



Terms of References

I. Position Information

Services/Work Description:	develop Inclusive and Sustainable Agricultural Development Programme
Project/Programme Title:	Enhancing National Capacity for Agricultural Growth and Transformation
Duty Station:	Addis Ababa, Ethiopia
Type of the Contract:	International Consultant
Duration:	62 working days
Expected Start Date:	Immediately after signing of the Contract;

II. Organizational Context

Ethiopia has experienced a rapid economic growth, averaging more than 10 percent in the last decade. The rapid economic growth since 2004 has helped to significantly reduce poverty from 38.7 percent in 2005 to 29.6 percent in 2011 and estimated to have further declined to 23.5 percent in 2015/16. Ethiopia is currently in the third year of implementation of the second Growth and Transformation Plan (GTP II) (2015/16-2019/20).

The agriculture sector accounts for 36.7% of GDP and it contributed to 0.9 percent of the 8 percent GDP growth in 2016/17, crop production being the major source. The agricultural sector which employs 73 percent of the workforce and generates over 70 percent of exports earnings will remain a critical sector for the economy, as well as, a major source of raw materials for agriculture-led industrialization process. More than 79 million of the 100 million population in Ethiopia rely on agriculture for their livelihood; making the sector still relevant and important in Ethiopia's economy. Because of its importance to national food security, source of livelihood and poverty reduction, agriculture will continue to play a leading role in the Ethiopian economic transformation. Hence, the Government of Ethiopia (GoE) has, within the GTP, articulated a clear vision for the sector, placing it at the center of the country's transformation agenda.

The UNDP Country Office has been supporting the Government's efforts to accelerate pro-poor economic growth, with agriculture among the key drivers of the envisioned transformation during the past years. The contributions of UNDP's engagement towards the agriculture sector focused on supporting policy and institutional capacity development to build knowledge, skills and systems that can enhance access to critical productive services, support efficiency of marketing systems, and leverage appropriate technology and practices to

demonstrate sustainable options for boosting productivity and income in rural areas. Moreover, UNDP supported policy and diagnostic work, and testing of innovative practices that can facilitate solutions to practical bottlenecks in building effective agricultural value chains. UNDP assisted programmes have contributed to increased agricultural productivity through creating enabling environment and facilitating additional knowledge and investment to the sector. UNDP has been supporting the Agricultural Transformation Agency (ATA) to address the bottleneck problems in the agriculture sector; which has contributed for the sector transformation significantly. It has also supported the agriculture growth programme as well as the national soil testing center. Recently, UNDP is working with Ministry of Livestock and Fisheries (MoLF) to enhance the capacities for livestock sector development and transformation. Through the Ministry of Industry, UNDP is supporting the development of integrated agro-industrial zones and the link with its work in agriculture and livestock. In order to bring all these interventions in a comprehensive and synergetic approach, there is a need to design an integrated programme addressing key and strategic interventions that would help in transforming the sector and alleviate poverty.

III. Objective

UNDP is now seeking the service of an international consultant to undertake in depth analysis of Ethiopia's agriculture sector and based on which to re-shape and design the UNDP Ethiopia Country office agriculture programme for the next 3-5 years and develop **comprehensive programme document (2018-2021)** which is informed by recent sectoral developments as well as the comprehensive programme evaluation conducted on the previous years of engagement. The exercise shall focus on identifying capacity gaps in terms of agricultural policy and regulatory framework design, institutional implementation capacities of the Agricultural Growth Programme (AGP II); availing the right skills for strong human resource base to spearhead the agricultural transformation agenda; agricultural commercialization cluster development and management; production and productivity enhancement interventions towards enhanced supply of raw materials for agro-industries; and, prompting a conducive business environment for the growth of the agricultural sector.

