



Continental Africa Water Investment Programme (AIP)

Terms of Reference: National Consultant to Conduct a Readiness Needs Assessment (RNA) for the Green Climate Fund in Ghana (RNA Consultant)

1. BACKGROUND TO THE CONTINENTAL AFRICA WATER INVESTMENT PROGRAMME (AIP)

On 6 September 2023, African Heads of State and Governments committed to support the implementation of the Continental Africa Water Investment Programme (AIP) as part of the Nairobi Declaration on Climate Change. Africa is highly vulnerable to climate change, and it is expected to significantly impact water, with an increase in extreme events, including droughts, floods, water scarcity, and waterborne diseases. Despite this marked vulnerability, many African countries have limited capacity to access climate finance for strategic water investments. Access to climate finance for water security in Africa is critical to achieving the objectives of the African Union (AU) Climate Change and Resilient Development Strategy and Action Plan (2022-2032), which recognizes the need to strengthen climate-resilient water systems under Focus Area 2: Adopting Pathways Towards Transformative Climate Resilient Development.

The Continental Africa Water Investment Program (AIP) supports the implementation of the African Union Climate Change and Resilient Development Strategy. The Assembly of the African Union Heads of State and Government adopted it as part of the Programme for Infrastructure Development in Africa—Priority Action Plan 2 (PIDA-PAP 2) to address the growing need for investment in water, which is greatly exacerbated by climate change. The AIP comprises five pillars that aim to contribute towards narrowing the investment gap in water across Africa, namely:

- (i) Mobilise high-level political commitment and leadership on water investments – The AU-AIP High-Level International Panel on Water Investments in Africa was created in 2022, bringing together the present and former African heads of State and global leaders. In 2023, the Panel supported the AU in the development and launch of the Africa Rising Investment Tide and the Action Plan for Water Investment in Africa Reports, which offer Concrete courses of action to help countries mobilize at least USD 30 billion annually by 2030 for the implementation of the AIP;

- (ii) The AIP-PIDA Water Investment Scorecard – The AIP-PIDA Water Investment Scorecard aims to improve the accountability, transparency, and effectiveness of water financing and investments. This tool allows countries to establish baselines, track progress, identify bottlenecks, and take action toward meeting Africa's water investment needs. The AUDA-NEPAD adopted it in February 2022 and has been developed and tested in 10 countries in 2023 before its deployment at the level of AU Member States;
- (iii) Water investment programs at regional and national levels – AIP supports AU Member States to develop national water investment programs to close the water investment gap. Many African countries are extremely vulnerable to climate variability, reflected in weak institutional capacity, inadequate water infrastructure, and insufficient data processing and communication systems to ensure effective water management. National water investment programs aim to address these gaps, thereby bridging the investment gap for water security;
- (iv) International Blended Investment Facility AIP – The AIP will assess the need for a blended International Investment Facility, targeted at assisting countries in mobilizing Official Development Assistance (ODA) and grant financing. This will help to de-risk priority water investments through various innovative financial instruments and sources including sovereign wealth funds, guarantees, trade finance, institutional investors, private equity funds, foundations, value-based impact investing, and funding climatic conditions; and
- (v) Gender Equality and Empowerment of Women and Girls in Water Investment – The Transformative Climate-resilient Development for Gender-responsive Water Program (AIP WACDEP-G) aims to develop tools to assist governments in addressing systemic inequalities in decision-making, planning, and implementation of water investment actions. It promotes a transformative approach to institutions, social structures, and relations. The AIP WACDEP-G was piloted in five African countries between 2020 and 2024, and plans are underway to scale it up to other African countries.

2. PROJECT CONTEXT

Ghana is one of the first phase fifteen (15) countries participating in the Programme, "Support to the Readiness of the African Union Commission's Multi-Country Programme". The Green Climate Fund (GCF) funds the project, amounting to Six Million One Hundred and Sixty-Four Thousand Fifty-Three (6,164,053) US Dollars. The African Union Commission is implementing the Programme through the Global Water Partnership (GWP) in Southern Africa (GWP-SA) and the GWP Africa Coordination Unit (CU-GWP Africa).

The overall objective of the project is to enhance the capacities of countries to plan climate-resilient water investments and prepare projects to undertake climate actions through:

- Strengthening countries' capacity for climate finance programming and direct access to GCF resources, with a focus on water-related climate actions;
- Improving strategic frameworks for planning climate-resilient water investments by developing water investment programs;

- Developing national project pipelines through the development of concept notes;
- Establishing a continental knowledge and investment platform to facilitate learning and investment in water security in Africa.

Through the AU - AIP Multi Country GCF Readiness Project, the Global Water Partnership (GWPO) and its regional partners seek to strengthen the readiness of African countries to access climate finance for water and environment investments.

