

TERMS OF REFERENCE & EVALUATION CRITERIA

**Conducting a Situation Analysis of Children, Women and Adolescent in Ghana
2018 - 2022**

1. Summary

Title	International Institutional Consultancy Service - To Conduct a Situation Analysis of Children, women and adolescents in Ghana
Purpose	Through a participatory process and using appropriate methodology, a human rights-based approach and an equity focus, develop a Situation Analysis of Children, women and adolescents in Ghana
Location	This assignment will be undertaken remotely with the possibility of the office engaging local support for other on the ground activities.
Expected Duration	October 2021–January 2022: 16 weeks (80 working days) spread within 5 months period

2. Background

The Situation Analysis (SitAn) of children, women and adolescent’s rights and wellbeing is a UNICEF flagship product designed to inform policy dialogue, partnerships and interventions to improve the lives of children. It is an assessment and analysis of the country situation regarding adolescent and children’s rights and critical issues affecting their realization. The SitAn is a crucial part of the Child Rights Monitoring (CRM) framework. It represents a key UNICEF programmatic output that helps focus on knowledge gaps related to inequities and child deprivations or vulnerability. By promoting the broad engagement of all stakeholders, the SitAn is expected to inform policy dialogue in the country and child-focused policy advocacy to make an important contribution to accelerating the achievement of child-related goals with equity.

The SitAn reflects UNICEF’s role to urge all levels of governments and all key stakeholders to use the Convention on the Rights of the Child (CRC) and the Convention on the Elimination of all Forms of Discrimination against Women (CEDAW) as a guiding mechanism in policymaking and legislation to:

- Develop a comprehensive national agenda;
- Develop permanent bodies or mechanisms to promote coordination, monitoring and evaluation of activities throughout all sectors of government;
- Ensure that all legislation is fully compatible with the Convention and, if applicable the Optional Protocols, by incorporating the provisions into domestic law or ensuring that they take precedence in cases of conflict with national legislation;
- Make children visible in policy development processes throughout government by introducing child impact assessments;
- Analyze government spending to determine the portion of public funds spent on children and to ensure that these resources are being used effectively;

- Ensure that sufficient data are collected and used to improve the situation of all children in each jurisdiction;
- Raise awareness and disseminate information on the Convention and the optional Protocols by providing training to all those involved in government policymaking and working with or for children;
- Involve civil society – including children themselves – in the process of implementing and raising awareness of child rights.

The SitAn provides UNICEF with the opportunity to sharpen and refocus its strategy towards achieving the rights of children, women and adolescents based on emerging trends, opportunities, risks and changing socio-economic context. It is a critical process that comprehensively assesses UNICEF’s approach and progress towards results outlined in the current Country Programme Document (CPD) and informs formulation of the next CPD.

3. Country Context

The programme environment in Ghana is characterized by underlying political and social stability and a positive economic outlook. Real GDP growth reached 7% in 2019, with other basic economic indicators favourable.¹ Ghana’s economic growth performance during the 2000s is mainly attributed to the sharp increase in prices for its main commodity exports, cocoa and gold, and the start of commercial oil and gas production in 2011. After nearly a decade of strong growth fuelled by the commodities boom, Ghana’s economy remained undiversified and vulnerable to external shocks. About 40% of workers work in non-wage agriculture and most urban workers are in low-productivity informal jobs.

In recent years, Ghana has experienced macroeconomic instability, and a weakened financial sector as a consequence of high levels of bad loans. The government’s strategy is to achieve inclusive and sustainable growth, with the private sector as the main driver. The government promoted the ‘Ghana Beyond Aid’ agenda, disseminating a charter and strategy, which proposed a transformation period for the country to achieve aid independence. To achieve this, the government’s agenda includes reforming the energy sector, improving trade facilitation and the business environment, investing in infrastructure and the social sectors, and diversifying the economy beyond hydrocarbons, gold and cocoa.

