

## TERMS OF REFERENCE

**I. Title of Consultancy:** International consultant to assist UNCT in preparing the Common Country Assessment for UNDAF roll-out.

**II. Purpose of the Consultancy:** Recruit an international consultant to assist the Government of Turkmenistan (GOT) and the United Nations Country Team in Turkmenistan (UNCT) to define development priorities for the next cycle of UNDAF and to prepare the Common Country Assessment (Country Analysis, CA)

**III. Type of Contract:** Individual Contract (IC)

### IV. Description

The United Nations System in Turkmenistan includes six UN agencies – UNDP, UNFPA, UNICEF, UNHCR, UNODC, WHO, two affiliated organizations – International Bank for Reconstruction and Development (World Bank) and IOM, and one regional mission – United Nations Regional Center for Preventive Diplomacy in Central Asia (UNRCCA).

The United Nations has been cooperating with and providing its support to the Government of Turkmenistan in various areas under the framework agreement – United Nations Development Assistance Framework (UNDAF).

The United Nations Country Team (UNCT) and the Government of Turkmenistan endorsed the UNDAF Document for 2010-2015 on 15 August 2009. The document became operational starting from January 2010. UNCT and Government prioritized four areas of cooperation: (i) Strengthening Democratization and Rule of Law; (ii) Strengthening human development to achieve the MDGs; (iii) Improving Sustainable Development and Inclusive Growth; (iv) Promoting Peace and Security. Since its endorsement, three Annual Review meetings were conducted in 2011, in 2012, and 2013 respectively in order to review the progress of UNDAF implementation, make necessary adjustments and outline future directions of cooperation.

Currently, the UNDAF for Turkmenistan is in its fourth year of implementation. In the first quarter of 2014, the UNCT, together with the Government, will conduct an UNDAF Annual Review meeting in order to identify bottlenecks that impede successful realization of all stated outcomes and draw necessary lessons to make the next cycle of UNDAF more successful, and to agree on the best practices to build on during the formulation of the new five year strategic cooperation document for Turkmenistan.

The UNCT plans to continue a comprehensive and coherent approach based on the UN guidelines on common country programming. The UNCT therefore endeavors to prepare an UNDAF that demonstrates a strategic use of UN resources and expertise in line with its comparative advantages

The next UNDAF will be developed from the Common Country Assessment or Country Analysis (CCA or CA) and related analysis and serve as the strategic programmatic framework for the UNCT. It shall describe the collective response of the UNCT to address national socio-economic and development priorities in line with the newly adopted Sustainable Development Goals (SDGs).

To develop such a document, the UNCT and the Government of Turkmenistan seek assistance from an international consultant (1) to assist in identification of development priorities and writing the country analysis. The country analysis shall also look at the challenges of and best practices in the implementation of the on-going UNDAF, thus a section of the CA will become an evaluation of the current UNDAF.

## **V. Scope of Work**

Under the overall supervision of the UN Resident Coordinator, the international consultant shall assist the UNCT in developing of CCA or CA (as agreed during the planning workshop by UNCT and GOV). If required, he/she will plan necessary meetings and facilitate a half-day presentation for the UNCT and invited Government of Turkmenistan representatives on the proposed main components of the Country Analysis.

### **1. Country Analysis**

The consultant is expected to become thoroughly familiar with the context of Turkmenistan and the particular development path being pursued by the government, within the rich natural resources available to them, especially oil and gas. The consultant will facilitate a discussion with the UNCT on which CA option to be adopted and the topics to be addressed in the CA. The consultant will draft the structured, comprehensive and accessible Country Analysis Document on the basis of existing studies and reports and analytical documents provided by the UN Agencies and meetings with UNCT and relevant government officials if necessary. The consultant shall also assist in incorporation of Peer Support Group and Q&A comments as well as comments from non-resident agencies into the final draft of the Country Analysis Document.

More specifically, the Country Analysis shall:

1) Assess the situation of the country in relation to the standards in the MDGs and other internationally agreed goals and treaty obligations. The country analysis shall set out in brief the current level of development in the country and in particular the **areas where** the country has been able to reach internationally agreed development goals and commitments to international norms and standards. It will set out in greater detail the areas **where it has not** been able to reach internationally agreed development goals and commitments to international norms and standards. The document will analyze whether existing legal and governance framework was conducive to full enjoyment of rights and freedoms (*in particular, health, education and employment*) especially by vulnerable, disadvantaged and excluded people (*youth, children, women, people with disabilities, refugees, stateless people*). It will see whether the analytical products released by both Government and international sources provide reliable and recent data on MDGs, and adequately describe issues, trends and gaps.