3. JUSTIFICATION

Under the AU AIP Readiness support, progress has been made in undertaking individual capacity needs assessments for the Real Sector Division (RSD) under the Ministry of Finance, Direct Access Entities (DAEs) including potential and accredited, and executing entities. The assessments have produced useful insights, considering institutional gaps, technical limitations, and systemic weaknesses. Despite this feat, there is a critical need for a comprehensive and integrated Readiness Needs Assessment to strategically align and consolidate the findings into a coherent roadmap for climate finance readiness. This effort will transcend the segmented manner and entity-specific challenges and capture cross-cutting, and inter-institutional needs, necessary for the establishment of a responsive climate finance environment. Further, identifying overlaps, synergies, bottlenecks, among others, in the enabling environment will equally ascertain the effects on climate finance stakeholders including state agencies, the private sector and civil society organisations.

A Readiness Needs Assessment is justified to ensure that the country's broader climate finance architecture is cohesive, efficient, and aligned with Green Climate Fund (GCF) modalities and national climate strategies. While the RSD (NDA) and DAEs assessments may have identified deficiency in each of the underlying components of the GCF requirements, the findings need to be analyzed collectively to develop prioritized, sequenced, and costed interventions that can be supported through GCF Readiness grants or other donor mechanisms. A readiness needs assessment also provides a platform to identify overlaps, synergies, and bottlenecks in the enabling environment that affect all climate finance actors, including subnational governments, private sector players, and civil society organizations.

The Readiness Needs Assessment (RNA) when carried out, will serve as foundational tool for planning while informing future interventions and implementation support/strategies. Mapping out existing capacities against GCF requirements will facilitate evidence-based programming toward strategic investments in institutional capacities. Conclusively, the study will ensure that the climate finance readiness investments are targeted, and responsive to emerging challenges facing Ghana and opportunities her climate agenda.

4. OBJECTIVES OF THE CONSULTANCY

This consultancy service aims to support Ghana's strategic planning for GCF Readiness support by undertaking a comprehensive Readiness Needs Assessment (RNA) for the Real Sector Division under the Ministry of Finance (RSD/MoF). The assessment will serve as a foundational exercise to identify capacity gaps, institutional needs, and bottlenecks that inhibit effective access to and use of GCF resources within the broader climate finance context.

The specific objectives of the consultancy include but not limited to the following:

1. Strengthen the institutional capacity of the NDA to coordinate GCF financing efforts.
2. Enhance inclusive coordination mechanisms for climate finance, investment planning and implementation among the stakeholders, including government entities, civil society, private sector, and vulnerable groups.
3. Identify the priority areas of stakeholders including the NDA, DAEs and executing entities where readiness support can have the maximum impact.
4. Improve the policy and regulatory environment to support the formulation, alignment, and implementation of strategic climate frameworks such as the NAP, and Long-Term Strategy (LTS).
5. Enhance the NDA's capacity to prioritize, plan, and facilitate the development of high-quality climate investment pipelines aligned with GCF programming goals and investment criteria.
6. Promote knowledge management, MEL, and cooperation mechanisms to support evidence-based programming, regional collaboration, and continuous improvement of readiness interventions.
7. Enable the development of a Country Readiness Terms of Reference (TOR)¹ that is evidence-based and aligned with the GCF 2024–2027 Readiness and Preparatory Support Strategy.

5. METHODOLOGY AND APPROACH

The methodology for this assignment should be encompassing, including a rigorous, participatory, and evidence-based approach that ensures relevance, quality, and effectiveness of the assessment. It must be structured, inclusive, and results-oriented, integrating the following aspects:

1. Desk review and analysis of existing information: Review relevant national documents, including climate strategies (e.g. NDCs, NAPs, LTS), policy frameworks, previous readiness grants, and country programming documents, to establish a foundational understanding of the climate finance landscape.

¹ <https://www.greenclimate.fund/document/country-readiness-tor-template>

2. Administration of the GCF Guiding Questions: Follow the GCF’s “Optional Guide for Countries on Strategic Planning of Readiness Support²” to systematically identify capacity gaps. The responses should inform the diagnostic framing of readiness needs in alignment with the GCF Rapid Results Management Framework (RRMF) and 2024-2027 strategy for the GCF’s Readiness and Preparatory Support Programme.
3. Stakeholder engagement and national ownership: Organize and facilitate consultations, and interviews with a diverse range of national stakeholders, including the NDA/focal point, sectoral ministries, civil society, the private sector, development partners, and sub-national actors. Ensure full participation of marginalized groups, promote gender and social inclusion, and support national leadership and institutional ownership throughout the assessment and prioritization process.
4. Participatory and inclusive approach: Engage stakeholders through consultation workshops, validation meetings, and dialogue platforms to ensure ownership, foster consensus building, and incorporate local knowledge, gender and social inclusion into readiness planning.
5. Incorporation of best practices and comparative learning: Draw on lessons learned from previous readiness initiatives and similar assessments conducted in other countries or regions to enrich analysis and inform actionable recommendations.

