</b> report for all themes, including a draft chapter/section on DRR/climate change.	10	14 October 2022	
3	A <b>stakeholder consultation report</b> for all themes including a draft chapter/section on the key findings and highlights on the consultations for DRR and climate change.	20	18 November 2022	
4	A <b>report on the findings from an exploration</b> of ways in which institutional and community resilience to shocks and stresses in the region can be build and strengthened across various themes. This report must build on the situational analysis, stakeholder consultation and consultant's exploration/research. This report must include a brief progress summary, identified <b>priority policy and programmatic components</b> across all themes for resilience building in the region, including a chapter/section specific to DRR and climate change.	25	16 December 2022	
5	The <b>draft of Regional Resilience Strategy for West Africa</b> . This must include, for all themes including that for DRR and climate change, a summary of the situational analysis, a clear set of guiding actions and programmatic priorities that can be implemented in the short-, medium- and long-term for resilience building in the region, and the role of ECOWAS Commission, other subregional organizations, and regional partners and stakeholders in supporting countries and communities. This draft will be circulated for review in the technical validation workshop.	25	10 February 2023	
6	The <b>final version of the Regional Resilience Strategy for West Africa</b> with preface, executive summary and incorporating all relevant suggested changes and feedback from the technical validation workshop.	25	10 April 2023	
7	Relevant sections in <b>PowerPoint presentations</b> as necessary for at least deliverables 1 – 6.	(Included in days linked to deliverables 1 – 6)	Linked to months of deliverable 1 – 6	
<b>Total number of working days</b>		<b>120</b>		



## **D. Institutional Arrangements**

Under the overall guidance of the ECOWAS Commissioner for Social Affairs and Gender, direct supervision of the Director of the Humanitarian and Social Affairs Directorate and the UNDP project manager, the operational and day-to-day coordination of the Head of Division for Humanitarian Affairs and Disaster Risk Reduction, and in close consultation with the strategic and technical oversight team, the Team Leader and Disaster Risk Reduction – Climate Change Expert will have the overall responsibility of supporting the process of developing the Regional Resilience Strategy for West Africa. The designated technical lead from the ECOWAS Commission and the UNDP team will review the deliverables that, upon satisfactory completion, will be accepted and approved by the Director of the Humanitarian and Social Affairs Directorate, ECOWAS Commission and by the UNDP Sahel Resilience Project manager.

Being a multisectoral strategy, this will require the technical oversight of key technical experts across the relevant Directorates in the ECOWAS Commission, and from other technical-level stakeholders including relevant UN agencies, which will form the technical oversight group.

The strategic oversight group will consist of ECOWAS Commission officials from relevant Directorates, ECOWAS Commission Resident Representatives in each of the 15 Member States, and representatives from key partner agencies, including UNDP. The ECOWAS Commission Resident Representatives may act as main focal points at a strategic level for all country-level engagements with relevant stakeholders, including multisectoral and multistakeholder consultations. They may also provide background information and logistical support to Task Force through facilitating meetings and stakeholders consultations. The strategic oversight group may further be provided with national-level technical support from key representative sector experts of the national governments of the ECOWAS Member States and from relevant country-level UN agencies, should this be considered appropriate.

Within three weeks of commencing the assignment, in consultation with the Commissioner, Social Affairs and Gender, Director of the Humanitarian and Social Affairs Directorate and the Head of Division for Humanitarian Affairs and Disaster Risk Reduction (ECOWAS Commission), the team leader will submit the inception report, including a detailed work plan with deliverables and timeline in accordance with Section D above, detailed methodology and an annotated outline of the Regional Resilience Strategy for West Africa prepared by the Task Force. This work plan, once approved by the Commissioner for Social Affairs and Gender or the Director of the Humanitarian and Social Affairs Directorate, will guide the work of the team leader and the task force. This will be reviewed monthly and updated as necessitated by any changes in the overall context. The team leader will also liaise with the designated focal point of the ECOWAS Commission DRR Unit on a biweekly basis and provide other progress reports as indicated in the deliverables in Section D above.

The consultant will be responsible for her/his own laptop and for all the equipment and communication devices required to perform his/her duties related to the assignment. The consultant should include costs for internet and communication as required to perform his/her duties in his/her financial offer.

## **E. Duration of work<sup>23</sup>**

The expected duration of this assignment is 120 days from 01 September 2022 to 10 April 2023 and is planned to be completed within eight months. The timeframe and expected deliverables are shown in table under

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<sup>23</sup> The IC modality should only be used for short-term advisory missions. If the duration of the IC for the same ToR exceeds twelve (12) months, the duration must be justified and submitted to the Approval of the Director of the Regional Office, or a different contractual term must be taken into account. This policy applies regardless of the delegated procurement authority of the Head of business unit.