However, insufficient domestic revenues and debt obligations limited fiscal space for social programmes in 2019. Accountability for development, efficiency and transparency in public spending also remained challenging. In 2019, District elections were held with Presidential elections held in December 2020. The President won a second term and remains personally committed to Ghana’s achievement of the 2030 Agenda for Sustainable Development, and in 2018 played a high-profile role as co-chair of the Secretary-General’s Sustainable Development Goals (SDGs) advocacy group of eminent persons. The government introduced a Medium-Term National Development Plan Framework (2018-2021) to facilitate the integration of the SDGs and the African Union Agenda 2063 into national plans. In 2020 the Government

¹ Ghana Statistical Service (GSS) (2020) *Ghana Living Standards Survey 7 (GLSS7)*, Available at: https://www.statsghana.gov.gh/qssmain/fileUpload/pressrelease/GLSS7%20MAIN%20REPORT_FINAL.pdf (Accessed: 26 February 2020).

of Ghana (GoG) evaluated the Medium-Term Development Plan Framework in anticipation for the development of the next Policy Framework 2022 – 2026.

Since the rapid SitAn conducted in 2016 by UNICEF Ghana Country Office (GCO), Ghana has made progress related to survival, learning, welfare, protection and development of children. However, even though these areas have experienced notable improvement, challenges remain. Based on the Ghana Living Standards Survey Round 7 (GLSS7) findings, poverty is declining, with the current poverty rate at 23.4% and extreme poverty at 8.2%. Although poverty decreased, the level of reduction was marginal (0.8 percentage points). Poverty remains a rural phenomenon, richer regions experienced poverty reduction while poorer regions did not. The situation in poorer regions is further exacerbated by higher and widening inequalities, whereas richer regions experienced a decline in inequality. In Ghana, 73.4% of children are estimated to be multidimensionally poor due to being simultaneously deprived in at least three of the children’s wellbeing measures – nutrition, health, learning and development, child protection; water; sanitation; housing; and information². There are more multidimensionally poor children in rural than urban areas; with the rural areas in the Ashanti region being the most impacted. Also, the incidence is highest (above 80%) in the Northern, Upper East, Upper West and Volta regions.

In terms of survival, Ghana has experienced a decrease in mortality rate³; under 5 mortality rate has fallen from 60 (2014) to 56 (2017) deaths per 1000 live births and the neonatal mortality rate has had a slight reduction from 29 (2014) to 27 (2017) deaths per 1000 live births. Also, Infant mortality has stagnated at 41 deaths (per 1000 live births) from 2014 to 2017.

According to MICS 2017/18 the nutritional status of children in Ghana has improved with reductions in Stunting from 23% in 2014 to 18% in 2017, with a minor decrease in underweight children. Of particular concern is the decrease in exclusive breastfeeding, 46% in 2014 to 43% in 2017. Only 12% of children eat the minimal-acceptable diet for optimal growth and development, while 21% suffer from Vitamin A deficiencies.

While full immunization coverage for children 12-23 months rose from 71% according to the Demographic and Health Survey 2014, to 77% in the MICS 2017/18, there were coverage disparities between the rich and poor; educated and uneducated mothers; and regions of the country. While Ghana consistently achieves high immunization coverage at the national level, 29 districts achieved less than 80% coverage for Penta-3. In 2019, Ghana responded to twelve circulating vaccine-derived polio-Type 2 (cVDPV2) cases, with acute flaccid paralysis identified in eight Regions. Under the Global Polio Eradication Initiative (GPEI), 2.8 million children were vaccinated with six rounds of monovalent Oral Polio Vaccine (OPV)-Type 2. An Inactivated Polio Vaccine (IPV) campaign was rolled out to reach unvaccinated children, including the 2.5 million children who were not protected during the change to bivalent OPV in 2016 and the introduction of IPV in 2018.

² Ghana Statistical Service (GSS), National Development Planning Commission (NDPC) & UNICEF (2019) *Multi-Dimensional Child Poverty in Ghana*, Available at: <https://s3-us-west-2.amazonaws.com/new-ndpc-static1/CACHES/HOME/2020/01/24/MULTI-DIMENSIONAL+BROCHURE+WEB.pdf> (Accessed: 25 February 2020)

³ Ghana Statistical Service (GSS) & UNICEF (2019) *Multiple Indicator Cluster Survey (MICS) 2017/18*, Available at: [https://www.statsghana.gov.gh/gssmain/fileUpload/pressrelease/Ghana%20MICS%202017-18.%20Summary%20report%20-%20consolidated%20Snapshots%2023.11.%202018%20\(1\).pdf](https://www.statsghana.gov.gh/gssmain/fileUpload/pressrelease/Ghana%20MICS%202017-18.%20Summary%20report%20-%20consolidated%20Snapshots%2023.11.%202018%20(1).pdf) (Accessed: 21 February 2020).