The National Technical Coordinator will coordinate the work of the consultant.

6. SCOPE OF WORK

6.1. Activity 1: Conduct the Country Readiness Needs Assessment (RNA)

The consultant will undertake a structured and participatory assessment to identify the technical, institutional, and policy-related readiness gaps and capacity needs. Specifically, the consultant will carry out the following activities:

1. Review existing documentation and conduct institutional mapping:
 - a) Collect and analyze relevant climate change national strategies and frameworks (e.g. NDCs, NAPs, LTS, GCF Country Programme, previous GCF readiness grants).
 - b) Review governance arrangements, and coordination mechanisms relevant to climate finance.
 - c) Map existing institutions engaged in climate finance (NDA, sector ministries, DAEs, CSOs, private sector entities, etc.), their roles, and relationships.
2. Evaluate the enabling policy and regulatory environment:
 - a) Review the existence, coherence, and implementation of climate-related policies, legal frameworks, and regulatory instruments that support integrated climate investment (e.g.

² <https://www.greenclimate.fund/document/guide-countries-strategic-planning>

- investment planning frameworks, fiscal integration of climate risks, guidelines for sub-national action).
- b) Identify policy gaps that hinder private sector engagement and inclusive participation of vulnerable groups in climate finance programming and investment.
3. Administer the GCF Guiding Questions for Strategic Planning: Apply the GCF's "Guiding Questions for Strategic Planning and Developing Country Readiness TORs³" to assess readiness needs.
 4. Assess institutional capacity and readiness of the NDA and potential DAEs, and the challenges associated with the coordination of GCF processes.
 5. Analyze climate investment planning and pipeline development capacity:
 - a) Examine the country's ability to prioritize and sequence investments aligned with national strategies and GCF programming targets.
 - b) Assess the presence, quality, and readiness of existing project ideas, concept notes, or investment plans under development.
 - c) Identify institutional bottlenecks or support needed for scaling project origination and design.
 6. Evaluate systems for monitoring, reporting, learning, and knowledge exchange:
 - a) Identify institutional arrangements and tools for Monitoring, Evaluation and Learning (MEL), Monitoring Reporting and Verification (MRV), and climate finance tracking.
 - b) Assess the extent to which results, lessons, and best practices are captured, disseminated, and used for decision-making.
 - c) Examine opportunities for enhancing regional cooperation, peer exchange, and South-South collaboration.
 7. Synthesize findings and formulate priority readiness needs:
 - a) Consolidate evidence from the desk review, stakeholder consultations, and readiness assessment.
 - b) Prioritize key readiness gaps and capacity-building areas aligned with the GCF 2024-2027 readiness strategy.
 - c) Provide a list of actionable activities to address the identified readiness gaps and to inform the drafting of a robust, evidence-based Country Readiness Terms of Reference (TOR).

Level of effort: Twenty-two (22) man-days are allocated to this work.

³ <https://www.greenclimate.fund/document/guide-countries-strategic-planning>

6.1.1. Expected Deliverable 1:

1. A comprehensive Readiness Needs Assessment Report, including but not limited to:
 - a) Key findings from the assessment
 - b) Identified gaps categorised across the following thematic areas in line with the GCF's "Guiding Questions for Strategic Planning & Developing Country Readiness TORs":
 - NDA roles, responsibilities and coordination mechanisms
 - Policy, Regulatory and strategic framework, including gaps in private sector engagement.
 - Accreditation Support and Programming capacities of potential DAEs
 - Country Programme and Investment prioritisation
 - Status and Quality of Concept Notes and Project Ideas
 - Climate Project Oversight and Coordination
 - Stakeholder Engagement and Analysis
 - Knowledge Management and Collaboration
 - c) Prioritized readiness needs
 - d) Recommendations, including a proposed list of potential readiness activities to address the identified gaps, with corresponding responsible institutions, to inform the development of a focused and actionable Country Readiness Terms of Reference (TOR).

6.2. Activity 2: Facilitate Validation of the Readiness Needs Assessment Report

This activity focuses on the national validation of the Readiness Needs Assessment Report including recommendations. Following the completion of the needs assessment (Activity 1), this step ensures that key findings, identified gaps, and proposed readiness priorities are reviewed and endorsed by stakeholders, including the NDA, potential DAEs, and other national institutions towards country ownership.

The consultant will:

1. Support the NDA or focal point in preparing and organizing the validation workshop, including, agenda setting, and preparation of presentation materials.
2. Present the draft Readiness Needs Assessment Report and proposed priority readiness activities to stakeholders in a clear and structured format.
3. Facilitate inclusive discussions during the validation session, capturing feedback from a range of actors, including government institutions, private sector, civil society, and development partners.
4. Document all stakeholder feedback and integrate the relevant aspects into the final version of the Readiness Needs Assessment Report and recommendations.