2) Look at how issues of inequality and exclusion are being tackled; identify their patterns, and describe the situation groups excluded and made vulnerable, including analysis of available disaggregated data, problems and challenges, identification of root causes of these problems

3) Identify key environmental issues and how they contribute to address major development challenges as improving living standards in rural areas and for disadvantaged populations. The country analysis will answer how well environmentally sustainable use of natural resources contributed to the effectiveness of economic processes and increased quality of life. It will also analyze how the Government developed and implemented policies to achieve inclusive growth and equality for all women and men. The document will describe challenges and achievements in integration adaptation and preparedness to climate change into development plans and management.

4) Assess capacity assets and gaps at different levels (enabling environment, organization and individual), including identification of capacity needs of key actors (duty-bearers and rights-holders) throughout 4 (four) priority areas of the current UNDAF.

5) Assess the risks of conflicts and natural disasters as well as readiness of the country to respond, including analysis of capacity in the areas of: (a) effective combating of drug trafficking and organized crime; (b) transforming border management authorities to efficient, accountable, gender-sensitive service institutions in line with international best practices; (c) preparedness of authorities and communities at national and sub-national levels to natural and man-made disasters; and (d) promoting regional peace and stability through non-violent conflict mitigation mechanisms.

The CA is expected to include a chapter on a brief evaluation on the current UNDAF, relevance of its design, efficiency of its indicators, implementation challenges, monitoring and lessons learnt, based on existing UNDAF progress reports and meetings with UNCT.

Based on the findings of all of the above he/she will recommend priority development problems to be addressed in the next UNDAF and broadly outline how these should be addressed taking into account the multi-dimensional nature of all development related problems and the national development priorities and those priorities set forth globally by each of the UN agencies. He / she will recommend if any additional studies should be undertaken prior to developing the next UNDAF.

## **VI. Expected Outputs and Deliverables**

### Outputs:

The outputs expected are outlined in the table below

<b>Deliverables/Outputs</b>	<b>Estimated duration to complete</b>	<b>Review and Approvals Required</b>
1. Review necessary documentation and conduct meetings to identify the current UNDAF implementation challenges strengths and lessons learnt.	3	

2. Review necessary documentation on the basis of existing studies and reports and analytical documents provided by the UN Agencies and meetings with UNCT and relevant government officials if necessary to establish level of country development.	4	
3. Facilitate a meeting to define which CA option is appropriate for Turkmenistan . Propose the structure of the CA document	1	
4. Submit a first Draft Country Analysis as outlined in Scope of Works	10	UNCT
5. Final Country Analysis document with incorporated comments from PSG and NRAs	5	UNCT

## **VII. Institutional Arrangement**

The consultant is expected to work on a daily basis in coordination with the UN Coordination Analyst under the overall guidance of the UN Resident Coordinator. She/he shall update the UNCT on the progress of implementation of the assignment. All organizational support and necessary meetings for the expert will be facilitated by the UN Resident Coordinator's Office.

## **VIII. Duration of the Work**

The duration of the assignment is 25 working days over 4 months starting from mid-February 2014 till 31 June 2014. The expert will have home-based work with 1 in-country mission of 10 working days.

## **IX. Payment Conditions**

This is a lump sum contract that should include costs of consultancy and other costs required to produce the above deliverables. The final schedule will be agreed upon in the beginning of the consultancy.

Payment will be done in two installments based on the quality and timeliness of presented outputs after acceptance of them by the UN Country Team.

1. Upon submission of the first draft of the Country Analysis (50% of total fee);
2. Upon submission of the final version the Country Analysis with incorporated comments from PSG Group and NRAs, and endorsement by UNCT (50% of total fee).

All costs related to the assignment will be covered through a special fund based on the agreement reached within the UNCT.

## **X. Qualifications of the Successful Individual Contractor**

The successful candidate is expected to have extensive experience in facilitation of UNDAF-related workshops and programming.

## COMPETENCIES

- Advanced university degree in humanities, international development, development economics, public administration, social or political science, governance and development, or related fields.
- At least 7-10 years of professional experience in development areas, governance/human rights;
- Substantive knowledge of United Nations Country Programming processes, the conceptual frameworks, structure and processes;
- Understanding of the country context;
- Strong analytical skills; ability to identify the key issues, gather, organise and edit relevant information;
- Strong analytical documents writing skills;
- Ability to handle politically sensitive issues;
- Good facilitation, analytical and interpersonal skills; ability to work under pressure;
- Excellent English writing and editing skills;
- Previous experience in the context of Central Asia and/or particularly Turkmenistan;

## **XI. Recommended Presentation of Offer**

All applicants shall submit a detailed methodology indicating phases, tasks, methods, techniques, time, resources, accessibility and tools to be applied for successful completion of the assignment.

### *Financial proposals for implementation of the assignment*

All applicants shall submit a detailed, carefully considered and justified financial statement based on a lump sum, which should include: a consultancy fee, administrative expenses (if applicable), travel expenses (if applicable), and/or any other expenses the applicants deem necessary to incur during assignment.

## **XII. Additional requirements for recommended Individual Contractor**

If the successful candidate is more than 62 years of age he/she shall be required to undergo a full medical examination.