Moreover, the assignment shall look into the Ministry of Agriculture's coordination framework with Agricultural Transformation Agency in prioritizing intervention areas to be implemented by the two entities in addition to integration and synergy mechanism put in place for cross-learning, documentation sharing and scaling-up of best practices. The assessment also identifies UNDP's comparative advantages among UN agencies and other development

partners to support this sector along with and in a complimentary manner with its other interventions such as climate resilient green economy, economic governance and structural transformation. The programme development need to be aligned with the new strategic plan of UNDP as well as Country Programme Document. The programme development also need to take into consideration the interest of donor community (to ensure the programme will be financed at some point in the future) and this may entail undertaking potential donors mapping.

IV. Tasks (Scope of Service)

The consultant is expected to perform the following major tasks:

- **Context analysis of the agriculture sector in Ethiopia:** scanning the environment and analyzing the country context that entails from policies to programmes and strategies would help understand the challenges and opportunities for the sector development and thereby develop key strategic interventions that are not addressed or need to be addressed differently. This would help to define UNDP's entry point (upstream or downstream) as well as strategic interventions that UNDP need to address based on its competence, mandate, comparative advantages and resources.
- **Review of UNDP's existing programmes and their relevance, impact as means to design the future programme in agriculture:** this may require the need to review existing engagements with ATA, MoA, former MoLF, Ethiopian Commodity Exchange (ECX), and projects such as AGP, national soil testing center.
- **Identification of new areas of entry and ensure new agriculture programme will complement and have synergy with other parallel programmes in the CO;** the CO is implementing other projects and programmes that are directly or indirectly related with agriculture. This may include climate change adaptation and mitigation land use management and restoration of degraded land, resilience building, livelihoods, food security through landscape and ecosystem management as well as forest based ecosystem. This possible horizontal linkage need to be identified and reflected in the document.
- **Conduct capacity assessment:** During the capacity assessment, data & information are collected on desired and existing capacity. This data & information can be gathered by a variety of means, including desk reviews, interviews and focus group discussions.

Review of international best practices from other countries will also form an essential part of the assessment.

- **Identify development partners supporting the Ministry:** During the capacity assessment, the consultant is to map out interventions by other donors and development partners supporting the Ministry of Agriculture so as to help identify synergies and reduce duplication of efforts. Information shall be gathered from all partners supporting the Ministry.
- **Identify capacity gaps:** The comparison of desired capacities against existing capacities determines the level of effort required to bridge the gap and informs the formulation of a capacity development response within the anticipated programme resource available in the anticipated implementation period.
- **Formulate programme document:** Based on the capacity gaps and needs identified, develop a programme document. This is an integrated set of deliberate and sequenced actions (a combination of quick-impact initiatives (less than one year) and short- to medium-term (one year or longer) embedded in a programme or project to address the three guiding questions: ‘capacity for why?’, ‘capacity for whom?’ and ‘capacity for what?’ Among other things, the programme document is expected to include: context analysis, the expected outcome contribution, outputs, indicators, targets and cost of the programme. The UNDP programme document template will be provided.

V. Deliverables/ Expected outputs		
No	Deliverables	Duration (approx.)
1	Inception report (including methodology, suggested annotated outlines of developing a programme document)	7 calendar days after signing of the contract
2	Draft programme document	30 calendar days after presentation of inception report
3	Review meeting	5 calendar days after submission of programme document
4	Pre-Final programme document	10 calendar days after validation meeting
5	Validation (Local Project Appraisal Committee (LPAC) meeting	5 calendar days after submission of prefinal programme document

6	Submit final programme document	5 calendar days after the validation meeting
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VI. Methodology

The broader suggested methodology for this exercise is to review UNDP's past engagement with the Ministry of Agriculture and ATA as well as to conduct rapid assessments and in depth consultative discussions with the Ministry and pertinent stakeholders with a view to producing an informed contextual analysis on how the CO's **Inclusive and Sustainable Agricultural Development Programme shall be shaped with concrete interventions for the next 3-5 years**. The consultant may also delineate own suggested methodology at proposal submission stage.