Only one in five people in Ghana have access to basic sanitation, one in five practice open defecation (JMP 2019) and eight in ten households use drinking water contaminated by faecal matter (MICS 2017/18). Weak WASH systems compound natural hazards and disease outbreak. The spread of the cVDPV-Type 2 in 2019 was linked to inadequate sanitation systems across the country. Open defecation has regressed slightly, 21% in 2014 to 22% in 2017, in addition, half of the most impoverished populations practice open defecation. More positively, open defecation rates in northern Ghana were reduced from 79% to 59% (MICS 2017/18). The use of improved sanitation increased tremendously from 14% in 2014 to 65% in 2017, based on DHS 2014 and MICS 2017/18 respectively. According to the MICS, national handwashing rates increased from 11% in 2011 to 48% in 2018, reflecting strong national social mobilization campaigns targeting schools and communities. However, inequities remain: the wealthiest children are twice as likely to have access to handwashing facilities than the most impoverished children.

While primary school net attendance increased overall from 70% in 2014 to 81% in 2017 (MICS 2017/18), completion rates dropped significantly (from 89% to 71%), especially for boys. Overall, the relatively high enrolment in primary schools falls through the primary cycle, junior high school and transitions to senior high schools, with the sharpest decrease between those entering (40%) and completing junior high school and the overall low transition to senior high school (20%). Disadvantaged girls are especially at risk of not transitioning to senior high school in some regions and districts, with early marriage and teenage pregnancy barriers to completing junior high school. Poor learning outcomes for children are a challenge, MICS 2017/18 shows that only one in five children (7 to 14 years old) has foundational literacy skills, and one in 10 has foundational numeracy skills, with disparities between rich and poor and urban and rural households. The government continued to implement the free senior high school education policy and initiated a double-tracking system for the 2018/19 academic year to accommodate limited school infrastructure, which may leave cohorts of students out of learning for up to six months in a calendar year. The free senior high school policy intends to eliminate financial barriers for children across all socio-economic backgrounds, to increase transition rates from junior high school to senior high school.

Ghana has a relatively young population, an estimated 44.7% is under 17 years old and one-third of the population is between 10-24 years. Poverty and gender inequality underpin vulnerability and wellbeing among young people. There are limited opportunities for their meaningful participation in decision-making on issues concerning their future. The situation of adolescent girls and young women (Sustainable Development Goal 5, gender equality) is of concern: half of the girls aged 15-19 are anaemic; 12% of girls aged 15-19 years are childbearing; One in every five women (20-24 years old) were first married before they turned 18 years old. The rate is higher among girls from rural areas, poorest households and girls with primary-level or no education according to the MICS 2017/18. Youth are characterized by low secondary school completion rates and high unemployment rates, particularly among women, urban youth, and poorer individuals (i.e., individuals in the poorest 40 per cent of consumption spending); and high rates of time-based underemployment in rural areas and among poorer individuals. In addition to low skill levels, youth face higher barriers to self-employment stemming from their lack of access to finance, land, social networks, and other factors compared to older adults.

4. Justification

Bearing in mind the findings of the 2016 SitAn, as well as extensive consultations conducted with relevant stakeholders, including children and youths, UNICEF GCO and the GoG agreed to adopt the UNICEF Ghana Country Programme (CP) 2018 - 2022. The Country Programme was developed within the United Nations Sustainable Development Partnership (UNSDP) framework which aligns with the Government's Coordinated Program of Economic and Social Policy, encompassing progressive realization of the 2030 Agenda and African Union Agenda 2063 and commitments to other international initiatives. The UNICEF Ghana Country Office (GCO) CP 2018 - 2022 contributes to three of the four UNSDP result areas: social investment in people; a protected and safe environment, and inclusive and accountable governance. The CP is also aligned to the UNICEF Strategic Plan and Gender Action Plan, 2018-2021 and West and Central Africa key Results for Children (KRC) which aim to accelerate results in specific high-impact areas. The current CP cycle is slated for completion in 2022, with the new CP cycle imminently approaching, there is a growing need to update the analysis and provide UNICEF and its partners with new and robust evidence on the situation of children, women and adolescents in the country, particularly through an assessment and analysis of deprivations involving the most vulnerable and the associated causes, to inform programme decisions and guide policy advocacy and partnership efforts, as well as to track progress of child rights implementation.