Level of effort: Three (3) man-days are allocated to this work.

6.2.1. Expected Deliverable 2:

Validation Workshop Report, summarizing workshop proceedings, participant list, key comments received, and how feedback was addressed in the final report.

7. QUALIFICATIONS AND DESIRED EXPERIENCE

The consultant should meet the following minimum qualifications:

- a. A PhD or Master's degree in a relevant field such as economics, finance, environmental sciences, public policy, development studies, or other related disciplines.
- b. At least 7 years of proven professional experience in needs assessment or stakeholder consultation processes related to the design and implementation of climate change projects.
- c. Demonstrated experience working with government institutions, public agencies, international or private sector organizations, and national coordinating entities.
- d. Sound knowledge of the UNFCCC processes and international climate change negotiation frameworks.
- e. Strong understanding of international climate finance sources, including the Green Climate Fund (GCF), and the role and responsibilities of the National Designated Authority (NDA) in GCF engagement.
- f. Proven experience in institutional capacity assessments, action plan development, and policy advisory work in the context of climate change or development planning.
- g. Good knowledge of the Ghana's socio-economic and political context.
- h. Ability to work independently with minimal supervision, and to effectively engage with communities, regulatory bodies, private sector actors, and government stakeholders.
- i. Excellent writing and analytical skills in English.

8. DURATION, DELIVERABLES AND PAYMENT SCHEDULE

The assignment shall not exceed Twenty-Five (25) man-days over a Forty (40) days period.

The deliverables are organised to guide payments of the consultancy fee as presented in Table 1. Details of payment terms shall reflect in the contract with the consultant, as shown in Table 1.

Table 1 Deliverables of the Readiness Needs Assessment Study

Deliverable	Number of days	Percentage payment of Consultancy fee (%)
An inception report includes an approach to the tasks and a revised work plan.	5 days after contract signing	20
Draft Readiness Needs Assessment Report	30 days into the contract	30
Workshop Validation Report	35 days into the contract	-
Final Readiness Needs Assessment Report	40 days into the contract	50

9. SUBMISSION OF APPLICATION

Interested applicants should submit:

1. **A cover letter** dated and signed with the stated period of availability of the consultant and addressed as follows:
The Manager
GWPSA NPC
Ground Floor, Block A
Hatfield Gardens
333 Grosvenor Street Hatfield, Pretoria
2. **A detailed CV**, highlighting relevant experience including three (3) professional references.
3. A technical proposal with methodology describing the steps, methods, and tools to achieve each deliverable.
4. A work plan to guide the study.
5. A dated and signed financial proposal, indicating the amount of the tender in words and figures (in USD). ***The consultant shall include the cost of holding the workshops to validate the deliverable 1 in the financial proposal.***

Note on Withholding tax: GWPSA NPC Ltd (the company) shall, in terms of section 58 of the Botswana Income Tax Act CAP 52:01 (Act) deduct a withholding tax at the default rate of 15% as per the applicable Double Taxation Avoidance Agreement (DTAA) for any other country. The tax so deducted shall be remitted to the Botswana Unified Revenue Service, and the company shall

issue the payee/contractor with BURS' tax certificates, which may, depending on the tax laws of the country of residency of the contractor, be used to claim foreign tax credits.

Applications must be sent before/on **Tuesday, 29 July 2025** to:

- GWPSA Procurement (gwpsaprocurement@gwp.org) with copy to maxwell.boateng-gyimah@aipwater.org, ROMensah@mofep.gov.gh, boatgyimax2@gmail.com, julienne.ndjiki@gwpsaf.org; and maxime.teblekou@gwpao.org
- For any inquiries, do not hesitate to contact Mr. Maxwell Boateng-Gyimah (maxwell.boateng-gyimah@aipwater.org) or to call +233 558 584069

10. SELECTION CRITERIA AND ELIGIBILITY

The tenders shall be evaluated in two stages. The first stage will involve the evaluation of the technical offer. The second stage will evaluate the financial proposal. The technical proposal contributes 70% of the total and final evaluation score whilst the financial proposal carries 30% of the weighted score. The Proposal that scores 75% and more will proceed to the financial evaluation stage. Table 2 provides a summary of how the technical proposal will be evaluated and scored.

Table 2 Summary of scoring of the technical proposal

Summary of Technical Proposal Evaluation Forms		Score Weight (%)	Points Obtainable (%)
1	Expertise of Firm / Organization / Individual	30	30
2	Proposed Methodology, Approach and Implementation Plan	40	40
3	Management Structure and Key Personnel	30	30
TOTAL		100	100