The definition of capacity adopted for this assignment is the one put forward by UNDP. According to UNDP, capacity development is defined as the process through which individuals, organizations and societies obtain, strengthen and maintain the capabilities to set and achieve their own development objectives over time. This definition reflects the viewpoint that capacity resides within the following three levels:

- The **enabling environment** describes the broader system within which individuals and organizations function and one that facilitates or hampers their existence and performance. This level of capacity is central to the understanding of capacity issues, as it determines the 'rules of the game' for interaction between and among organizations. Capacities at the level of the enabling environment include policies, legislation, power relations and social norms, all of which govern the mandates, priorities, modes of operation across different parts of society.
- The **organizational level** of capacity comprises the internal policies, arrangements, standard operating procedures and frameworks that allow an organization to operate and deliver on its mandate, and that enables the coming together of individual capacities to work together and achieve goals. If these exist, are well-resourced and well-aligned, the capability of an organization to perform will be greater than that of the sum of its parts.

- The **individual level**, at which capacity refers to the skills, experience and knowledge that are vested in people. Some of these are acquired through formal training and education, others through learning by doing and experience.

The consultant is expected to follow UNDP Capacity Assessment Framework (<http://www.undp.org/content/undp/en/home/librarypage/capacity-building.htm>). This would include the following three dimensions:

VII. Location and Reporting

This consultancy assignment may require travel of the consultant for field work to Addis Ababa and some regions within the country for data collection (as appropriate) and validation meetings. The consultant will work under the overall guidance of Team Leader, Inclusive Growth and Sustainable Development Unit and direct supervision of the Programme Specialist for Agricultural Development Programme. He/she will closely engage with assigned focal person's both from Ministry of Agriculture and Agricultural Transformation Agency.

VIII. Consultant Qualification Criteria (International)

a. Education:

- Master's Degree or above in Agriculture or Agricultural Economics, rural development;

b. Experience:

- Minimum 10 years of relevant work experience preferable in similar context and assignments;
- Ample experience in UNDP programme/project development;

d. Technical and Functional Competencies:

- Knowledge of the broader agriculture sector, agricultural policies, regulations, guidelines and gender related agricultural issues in Ethiopia;
- Knowledge in Ethiopia's GTP, AGP and other national programs as well as the agricultural cooperatives structure;
- Ample experience in UNDP programme/project development;

e. Functional Competencies

- Outstanding communication skills in English;
- Positive and constructive approaches to work with energy and synergy;
- Demonstrate openness to change and ability to receive and integrate feedback;

- Excellent written and verbal communication skills;
- Strong time management and meet established time lines;

f. Language and Other Skills:

- Excellent knowledge of English, including the ability to write reports clearly and concisely and to set out a coherent argument in presentation and group interactions;
- Capacity to facilitate and communicate with different stakeholders;
- Computer skills: full command of Microsoft applications (word, excel, PowerPoint) and common internet applications;

IX. Criteria for Selecting Best Offer

Upon the advertisement of the procurement notice, qualified individual consultant is expected to submit both 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 is:
 - a. Technical evaluation criteria weight is **70%**
 - b. Financial evaluation criteria weight is **30%**

Criteria	Weight	Max. Point
Technical Competence (based on CV, Proposal and interview (if required))	70%	100
▪ Criteria a. Educational relevance: close fit to post		10 pts
▪ Criteria b. Understanding the scope of work and organization of the proposal		40 pts
▪ Criteria c. Experience of similar assignment		30 pts
▪ Criteria d. Previous work experience in Africa/ Ethiopia and UNDP		20 pts
Financial (Lower Offer/Offer*100)	30%	30
Total Score	Technical Score * 70% + Financial Score * 30%	

X. Payment Milestone and Authority

The prospective consultant will indicate the cost of services for each deliverable **all-inclusive¹ lump-sum contract amount** when applying for this consultancy. The consultant will be paid

only after approving authority confirms the successful completion of each deliverable as stipulated hereunder.

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

Installment of Payment/ Period	Deliverables or Documents to be Delivered	Approval should be obtained	Percentage of Payment
1 st instalment	Upon submission and approval of inception Report	UNDP CO and the MOI	20%
2 nd instalment	Following submission and draft programme document for the review meeting	"	40%
3 rd instalment	Following submission and approval of the final programme document	"	40%

XI. Confidentiality and Proprietary Interests

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