In view of the above, UNICEF Ghana Country Office is seeking the services of an international individual consultant to develop the SitAn report using the available evidence, while paying due consideration to the Sustainable Development Goals (SDG) agenda, UNICEF Strategic Plan for 2022-2025, UNICEF Gender Action Plan 2018-2021, and main national and global priorities.

5. Purpose, Scope and Objectives

5.1. Purpose

The main purpose of this assignment is to conduct a SitAn of children, women and adolescents in Ghana. The SitAn is to highlight the strategic priorities for the country to reduce disparities and address vulnerabilities, and hence make a contribution to further shape the national development agenda, and to accelerate the achievement of national and international development goals regarding children and women, including Sustainable Development Goals (SDGs).

The SitAn is expected to present robust evidence and highlight opportunities for socially inclusive development. It should unpack and examine the bottlenecks to the realization of child rights, as well as the interrelated roles of duty-bearer institutions. It should highlight inequalities between groups, socio-economic characteristics, urban/rural and intra-urban disparities, genders, geographic locations, education, and other dimensions. The SitAn should pay special attention to looking at disaggregated data and unpacking national and/or subnational averages. It should look critically at the progress that policy and programme interventions have made towards at-scale coverage of all vulnerable groups, the adequacy of policy delivery, particularly in terms of budget, and the resources for leaving no child behind.

The analysis should be objective and verifiable and be grounded in the country's political, economic and social realities and it is expected to be used by all partners and stakeholders in Ghana in addressing key

challenges preventing children and women, especially the most disadvantaged, from enjoying their rights enshrined in the Convention on the Rights of the Child (CRC) and other international obligations of the country.

5.2. Objectives and scope of work

The overall objectives of the assignment are as follows: :

- Conduct a summative analysis of the situation of children and women through disaggregation of data to highlight trends (including relevant groups of young people in a particularly vulnerable situations) by analyzing the policies and strategies, social and economic trends affecting them (data disaggregated by age, gender, urban/rural, ethnicity, socio-economic status and other relevant factors).
- Identify and analyze the barriers and bottlenecks that prevent children and especially the most disadvantaged children and families from benefiting from social services across sectors and enjoying their rights.
- Assess the current or potential presence of emergency risks (disaster risks, conflict in the Sahel and other potential shocks); the likelihood of their occurrence, the underlying vulnerabilities and the capacities and coping mechanisms of families, communities and local and national institutions.
- Assess how business affects outcomes for children, looking particularly at how children’s rights deprivations can stem from or be significantly influenced by business practices, action or inaction
- Capture new or emerging area of concerns regarding children and women, such as mental health issues, artificial intelligence, environmental issues affecting them etc.
- Undertake a programme assessment of UNICEF’s work vis-à-vis the situation analysis, especially with the aim to identify programmatic gaps and priorities for future engagement, based on UNICEF’s comparative advantage
- Highlight variance between SDG goals and actual situation within country development context
- Review existing data on children and women using primary and secondary sources as well assessing indicator values
- Inform Programme Strategy Note (PSN) development for the upcoming Country Programme Document 2023 - 2027

6. Conceptual Framework and Methodology

The SitAn should adopt the following *indicative* framework:

6.1. Conceptual framework

The overall conceptual framework of the limited scope SitAn should adopt the Human Rights-Based Approach to Programming (HRBAP). It should provide an understanding of the existing deprivations and inequities and establish the linkages between the underlying causes and barriers to achieving child rights and wellbeing. The conceptual framework should situate the analysis in the country context and clearly recognize the regional and global issues that are impacting children’s lives in the country. Furthermore,

it must explore the reasons behind the uneven realization of child rights and inequities in wellbeing and the opportunities for achieving progress for all children, especially those who are left behind or at greatest risk of being left behind.⁴

In addition to the causality analysis that includes key deprivation, immediate, underlying and structural causes, the following 10 determinants should help categorize critical bottlenecks and barriers:

Determinants of bottlenecks and barriers	Description
Social Norms	Widely followed social rules of behaviour that generate barriers
Legislation/Policy	Adequacy of laws and policies to reduce/avoid barriers
Budget/expenditure	Allocation & disbursement of required resources
Management /Coordination	Roles and Accountability/ Coordination/ Partnership
Availability of essential commodities/inputs	Essential commodities/ inputs required to deliver a service
Access to adequate services and information	Physical access (services, facilities/information)
Financial access	Direct and indirect costs for services/ practices
Social and cultural practices and beliefs	Individual/community beliefs, behaviours, practices, attitudes
Continuity of use	Completion/ continuity in service, practice
Quality	Adherence to quality standards (national or international)