Section D. The estimated timeframe for reviewing deliverables and providing feedback is expected to be around two weeks from the date of submission of the deliverable. The team leader will also liaise with the designated technical lead of the ECOWAS Commission DRR Unit and the UNDP Sahel Resilience Project manager on a biweekly basis and provide other progress reports as indicated in the deliverables in Section D above.

## **F. Duty station**

The consultancy will be home-based with possibility of travel to Abuja, Nigeria and to some ECOWAS member states as required to achieve the results of this assignment as outlined in this ToR and upon prior consultation with the ECOWAS Commission's Directorate of the Humanitarian and Social Affairs and the UNDP Sahel Resilience Project manager. In case of such official travel, the travel costs will be covered by the UNDP in accordance with its rules and regulations.

## **G. Qualifications of the selected individual consultant**

### **Academic qualifications**

- Advanced university degree (Master's degree or equivalent) relevant to climate change and DRR (disaster risk management, natural resource management, environmental sciences)
- A PhD in the above thematic field is desirable.

### **Experience**

- Minimum of 15 years of demonstrable experience in policy development and programming on climate change, disaster risk reduction and resilience.
- Experience and proven track record in providing technical advisory to national governments and inter-governmental bodies on strategy, policy and programme development and policy change related to climate change and disaster risk reduction. This includes experience in effective stakeholder engagement and multistakeholder consultative processes.
- Robust project management skills in working with international organizations, bilateral development organizations, CSOs or the private sector including experience in leading teams.
- Extensive knowledge on the concept of resilience and vulnerability, climate change and disaster risk reduction.
- Research experience in climate change, disaster risk reduction and resilience.
- Demonstrated experience in effective stakeholder engagement and management, including participatory multistakeholder consultative processes for the development of policies and programmes for resilience building.
- Experience in working with Regional Economic Communities in Africa, especially with ECOWAS Commission, is an added advantage.
- Robust knowledge of and demonstrable experience in data collection methods, data management methods and data analysis using a range of methods (quantitative, qualitative and mixed methods).

### **Language**

- Excellent written and verbal skills in English; proficiency in another ECOWAS language is desirable.

### **Professional Competencies**

- **Professionalism:** Ability to plan own work and manage conflicting priorities. Shows persistence when faced with difficult problems or challenges and remains calm in stressful situations. Takes responsibility for incorporating gender perspectives and ensuring the equal participation of women and men in all areas of work.
- **Communication:** Speaks and writes clearly and effectively and demonstrates openness in sharing information and keeping people informed.
- **Teamwork:** Works collaboratively with colleagues and partners to achieve deliverables for assessment.
- **Planning and organizing:** Develops clear goals that are consistent with agreed work deliverables for

the assignment; identifies priority activities and allocates appropriate amount of time and resources for completing work; uses time efficiently.

- **Accountability:** Takes ownership of all responsibilities and honours commitments; delivers outputs for which one has responsibility within prescribed time, cost and quality standards; operates in compliance with organizational regulations and rules.

#### Managerial Competencies

- **Leadership:** establishes and maintains relationships with a wide range of people to understand perspectives and gain their support and has led multi-sectoral teams.
- **Conflict resolution:** anticipates and resolves conflicts by pursuing mutually agreeable solutions.
- **Working with multiple partners:** Ability to establish effective working relations in a multicultural team environment and cultivate productive relationships with Government partners and other stakeholders.

#### Other skills

- Knowledge of technical cooperation and development issues is an advantage.
- Fully proficient in Word, Excel, PowerPoint, Email and internet.
- Excellent verbal and presentation skills. Proficient in Word, Excel, PowerPoint, Email and internet.

### H. Scope of the price proposal and timing of payments

Payment to the individual contractor will be made based on the actual number of days worked, and deliverables approved by the Director of the Humanitarian and Social Affairs Directorate, ECOWAS Commission and by the UNDP Sahel Resilience Project manager.

When applying for this consultancy, the prospective consultant will indicate the cost of services that could possibly be incurred by the Contractor, factored into an all-inclusive daily fee in US dollars. The consultant will be paid based on the effective UN exchange rate (where applicable), and only after approving authority confirms the successful completion of each deliverable as stipulated hereunder.