6.2. Methodology

The Institution should primarily rely on secondary data analysis, while limited primary data collection from major child rights duty-bearers and other key informants may occur. This will specifically include:

- *Desk review* of existing nationally and internationally available data and evidence on selected topics published in studies, research, evaluation and survey reports.
- *Desk review* of data, programme reports and analysis generated by UNICEF Ghana Country Office, including studies, research and evaluations.
- *Desk review and comparative analysis* of available legislation, social policy, government strategies and budget allocation and analysis of public expenditure documents.
- *Key informants' interviews and Focus Group Discussions*, including those who shape and implement public policies, bilateral partners, business sector representatives, as well as children, youth and women.

⁴ For more details on Conceptual framework and how to analyze Children's rights in the new generation of Situation Analysis please see UNICEF (2019), Core guidance; New Generation Situation Analysis, p 14.

The analysis must fully consider, and articulate disparities related to gender, income and geographic location (national/ regional perspectives). The analysis should look across all child rights and welfare issues and identify where there are deprivations.

The methodology for data collection and analysis and the process of documentation should enable the periodic update of the SitAn.

The Institution will be required to propose more precise methodology and research questions within the inception phase and a comprehensive description of the approach should be documented in the inception report. UNICEF Guidance on conducting new generation SitAn is requested as a reference for this purpose.

6.2.1 Key Research Questions

- What are the key trends, positive and negative that are shaping children’s and young people lives and wellbeing in the country?
- What risk and opportunities do these trends pose to children, women and adolescents in the country?
- How will these trends impact children and young people in the medium terms?
- How will these trends impact children and young people in the long terms?
- How will these trends challenge and influence the way UNICEF operates in the country?
- If projections are made, what are underlying assumption and risks that need to be considered?
- What are the social, economic and environmental impacts of the trend?
- How many people will be impacted?
- How many children will be impacted?
- What is the rural/urban split?
- What is the gender-disaggregated impact?
- What are the impacts of trends on possible pathways on UNICEF strategic objectives, with focus on risks and opportunities in advocacy, partnerships and funding?

7. Tasks, Deliverables and Timeframe

With guidance from UNICEF Ghana Country Office and the SitAn Reference Group, the consultant will be responsible for coordinating and providing the following, within the following timeframe (a more detailed timeline will be discussed, agreed with UNICEF and presented in the inception report):

7.1. Timeframe and deliverables

Deliverable	Task	Timeframe	Responsible
1. Conceptual and analytical framework for the limited scope	Prepare and present a final and agreed conceptual and analytical framework for the SitAn and programme assessment	Within 2 weeks after contract signing	Consultant

Situation Analysis and programme assessment			
2.Trend analysis	A ppt presentation with key insightful analysis on the current political, social, economic and demographic and environmental trends including analysis on the relevance and impact of these trends to Ghanaian children and youth Facilitation Facilitation of internal and external reflection	Within 3 weeks after contract signing	Consultant
2. Draft inception report	Review all relevant data sources and prepare a draft inception report which summarizes a. Availability of data sources, clustered by thematic focus areas and information gap analysis b. Availability of programme evaluations and assessments clustered by thematic focus areas and information gap analysis c. Methodology (including for further situation and programme analysis and recommendations, costing and financing options) d. Availability of drafted data collection tools for primary data collection e. Schedule of activities and timeline	Within 3 weeks after deliverable 2	Consultant
3. Final inception report	Finalize, present and submit final inception report which also incorporates comments from consultations. The inception report should not exceed 40 pages, including data visualizations or graphs or illustrations or pictures and annexes*.		Consultant

<p>4. Draft Situation Analysis and programme assessment report available for review by UNICEF Ghana. <i>Two reports</i> will be produced, a comprehensive report to be used by UNICEF internally and a Summary Situation Analysis document that will be shared with stakeholders</p>	<p>Produce presentation of initial findings, complete draft of SitAn and programme assessment report (Comprehensive and Summary), based on research and analysis as required, including quantitative and qualitative research, bottleneck and capacity gap analysis and analysis of disparities/deprivations, and assessment of UNICEF’s programmatic fit vis-à-vis the SitAn results, according to methodology agreed in conceptual and analytical framework. The comprehensive report* will have a maximum of 70 pages, excluding annexes. The Summary report will not exceed 40 pages, including annexes.</p>	<p>December 2021 – January 2022 (8 weeks, to be drafted remotely)</p>	<p>Consultant</p>
<p>5. Final Situation and Programme Assessment and Analysis report (Comprehensive and Summary version)</p>	<p>Produce final report of the SitAn, programme evaluations and assessments integrating inputs and comments discussions with stakeholders, with accompanying background papers according to an agreed format.</p>	<p>January 2022 (2 weeks – working remotely)</p>	<p>Consultant</p>
<p>6. Presentation and Workshop materials</p>	<p>Prepare visually stimulating (e.g., with thematic maps with color-coding highlighting the equity contrast in the respective studied areas) power point presentations with key findings and messages as well as guidance for presentation workshops</p>	<p>All through</p>	<p>Consultant</p>

***Report line spacing (exactly) 13pt, spacing; before 0pt, after 0pt. All report submissions should be in electronic word format, final reports will be submitted print-ready in Word and PDF.**

7.2. Payment schedule

- 20% of fee upon completion of deliverables under 1 and 2 above
- 20% of fee upon completion of deliverables under 3 and 4 above
- 40% of fee upon completion of deliverables under 5 and 6 above

- 20% of fee upon completion of deliverables under 7, above

7.3. Time Frame

This contract shall commence in September 2021 and end January 2022. As indicated under the “Expected Deliverables” table, the total work period under this consultancy is approximately 16 weeks expected to be delivered within a 5-month period.

7.4. Reporting

The Deputy Representative in the UNICEF GCO will be the primary contact and direct supervisor for the individual consultant. The consultant will also coordinate activities with the Planning, Monitoring and Evaluation Manager and the SitAn Reference Group. It is expected that the consultant will prepare brief monthly plans and reports, outlining planned tasks and concrete steps to be undertaken and progress notes on what has been achieved. The consultant is expected to stay in touch via e-mails, messaging applications and other means such as Zoom or Microsoft Teams.

7.5. Ethical Considerations

The consultant is required to clearly identify any potential ethical issue, as well as the processes for ethical review and oversight of the research/data collection process in their proposal. UNICEF Procedure for Ethical Standards in Research, Evaluation, Data Collection and Analysis can be found at: https://www.unicef.org/supply/files/ATTACHMENT_IV-UNICEF_Procedure_for_Ethical_Standards.PDF and should be consistently applied throughout the research process. The procedure contains the minimum standards and required procedures for research, evaluation and data collection and analysis undertaken or commissioned by UNICEF (including activities undertaken by individual and institutional contractors, and partners) involving human subjects or the analysis of sensitive secondary data.

8. Expected Qualifications, Experience, Specialized knowledge/skills and competencies

8.1 Company profile

Consultancy should meet the following requirements:

- Extensive experience conducting large, multi-topic field surveys using survey and management of research teams.
- Demonstrate experience in ethnical research and practices.
- Demonstrate experience conducting social science or related fields relevant for the assignment.
- Demonstrate knowledge of statistics, macroeconomic development and financing in social sector.
- At least 10 years of research and other relevant professional experience and demonstrated excellent experience in conducting participatory approaches.
- Demonstrated ability to deliver quality reports/analysis and results in line with established deadlines.
- Excellent facilitation and coordination skills and process, planning and change management skills.
- Experience in presenting/communicating complex trends and concepts in clear, engaging language.
- In-depth knowledge of children’s rights, including CRC, CEDAW and other international legal instruments the Convention on the Rights of the Child (CRC), Convention on the Elimination of all

Forms of Discrimination Against Women (CEDAW), the Millennium Development Goals (MDGs) and SDGs.

- Knowledge of human rights-based approach to programming.
- Experience in facilitating consultations with government representatives, NGOs, academia, children, adolescents and other stakeholders.
- Institutional knowledge of the UN and UNICEF.
- Knowledge of strategic planning and experience of use of Theory of Change.
- Strong analytical skills and proficiency in writing English.
- Experience of having participated previously in a UNICEF SitAn will be an asset.
- Demonstrate the ability to produce high quality reports and Excellent writing skills.

Other competencies of proposed team:

- A high level of organizational and coordination skills;
- An excellent command of the English language – both written and oral;

9. Application submission process

Interested consultancy firms are required to apply on-line through the link provided with an updated CV, together with a technical and financial proposal in USD (outlining how the assignment will be undertaken within the allocated timeframe, including the quality assurance aspect of the assignment).