The qualified consultant shall receive his/her lump sum during the contract period, upon certification of the completed tasks satisfactorily, as per the following payment schedule:

No.	Deliverable	Percentage of total amount for each deliverable (USD)
1	Complete and consolidated <b>inception report</b> , including chapter/sections on DRR and climate change	10%
2	A <b>situational analysis report</b> consolidating findings from all themes including DRR and climate change	10%
3	A <b>stakeholder consultation report</b> with key findings and highlights from consultations in all themes including DRR and climate change	20%
4	A consolidated <b>report on the findings from an exploration</b> of ways to build and strengthen institutional and community resilience to shocks and stresses in the region with regards to all themes in the strategy, including climate change and DRR.	
5	A consolidated <b>draft of Regional Resilience Strategy for West Africa</b> with chapters from all themes including on DRR and climate change	30%
6	<b>Final</b> revised version of the <b>Regional Resilience Strategy for West Africa</b> that addresses all feedback, and includes an executive summary, preface, and chapters from all themes including on DRR and climate change	30%
7	Relevant sections in <b>PowerPoint presentations</b> as necessary for at least deliverables 1 – 6.	(Included in respective deliverables 1 – 6)

		<b>100%</b> (approximately 100 days)
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## I. Recommended presentation of the offer

Interested candidates are requested to provide the following documents:

- a) Letter of confirmation of interest and availability duly completed using the template provided by UNDP.
- b) Personal CV or P11, indicating all past experience of similar projects, as well as the candidate's contact details (email and telephone number) and at least three (3) professional references.
- c) Letter of motivation including a brief description of why the candidate considers themselves to be the most appropriate for the engagement and a methodology on how they will approach and complete the task.
- d) Financial proposal that indicates the fixed total price of the all-inclusive contract, supported by a breakdown of costs, according to the model provided. If an offeror is employed by an organization/company/institution and expects his employer to charge a management fee in the process of making available to UNDP under the Repayable Loan Agreement (RLA), the offeror must indicate this at this stage and ensure that all these costs are duly incorporated into the financial proposal submitted to UNDP.

## J. Criteria for selecting the best offer

Upon the advertisement of the Procurement Notice, 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 pre-determined set of weighted technical and financial criteria specific to the solicitation. In this regard, the respective weight of the proposals are:
  - a. Technical criteria weight is 70%
  - b. Financial criteria weight is 30%

Criteria	Weight	Max. Point
<b>Technical Competence (based on CV and Proposal)</b>	70%	100
<ul style="list-style-type: none"> <li>▪ <b>Criterion a.</b> Technical proposal demonstrates an understanding of the scope of work, comprehensive methodology/approach appropriate for developing a regional strategy through a multistakeholder participatory/consultative approach, and organization and completeness of the technical proposal.</li> </ul>		50 pts
<ul style="list-style-type: none"> <li>▪ <b>Criterion b.</b> Advanced university degree (Master's degree or equivalent or higher, e.g. PhD) relevant to climate change and DRR (disaster risk management, natural resource management, environmental sciences, or relevant discipline).</li> </ul>		10 pts
<ul style="list-style-type: none"> <li>▪ <b>Criterion c.</b> Minimum of 15 years of demonstrable experience in policy development and programming on climate change, disaster risk reduction, and resilience.</li> </ul>		10 pts
<ul style="list-style-type: none"> <li>▪ <b>Criterion d.</b> Experience and proven track record in providing technical advisory to national governments and inter-governmental bodies on strategy, policy and programme development related to climate change, disaster risk reduction and resilience. This includes experience in effective stakeholder engagement and multistakeholder process. This also includes experience in leading teams.</li> </ul>		10 pts
<ul style="list-style-type: none"> <li>▪ <b>Criterion e.</b> Robust project management skills and experience in leading teams</li> </ul>		5 pts
<ul style="list-style-type: none"> <li>▪ <b>Criterion f.</b> A strong research experience in climate change, disaster risk reduction and resilience. This includes robust knowledge of and demonstrable experience in data</li> </ul>		5 pts

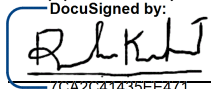
collection methods, data management methods and data analysis using a range of methods.		
<ul style="list-style-type: none"> <li>▪ <b>Criterion g.</b> Experience working on climate change, disaster risk reduction and resilience with an international, regional or multilateral organization and CSOs; experience working with Regional Economic Communities in Africa, especially with ECOWAS Commission is an added advantage. Excellent written and verbal skills in English (French is desirable, Portuguese an asset).</li> </ul>		5 pts
<ul style="list-style-type: none"> <li>▪ <b>Criterion h.</b> Fluency in written and verbal English</li> </ul>		3 pts
<ul style="list-style-type: none"> <li>▪ <b>Criterion i.</b> Fluency in another ECOWAS language</li> </ul>		2 pts
Financial (Lower Offer/Offer*100)	30%	30
Total Score	Technical Score * 70% + Financial Score * 30%	

### K. Annexes to the Specification

None. All particulars have been provided in this ToR.

### L. Approval

The Terms of Reference is approved by: Reshmi Theckethil

Signature    
 Name and designation Project Manager, Sahel Resilience Project   
 Date of signature 15-Aug-2022