Interested consultancy shall provide information for a minimum of two assignments (2) for which its firm and its personnel were legally contracted in the past five years, for carrying out services of a similar nature to the assignment outlined in the TOR. Experience working with UN Agencies, Government, or other bilateral or multilateral development agencies and international NGOs are preferred references. Also include examples of previous, completed related work done, including evidence of completion (i.e. final report, certificate of completion, strategic documents, photos, edited work, videos as applicable).

Bidders shall use the below headings for providing references:

Name of client:

Contact details:

Assignment name:

Duration of assignment (months):

Start and end date (month/year):

Value of the contract (USD):

Total number of staff of the assignment:

Narrative description of the project:

9.1 Qualification and experience of key personnel

The successful firm will have to deploy and manage a team with the following expertise:

- Principal investigator(s) (PIs) – must have an advanced degree (PhD) in a Social Science or a related field and at least 10 years of experience leading large, multi-topic field surveys using

survey in this area. The PI(s) should have a solid understanding of children’s rights, including CRC, CEDAW and other international legal instruments the Convention on the Rights of the Child (CRC), Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW), the Millennium Development Goals (MDGs) and SDGs.

Expertise in sampling and Impact Evaluation study design and implementation using both qualitative and quantitative approaches. The PI should be fluent in written and spoken English. The PI should have the necessary skills and experience in ethical research practices. The PI should ideally, have experience doing this work in Sub-Saharan Africa and preferably in Ghana itself.

- Supporting team members should have experience with managing survey teams on studies related to social development, poverty, exclusion, youth and women engagement, impact evaluation study designs; mixed method data collection; data management.

10. Proposal Evaluation Criteria

All submissions will be reviewed against the following evaluation criteria:

No	Evaluation Criteria	Max. points
1.	Technical Evaluation Criteria	
1.1	<ul style="list-style-type: none"> • Completeness of response (5) • Overall concord between RFP requirement and proposal (5) 	10
1.2	Experience of Company and Key Personnel with reference to required qualifications <ul style="list-style-type: none"> • CV of key personnel (10) • Team composition and sufficiency (5) • Company profile(s) indicating major work, including those aligned with the current TOR (15) 	30
	Proposed Methodology and Approach <ul style="list-style-type: none"> • Provides an overall evidence-based conceptual framework and methodology; • Identifies and address limitations of the proposed methods and/or threats to the validity of the development process and plans to put quality assurance arrangements in place? • Realistic implementation plan/roadmap and accompanying timelines 	30
	Total Technical marks	70
	Only proposals which receive a minimum of 49 points will be considered further	
2.	Financial proposal (including fees, travel costs, DSA as per UN rates)	
	Financial proposal will be assessed based on the completeness and alignment of financial proposal to technical proposal The maximum number of points will be allotted to the lowest price Proposal/offer that is opened /evaluated and compared among those technical qualified candidates who have attained a minimum 49 points in the technical evaluation. Other Financial Proposals will receive points in	30

	inverse proportion to the lowest price.	
3.	Overall Evaluation (Total technical and financial proposal)	100

11. Implementation Arrangements UNICEF-Ghana

The Planning Monitoring and Evaluation Manager at UNICEF Ghana will oversee the contractual implementation of this assignment.

An evaluation reference Group will be established in the inception phase composed of key stakeholders, and will be offered review opportunities at critical times. This panel will be coordinated by UNICEF-Ghana and will be responsible for providing feedback and comments on the design, implementation and reporting of phases of the evaluation. The evaluation steering committee will have the final approval of all evaluation components prior to implementation and/or release.

The following conditions apply:

- The institution is responsible for provision of all necessary transport, computer, equipment and materials necessary for the performance of the expected deliverables outlined above. It is expected that any cost implications for necessary logistics will be catered for in the agreed upon budget. No additional financial provision will be granted outside of this agreement.
- All reports listed under outputs should be structured in accordance with the research issues listed under specific objectives.
- The institution will be responsible for organization of necessary meetings for presentation of methodologies and findings to stakeholders.
- No contract may commence unless the contract is signed by both UNICEF and the consultant or the Contractor;
- UNICEF standard clauses on institutional contracts will apply.
- Payment will only be made once is satisfied with the quality of deliverables and when all have been submitted.